# *RESPONSE PACKET*

## *710-23-0012*

**Submitted by**
**Evident Change**
**426 S. Yellowstone Drive**
**Madison, WI 53719**

# RESPONSE SIGNATURE PAGE

*Type or Print the following information.*

| PROSPECTIVE CONTRACTOR'S INFORMATION | | | | | |
|---|---|---|---|---|---|
| Company: | Evident Change (formerly the National Council on Crime and Delinquency) | | | | |
| Address: | 426 S. Yellowstone Drive | | | | |
| City: | Madison | State: | WI | Zip Code: | 53719 |
| Business Designation: | ☐ Individual<br>☐ Partnership | ☐ Sole Proprietorship<br>☐ Corporation | | ☐ Public Service Corp<br>☒ Nonprofit | |
| Minority and Women Owned Designation*: | ☒ Not Applicable ☐ American Indian ☐ Service Disabled Veteran<br>☐ African American ☐ Hispanic American ☐ Women-Owned | | | | |
| | ☐ Asian American ☐ Pacific Islander American | | | | |
| | AR Certification #: _____ * See *Minority and Women-Owned Business Policy* | | | | |

| PROSPECTIVE CONTRACTOR CONTACT INFORMATION<br>*Provide contact information to be used for solicitation related matters.* | | | |
|---|---|---|---|
| Contact Person: | Dayana Kupisk | Title: | Principal Investigator/Child Welfare Systems Researcher |
| Phone: | 608-203-8706 | Alternate Phone: | 800-306-6223 |
| Email: | dkupisk@evidentchange.org | | |

**CONFIRMATION OF REDACTED COPY**

☐ YES, a redacted copy of submission documents is enclosed.
☒ NO, a redacted copy of submission documents is not enclosed. I understand a full copy of non-redacted submission documents will be released if requested.

*Note: If a redacted copy of the submission documents is not provided with Prospective Contractor's response packet, and neither box is checked, a copy of the non-redacted documents, with the exception of financial data (other than pricing), will be released in response to any request made under the Arkansas Freedom of Information Act (FOIA). See Solicitation Terms and Conditions for additional information.*

**ILLEGAL IMMIGRANT CONFIRMATION**

By signing and submitting a response to this *Solicitation*, a Prospective Contractor agrees and certifies that they do not employ or contract with illegal immigrants and **shall not** employ or contract with illegal immigrants during the term of a contract awarded as a result of this solicitation.

**ISRAEL BOYCOTT RESTRICTION CONFIRMATION**

By checking the box below, a Prospective Contractor agrees and certifies that they do not boycott Israel and **shall not** boycott Israel during the term of a contract awarded as a result of this solicitation.

☒ Prospective Contractor does not and **shall not** boycott Israel.

***An official authorized to bind the Prospective Contractor to a resultant contract shall sign below.***

The signature below signifies agreement that any exception that conflicts with a Requirement of this *Solicitation* **may cause the Prospective Contractor's response to be rejected.**

**Authorized Signature:** Toni Aleman **Title:** Director of Human Resources

**Printed/Typed Name:** Toni Aleman **Date:** 1/24/23

# SECTIONS 1 – 4: VENDOR AGREEMENT AND COMPLIANCE

- *Any requested exceptions to items in this section which are NON-mandatory **must** be declared below or as an attachment to this page. Vendor **must** clearly explain the requested exception, and should label the request to reference the specific solicitation item number to which the exception applies.*
- *Exceptions to Requirements **shall** cause the vendor's proposal to be disqualified.*

*Evident Change accepts and agrees to the terms and conditions set out in Attachment D Terms and Conditions.*
*Evident Change does not have any exceptions to items in this section.*

By signature below, vendor agrees to and **shall** fully comply with all Requirements as shown in this section of the bid solicitation.

**Authorized Signature:** Toni Aleman

*Use Ink Only.*

**Printed/Typed Name:** Toni Aleman **Date:** 1/24/23

# DISCLOSURE OF LITIGATION

- Respondent and any subcontractors offering services shall disclose any litigation that could affect the project or contract. The respondent must identify, for all projects undertaken for the past three (3) years, any claims, disputes, or disallowances imposed by any funding agency. In addition, a statement of any assignments, contractual obligations, and the respondent's involvement in litigation that could affect this work shall be included. Respondent must identify any contract termination(s) that have occurred or that were initiated by either party.

Evident Change does not have any litigation that could affect the project or contract. In the last three (3) years, Evident Change has not had any claims, disputes, or disallowances imposed by any funding agency. Also, Evident Change has not had any assignments, contractual obligations, or involvement in litigation that could affect this work. There have been no contract termination(s) that have occurred or that were initiated by Evident Change or any other party that has contracted with Evident Change.

State of Arkansas
DEPARTMENT OF HUMAN SERVICES
700 South Main Street
P.O. Box 1437 / Slot W345
Little Rock, AR 72203

**ADDENDUM 1**

**TO:** All Addressed Vendors
**FROM:** Office of Procurement
**DATE:** January 18, 2023
**SUBJECT:** 710-23-0012 Continuous Quality Improvement Reviews

The following change(s) to the above referenced RFP have been made as designated below:

__X__ Change of specification(s)
_____ Additional specification(s)
_____ Change of bid opening date and time
_____ Cancellation of bid
__X__ Other

## CHANGE OF SPECIFICATION(S)

- Section 1.14.A. delete and replace with the following:
  Contractor(s) shall include the monthly rate on the Official Price Bid Sheet only. Contractor must provide a detailed budget with the Official Bid Price Sheet that includes a breakdown of all expenditures included in the monthly amount. Any cost not identified by the successful contractor but subsequently incurred in order to achieve successful operation shall be borne by the Contractor. The Official Bid Price Sheet is provided as a separate file posted with this Bid Solicitation.

- Section 2.3.A delete and replace with the following:
  The Contractor must be registered to do business in the State of Arkansas. For verification purposes, Contractor must submit with proposal official documentation of their active registration from the Arkansas Secretary of State's Office.

- Section 1.8.A.2.c delete and replace with the following:
  Original Proposed Subcontractors Form. (See Subcontractors.)

## OTHER

- Replace Official Bid Price Sheet with Revised – Official Bid Price Sheet
- Remove Section 3.1.C.3 of the solicitation

The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions, please contact: Buyer's name, Buyer's email address and phone number.

Toni Newman
Vendor Signature

1/24/23
Date

Evident Change
Company

Contract Number _____

Attachment Number _____

Action Number _____

# CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM

Failure to complete all of the following information may result in a delay in obtaining a contract, lease, purchase agreement, or grant award with any Arkansas State Agency.

**SUBCONTRACTOR:** ☐ **Yes** ☑ **No** **SUBCONTRACTOR NAME:** Evident Change

**TAXPAYER ID NAME:** 13-1624111 **IS THIS FOR:** **Goods?** ☐ **Services?** ☑ **Both?** ☐

**YOUR LAST NAME:** Aleman **FIRST NAME** Toni **M.I.:**

**ADDRESS:** 426 S. Yellowstone Drive

**CITY:** Madison **STATE:** WI **ZIP CODE:** 53719 **COUNTRY:** United States

***AS A CONDITION OF OBTAINING, EXTENDING, AMENDING, OR RENEWING A CONTRACT, LEASE, PURCHASE AGREEMENT, OR GRANT AWARD WITH ANY ARKANSAS STATE AGENCY, THE FOLLOWING INFORMATION MUST BE DISCLOSED:***

## FOR INDIVIDUALS*

Indicate below if: you, your spouse or the brother, sister, parent, or child of you or your spouse *is* a current or former: member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee:

| Position Held | Mark (√) | | Name of Position of Job Held [senator, representative, name of board/ commission, data entry, etc.] | For How Long? | | What is the person(s) name and how are they related to you? [i.e., Jane Q. Public, spouse, John Q. Public, Jr., child, etc.] | |
|---|---|---|---|---|---|---|---|
| | Current | Former | | From MM/YY | To MM/YY | Person's Name(s) | Relation |
| General Assembly | | | | | | | |
| Constitutional Officer | | | | | | | |
| State Board or Commission Member | | | | | | | |
| State Employee | | | | | | | |

☑ **None of the above applies**

## FOR AN ENTITY (BUSINESS)*

Indicate below if any of the following persons, current or former, hold any position of control or hold any ownership interest of 10% or greater in the entity: member of the General Assembly, Constitutional Officer, State Board or Commission Member, State Employee, or the spouse, brother, sister, parent, or child of a member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee. Position of control means the power to direct the purchasing policies or influence the management of the entity.

| Position Held | Mark (√) | | Name of Position of Job Held [senator, representative, name of board/commission, data entry, etc.] | For How Long? | | What is the person(s) name and what is his/her % of ownership interest and/or what is his/her position of control? | | |
|---|---|---|---|---|---|---|---|---|
| | Current | Former | | From MM/YY | To MM/YY | Person's Name(s) | Ownership Interest (%) | Position of Control |
| General Assembly | | | | | | | | |
| Constitutional Officer | | | | | | | | |
| State Board or Commission Member | | | | | | | | |
| State Employee | | | | | | | | |

☑ **None of the above applies**

Contract Number _____
Attachment Number _____
Action Number _____

# Contract and Grant Disclosure and Certification Form

***Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this contract. Any contractor, whether an individual or entity, who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the agency.***

**As an additional condition of obtaining, extending, amending, or renewing a contract with a *state agency* I agree as follows:**

1. Prior to entering into any agreement with any subcontractor, prior or subsequent to the contract date, I will require the subcontractor to complete a **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM**. Subcontractor shall mean any person or entity with whom I enter an agreement whereby I assign or otherwise delegate to the person or entity, for consideration, all, or any part, of the performance required of me under the terms of my contract with the state agency.

2. I will include the following language as a part of any agreement with a subcontractor:

   *Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this subcontract. The party who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the contractor.*

3. No later than ten (10) days after entering into any agreement with a subcontractor, whether prior or subsequent to the contract date, I will mail a copy of the **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM** completed by the subcontractor and a statement containing the dollar amount of the subcontract to the state agency.

***I certify under penalty of perjury, to the best of my knowledge and belief, all of the above information is true and correct and that I agree to the subcontractor disclosure conditions stated herein.***

Signature Toni Aleman Digitally signed by Toni Aleman Date: 2023.01.24 14:10:05 -06'00' Title Director of Human Resources Date 1/24/23

Vendor Contact Person Dayana Kupisk Title Principal Investigator/Child Welfare Systems Phone No. (608) 203-8706

*Agency use only*

Agency Number 0710 Agency Name Department of Human Services Agency Contact Person _____ Contact Phone No. _____ Contract or Grant No. _____

# EQUAL EMPLOYMENT POLICY

Evident Change is an equal opportunity employer. We are committed to providing a work environment free of harassment; discrimination; retaliation; and other unprofessional conduct based on age, ancestry, color, marital status, medical condition, mental disability, national origin (including whether or not the individual has a driver's license granted under specific sections of the California Vehicle Code), citizenship status, marital status, registered domestic partner status, physical disability, race, religion (including lack of religious belief) or religious creed, sex (including pregnancy, childbirth, breastfeeding, and medical conditions related to pregnancy or childbirth), sexual orientation (including heterosexuality, homosexuality, and bisexuality), gender (including gender identity, gender expression, and transgender and sex stereotyping), membership or service (current or past) in the armed forces of the United States, refusal to participate in political meetings or communications, as well as based on an individual's political beliefs or affiliations, genetic information (including information about an individual's genetic tests, family members' genetic tests, family members' diseases or disorders, an individual's or family member's receipt of or request for genetic services, and participation by an individual or individual's family member in clinical research that includes genetic services), or any other basis protected by federal, state, or local law or ordinance or regulation. It also prohibits discrimination, harassment, or unprofessional conduct based on the perception that anyone has any of those characteristics or is associated with a person who has or is perceived as having any of those characteristics. Notwithstanding our commitment to anti-harassment, anti-discrimination and anti-retaliation based on these protected classes, incendiary, inciteful, harmful or hateful speech or conduct (including on social media) will not be permitted.

# PROPOSED SUBCONTRACTORS FORM

• ***Do not*** *include additional information relating to subcontractors on this form or as an attachment to this form.*

**PROSPECTIVE CONTRACTOR PROPOSES TO USE THE FOLLOWING SUBCONTRACTOR(S) TO PROVIDE SERVICES**.

*Type or Print the following information*

| Subcontractor's Company Name | Street Address | City, State, ZIP |
|---|---|---|
| N/A | | |
| | | |
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☒ **PROSPECTIVE CONTRACTOR DOES NOT PROPOSE TO USE SUBCONTRACTORS TO PERFORM SERVICES.**

Evident Change is currently registered and in good standing with the Arkansas Secretary of State as the National Council on Crime and Delinquency and is filing the amendment paperwork to get the name changed to Evident Change.

# Annual Report for Foreign Nonprofit Corporation

| Filing Information | |
|---|---|
| **State of Origin:** | NY |
| **Foreign Country of Origin:** | USA |
| **Entity File Number:** | 811171153 |
| **Alt Entity Type:** | ForeignNonProfit |
| **Entity Name:** | NATIONAL COUNCIL ON CRIME AND DELINQUENCY |
| **File Date:** | 2023-01-24 00:35:14 |
| **Alt Tax Type:** | NonProfitCorporation |
| **Tax Year:** | 2023 |
| **Filing Signature:** | KATHERINE PARK |
| **Registered Agent:** | |
| **Business Name:** | REGISTERED AGENTS, INC. |
| **Address 1:** | 710 S. STREET |
| **Address 2:** | STE. 100 |
| **City:** | MOUNTAIN HOME |
| **State:** | AR |
| **Zip:** | 72653 |
| **Country:** | USA |
| **Officers** | |
| **First Name:** | KATHERINE |
| **Last Name:** | PARK |
| **Title:** | CEO |
| **Address 1:** | 426 S YELLOWSTONE DRIVE |
| **City:** | MADISON |
| **State:** | WI |
| **Zip:** | 53719 |
| **Country:** | USA |
| **First Name:** | FRANCES |
| **Last Name:** | ALLEGRA |
| **Title:** | Director |
| **Address 1:** | 9150 S DADELAND BOULEVARD |
| **Address 2:** | SUITE 1400 |
| **City:** | MIAMI |
| **State:** | FL |
| **Zip:** | 33156 |
| **Country:** | USA |
| **First Name:** | LEON |
| **Last Name:** | ANDREWS |

**Suffix:** JR
**Title:** Director
**Address 1:** 417 JEFFERSON STREET NW
**City:** WASHINGTON
**State:** DC
**Zip:** 20011
**Country:** USA

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**First Name:** MICHAEL
**Last Name:** PEARSON
**Title:** Director
**Address 1:** 2929 WALNUT STREET
**Address 2:** SUITE 1540
**City:** PHILADELPHIA
**State:** PA
**Zip:** 19104
**Country:** USA

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**Principal**

**Address 1:** 426 S YELLOWSTONE DRIVE
**City:** MADISON
**State:** WI
**Zip:** 53719
**Country:** USA
**Email Address:** DPAULUS@NCCDGLOBAL.ORG

## Search Incorporations, Cooperatives, Banks and Insurance Companies

This is only a preliminary search and no guarantee that a name is available for initial filing until a confirmation has been received from the Secretary of State after filing has been processed Please review our NAME AVAILABILITY GUIDELINES HERE prior to searching for a new entity name.

Printer Friendly Version

LLC Member information is now confidential per Act 865 of 2007

Use your browser's back button to return to the Search Results

Begin New Search

For service of process contact the Secretary of State's office.

| | |
|---|---|
| Corporation Name | NATIONAL COUNCIL ON CRIME AND DELINQUENCY |
| Fictitious Names | |
| Filing # | 811171153 |
| Filing Type | Foreign Nonprofit Corporation |
| Filed under Act | For Nonprofit Corp; 1147 of 1993 |
| Status | Good Standing |
| Principal Address | 426 S YELLOWSTONE DRIVE<br>MADISON, WI 53719 |
| Reg. Agent | REGISTERED AGENTS, INC. |
| Agent Address | 710 S. STREET<br>STE. 100<br>MOUNTAIN HOME, AR 72653 |
| Date Filed | 06/20/2018 |
| Officers | KATHERINE H. PARK , Incorporator/Organizer<br>LAURIE WETZEL , Incorporator/Organizer<br>ANGIE WOLF , Incorporator/Organizer<br>LEON T. ANDREWS JR, Director<br>FRANCES P. ALLEGRA , Director<br>MICHAEL PEARSON , Director<br>KATHERINE H. PARK , CEO |
| Foreign Name | N/A |
| Foreign Address | |
| State of Origin | NY |

**Purchase a Certificate of Good Standing for this Entity**

**Submit a Nonprofit Annual Report**

# INFORMATION FOR EVALUATION

- *Provide a response to each item/question in this section. Prospective Contractor may expand the space under each item/question to provide a complete response.*
- ***Do not** include additional information if not pertinent to the itemized request.*

| | Maximum RAW Score Available |
|---|---|
| **E.1 Technical Approach and Solutions** | |
| A. Provide a detailed plan including the following: | |
| 1. Timeline and milestones for meeting requirements outlined in the solicitation.<br><br>Timelines and milestones for all requirements outlined in the solicitation are detailed below using a 12-month plan beginning at the start of each fiscal year (July being Month 1). If a contract is signed after July, Month 1 will indicate the earliest month in which work can begin.<br><br>A timetable with all expected milestones can be referenced in Appendix A. A detailed summary of timelines and milestones by project focus area follows.<br><br>**Quality Services Peer Reviews (QSPRs)**<br><br><u>Preparation: From Notice of Award Until Month 1</u><br><br>Upon notice of the award, Evident Change team members will begin planning and preparation for the proposed project deliverables detailed below. This will include, but is not limited to, evaluation of existing Child and Family Services Reviews (CFSRs), case review tools, and available administrative data and preparation of job posting materials and recruitment plans for local project team hires to be approved by the Arkansas Division of Children and Family Services (DCFS).<br><br><u>Month 1</u><br><br>Upon contract signing, Evident Change will begin hiring a local project team for QSPRs and CFSRs. The local team will be made up of three full-time and one part-time research staff with practice and/or systems experience. The local team will support project management, onsite reviews, and communication among project partners throughout the proposed project. Evident Change will seek DCFS approval of all recruitment materials and welcomes DCFS involvement in interview and hiring decisions to the extent it would like to be involved.<br><br>At the same time, a remote team (see Appendix B) will set up accounts on the CFSR Information Portal and participate in training on the use of the Round 4 Onsite Review Instrument (OSRI) for case reviews and become familiar with the Online Monitoring System (OMS) using available sample data. The remote team will be fully prepared to initiate the project from the execution date of the contract and will be fully trained and ready to begin case reviews by Month 2. The remote team will onboard members of the local team (once they are hired) to the case review process. All project team members will collaborate and partner with the full-time staffer provided by DCFS. | 5 points |

Detailed and transparent project planning, scheduling, and coordination will be critical to the project's success. As an immediate first step, *Evident Change will develop and propose a review schedule to be approved by project leadership within the Department of Human Services (DHS). The review schedule will specify which one of DCFS's 10 service areas will be reviewed each month. Evident Change will collaborate with DCFS* to make necessary changes to the review schedule, including which service areas will be reviewed in which month or which months will be review-free. In addition, a stratified sampling plan will specify the counties whose cases will be reviewed, the target number of foster care cases and in-home cases to be reviewed, and the tentative dates for the onsite portion of the review.

Evident Change will work closely with DCFS and the federal Children's Bureau to determine the ratio of foster care cases (i.e., a child who has been removed from their home) and in-home cases (i.e., cases in which not any of the children have been removed from their home) that are to be reviewed for each service area during the year. At a minimum, the proposed approach by the Evident Change team will ensure that sampling methodology includes "the largest metropolitan area, key program areas operating in the state, Tribes with significant case populations served by the child welfare system, and a geographical cross-section of the state," per the Children's Bureau CFSR Case Review Criteria. *The initial proposed schedule will include a review of one service area per month during Months 2–11 of the first project year (August–May), with Months 1 and 12 (July and June) being review-free. In subsequent fiscal years, reviews may begin in July, with review-free months in December and June.*

Additionally, Evident Change recommends the development of a case review advisory group made up of key community stakeholders including DCFS staff, supervisors, Family Centered Treatment and Intercept providers, and system-involved individuals who can provide feedback during case review projects. If DCFS accepts this recommendation, the case review advisory group would be formed during this month. If there are current working groups that could support this effort, Evident Change will coordinate their involvement.

Evident Change understands the importance of planning and limiting the stressors of projects such as this on staff in the field. Evident Change also realizes that the QSPR process can be disruptive to DCFS field staff if they are not provided with advance notice or options for some flexibility because of the nature of their daily jobs. Once a review schedule is approved, *Evident Change will coordinate and schedule QSPRs with leadership in each service area for their designated review month.* Evident Change will adjust the timeline for activities and onsite reviews within the scheduled month based on leadership feedback from each service area. Evident Change will use the month prior to each service area's QSPR to confirm scheduled activities and make any necessary adjustments. Evident Change is equipped to facilitate all planning meetings and presentations in person or remotely and will work with DCFS and service area leadership to determine the most convenient format and process for each service area.

Months 2–11

For each month during this timeframe, one week for onsite reviews will be scheduled with a specific service area. Prior to or at the start of each onsite week, Evident Change will facilitate *an entrance presentation with county level staff. Each onsite week will conclude with an exit briefing with county level staff*. Between the entrance presentation and exit briefing, *a minimum of 17 cases will be reviewed using the OSRI with ratings entered into the OMS. The total number of cases and selected counties can be adjusted if emerging specifications are provided by the federal government.* The remote team will simultaneously *review eight (8) random electronic-only cases from counties not included in CFSR. Following the onsite review week, ideally by the end of each month but no later than 30 business days, Evident Change will provide a report highlighting the major strengths and areas in need of improvement for each service area, for a total of 10 service area–specific reports each year. Once each report is completed, Evident Change staff will formally present report findings to service area leadership.*

All local reviewers will begin training on use of the OSRI and the OMS immediately upon their hire (target Months 2 and 3). Once the local project team is fully trained and able to complete QSPRs, the remote project team will transition to quality assurance and provide secondary review as needed for remaining reviews.

During Month 2, Evident Change will partner with DCFS to identify staff who may serve as DCFS peer reviewers. Beginning in Month 3, identified peer review staff will be trained by Evident Change on case review protocol and use of the OSRI. During Month 4, DCFS peer reviewers, alongside Evident Change staff, will read a random subset of cases and meet to discuss their review, compare selections, and discuss any inconsistencies. Evident Change will provide technical support to address inconsistencies ahead of DCFS peer reviewers independently reviewing cases.

For the remainder of this time period, up to two monthly coaching sessions will be scheduled. During these sessions, Evident Change staff can meet with peer reviewers to discuss and support competency-building in case review and OSRI completion. Since Month 12 will be a review-free month, Evident Change will use this time to complete other key deliverables, such as training additional *DCFS staff as qualified peer reviewers on use of the OSRI,* finalizing any additional reports or presentations identified by DCFS, and/or preparing for the next annual QSPR. *In subsequent years, Evident Change will prioritize DCFS peer reviewer training during non-review months*, with ongoing coaching sessions available each month as needed.

Month 12

Evident Change will produce a draft annual report that summarizes the QSPR findings from each service area. *Results from each service area will be compared, strengths and areas needing improvement will be highlighted,* and performance from previous years, and, upon completion, Round 4 of the CFSR for Arkansas will be included in the report. *Evident Change will incorporate any feedback from DCFS within two weeks of receiving feedback on the draft, and a finalized report will be submitted to DCFS leadership.* Evident Change expects to complete this report before the end of the state fiscal year (June 30) *but no later than within sixty (60) business days of the completion of the last onsite review week*.

**Child and Family Services Reviews (CFSRs)**

Ongoing

As Arkansas prepares for the fourth round of the CFSRs, Evident Change will be a full partner. Evident Change understands there are three stages of the CFSR process: a statewide assessment, the reviews themselves, and the subsequent Program Improvement Plan (PIP).

Since 2018, Evident Change has been working with DCFS to support consistent, accurate, and equitable decision making throughout the child welfare case continuum through the development and evaluation of consensus-driven Structured Decision Making® (SDM) tools, Safety-Organized Practice (SOP) guidelines, and the Team Decision Making® (TDM) approach. As part of a concurrent data management contract, Evident Change currently produces over 500 ad hoc data requests per year, completes all of DCFS's legislatively mandated reporting, and operates and supports instant, on-demand data via the Arkansas SafeMeasures® dashboard.

This existing partnership with Arkansas has uniquely positioned Evident Change to *support ongoing PIP monitoring and data-driven reporting for all eighteen (18) items included in the safety, permanency, and well-being outcomes in Round 4 of the CFSRs,* while ensuring that all program improvement recommendations can integrate seamlessly with current policies and practices. In direct support of the focus on equity and inclusion in Round 4 of the CFSRs, per

White House Executive Order 139851, Evident Change's research equity framework (See Section 4) will ensure that project activities center equity in both process and outcomes.

Quarterly, After PIP Approval

*Evident Change will draft a progress report summarizing PIP performance measures that will include current standing on all 18 items from the OSRI from across the state's service areas*. A draft report will be provided with enough time for DCFS to have a two-week window to approve or request updates to the report before a final version is submitted to the federal government. Ideally, and depending on the PIP approval date, draft reports will be provided at the end of Months 2, 5, 8, and 11, with final reports submitted to the federal government in Months 3, 6, 9, and 12.

**Continuous Quality Improvement (CQI) for Intensive In-Home Services (IIHS)**

Months 1–2

Evident Change will focus on planning and design for the next round of CQI for two IIHS programs: Family Centered Treatment (FCT) and Intercept. Evident Change recommends developing a CQI advisory group composed of stakeholders from DCFS, IIHS providers, and families with lived experience to guide the CQI process. (See rationale in Section 4.) If this recommendation is accepted, the group would be formed in Month 1 and support the remainder of the milestones outlined below. Dr. Cynthia Burnson, part of Evident Change's advisory team for this project, will be a critical support to the CQI advisory group. Burnson previously worked on evaluation of program criteria for DCFS that led directly to acceptance and funding from the Family First Prevention Services Act (FFPSA).

As a starting point for the CQI of FCT and Intercept, any existing research questions will be identified and reviewed, and modifications or new questions will be designed in partnership with DCFS providers and the advisory group. It is recommended that these research questions guide the primary aims of the CQI with the key markers of safety, permanency, and well-being outcomes to be evaluated.

Business process mapping will take place to identify current facilitators and barriers to program success, as well as any CQI tools that can be leveraged for ongoing project deliverables. Evident Change will partner with DCFS to review existing (most recently approved) IIHS review tools as a starting point and collaborate on any enhancements to ensure CQI processes reflect best implementation evaluation practices and support equity-driven analysis of program outcomes. Evident Change supports the current approach, which relies on quantitative and qualitative data to comprehensively understand the impacts of FCT and Intercept. Evident Change is prepared to continue these activities and, where desired or needed, refine and enhance the tools used to ensure that evaluation accurately and consistently assesses key program indicators.

Evident Change will propose case review criteria and a draft case review tool, interview protocol, and/or survey questions, including any agreed-upon enhancements for approval to DCFS leadership and, if applicable, the CQI advisory group. These proposed materials will reflect the visions expressed by DCFS and any advisory groups during the kickoff activities described above. All materials will be finalized and prepared for data collection once approved by DCFS. *The finalized participant survey will be available to all families who exit the FCT or Intercept program, regardless of whether they successfully complete it, for the duration of the CQI project*.

Months 3–4

In Month 3, Evident Change will review 10 FCT and 10 Intercept cases per the approved *stratified sampling plan that is proportional to clients who began services within 4–8 months leading up to review*. Evident Change will complete an interview with at least one parent or caregiver from each case for a total of 20 interviews. Evident Change will also interview case managers about each case, consolidating interviews about multiple cases with the same case manager whenever possible, to ensure all 20 cases are discussed with their respective case managers.

At the end of this initial month of review, reviewers and interview participants will have an opportunity to provide feedback via survey about the process used to gather information for case reviews. This feedback loop will allow the CQI process to be refined to ensure utility and sustainability. Evident Change will share this feedback and any emerging trends with the advisory group, if applicable, and determine if any updates to the fidelity tools or evaluation process are required. Any recommended updates will be integrated before the next set of cases are reviewed in Month 4.

*In Month 4, Evident Change will complete 15 reviews each of FCT and Intercept cases. When combined with the 10 reviews from Month 3, this will total 25 reviews of FCT cases and 25 reviews of Intercept cases (for a total of 50 case reviews), including completion of interviews with at least one parent or caregiver and case managers for each case reviewed for the first semiannual case CQI review.*

Given Evident Change's capacity to directly access client and service data and partner with providers to initiate contact and coordination of interviews, every effort will be made to plan and schedule review activities ahead of time to ensure high rates of participation. Built-in feedback loops from active reviewers and project team members will allow for adjustments to enhance recruitment and participation efforts as needed.

Month 5

Evident Change will conduct a mixed-methods analysis of all quantitative and qualitative data gathered in the CQI of FCT and Intercept programs. Preliminary findings will be shared with DCFS partners and, if applicable, the CQI advisory group. Any feedback will be incorporated into a draft semiannual report.

Month 6

*Evident Change will share a draft semiannual report that answers all agreed-upon research questions identified in Month 1 and compares FCT and Intercept evaluation outcomes over time, including between service areas. The report will include a summary of each program's strengths and successes, challenges and areas of improvement, and recommendations for practice improvement.* Two weeks after receiving initial feedback from DCFS, Evident Change will finalize the report.

Months 7–10

*Evident Change will review 25 FCT and 25 Intercept cases per the approved stratified sampling plan that is proportional to clients who began services within 4-8 months leading up to review. Evident Change will use the most updated interview protocol to complete an interview with at least one parent or caregiver from each case for a total of 50 interviews, as well as interviews with all case managers who worked on reviewed cases, consolidating interviews with the same case manager when possible.* All participants exiting the programs will continue to be asked to

complete a survey about their experiences.

Months 11–12

Evident Change will conduct a mixed-methods analysis of all quantitative and qualitative data gathered in the second semiannual CQI review of FCT and Intercept programs. *Evident Change will prepare a draft report for DCFS that summarizes findings from the CQI review and share this with DCFS leadership and the CQI advisory group, if applicable. This draft report will answer all identified research questions and compare FCT and Intercept fidelity and program outcomes over time, by provider, and by service area. The report will include a summary of each program's strengths and successes, challenges and areas of improvement, and recommendations for practice improvement.*

Evident Change will meet with DCFS (and, if applicable, the CQI advisory group) to provide an overview of the draft report findings and have an opportunity for collective discussion and reflection. *This will occur no later than one month after the case review is completed. Within two weeks of receipt of any final feedback from DCFS, Evident Change will finalize the report summarizing the second semiannual CQI evaluation report for FCT and Intercept, including recommendations for practice improvement*.

2. Describe what information will be gathered — 5 points

**Information to Be Gathered for QSPR/CFSR**

The types of information and data that will be collected and compiled during the proposed project will vary based on the CQI activities being performed. Evident Change will make every effort to gather information comprehensively and in support of understanding all levels of Arkansas's child welfare system, from impacts on individual children and families to broader systems functioning.

As outlined in E.1 Section 4, Evident Change will prioritize outcomes and process across all project activities. For QSPR/CFSR, this may include activities such as obtaining quantitative data from Children's Reporting and Information System (CHRIS), or other available sources that offer a broader overview of Arkansas's child welfare system or facilitating and encouraging discussion among DCFS staff, Crimes Against Children Division staff, Administrative Office of the Courts, and/or other pertinent child welfare stakeholders that play a role in Arkansas's system. These activities will support preparation of the statewide assessment, which is to be completed prior to Round 4 of the CFSRs in Arkansas, the CFSRs themselves (whether by directly completing the reviews or supporting a federal-led review), and the subsequent PIP development.

Whether Evident Change conducts Round 4 CFSRs on Arkansas's behalf (pending approval) or monitors the state's progress on the practice activities and performance indicators outlined in the CFSR, Evident Change will collect these data by using the OSRI to ensure that information is gathered throughout the project that reflects all 18 items supporting the CFSR outcome domains of safety, permanency, and child and family well-being.

Information about all items will be gathered for cases with children in foster care; for children receiving in-home services, permanency items (4 through 11) will be omitted. Interviews with case managers and children and families will be used to gather more information about case progress and experiences relevant to understanding process and outcomes related to safety, permanency (when relevant), and well-being. These interviews will serve as an opportunity to follow up and understand context to case review data.

To support targeted analysis on the relationship between CFSR outcome domains by various systemic and individual characteristics, the following information will also be gathered.

- Client demographics to be used for disaggregated data analysis. These include, but are not limited to, child/family race/ethnicity, date(s) of birth, gender(s), family/support network composition, and geographic region.
- Caseworker information (including, but not limited to, race/ethnicity, time employed, caseload, and service area).
- Administrative case data (including, but not limited to, type of case reviewed during the period under review; case opening date; reason and duration for in-home services; dates, frequencies, and reasons for removals/entries into foster case; case closing dates; foster care exits; contact frequencies for services; and all services received).

As a quality assurance measure, reviewer information (e.g., names of initial, secondary, and QA reviewers; dates of review; and service area) will be gathered to ensure consistent and throughout review of all cases.

*If DCFS receives approval from the Children's Bureau to do so, Evident Change will conduct the fourth round of the CFSR in complete conformity with federal guidelines, including the engagement of designated DCFS staff and other stakeholders in the reviews*. Evident Change currently does, and will continue to, retrieve, analyze, and report on necessary data indicators on state and county-level performance. Evident Change can leverage all current data reporting processes as established in existing and ongoing contracts in Arkansas to support QSPR reporting that extends beyond OSRI requirements. Evident Change currently produces over 500 ad hoc data requests per year, completes all of DCFS's legislatively mandated reporting, and operates and supports instant, on-demand data via the Arkansas SafeMeasures dashboard.

Evident Change will partner with DCFS leadership to explore how quantitative data can be used to paint a fuller picture of case practice beyond what can be learned from reviewed cases alone, ultimately supporting a more comprehensive statewide QSPR. For example, if about 7,500 children spent some time in foster care during state fiscal year 2022, does DCFS want to limit understanding of certain metrics to a predetermined number (e.g., 120 to 180) of foster care cases that are to be reviewed? Evident Change is prepared to use available systems data to enhance current reporting by connecting case review and CQI processes (QSPR/CSR/CQI) to reflect more holistic assessment and reporting of service delivery and outcomes across Arkansas. Evident Change can also explore potential practice issues—to the extent that CHRIS data allow—at the service area level as needed.

*If DCFS does not receive approval from the Children's Bureau to conduct its own review, Evident Change is well-positioned to support the data collection and analysis activities as part of the statewide assessment. As needed, Evident Change will ensure that federal reviewers have access to all case records and other documentation necessary to complete reviews. All Evident Change staff who are part of the project team listed in this proposal will be available to support and participate in review and PIP development as needed*.

**Information to Be Gathered for CQI of IIHS**

Evident Change understands that Arkansas has an existing process in place to conduct model adherence reviews and CQI for the IIHS of FCT and Intercept. Evident Change is prepared to continue the existing processes for CQI of IIHS and *proposes an enhancement to information currently utilized in data analysis to reflect program processes, components, and individual and system characteristics that are related to intended program outcomes and rooted in the evidence base for each program. Evident Change intends to partner with DCFS, IIHS providers, and systems-impacted individuals to identify additional key metrics. Electronic case records accessed through CHRIS will be used to identify cases to review that proportionally represent families served by both programs and who have started services within 4–8 months prior to the period under review.* Additional information from electronic case records in CHRIS will supplement existing or new analysis plans to best support examination of relationships between observed outcomes after program participation and case or individual characteristics, such as

reason for initial child protection involvement, and systems-level outcomes, such as county-level comparisons of safety, permanency, and well-being outcomes where FCT and Intercept are offered and where they are not.

These metrics will then be tied back to data collected from case reviews, interviews, and surveys to support (1) evaluation of model adherence and subsequent impact on both process and individual outcomes associated with implementation of FCT and Intercept; and (2) refinement of a CQI model to monitor these outcomes over time.

Evident Change will gather information for CQI of FCT and Intercept through a semiannual review of 50 cases (25 reviews from each program), for a total of 100 reviews annually. These reviews will examine case- and family-specific characteristics that include descriptive information as well as outcomes (e.g., did the family successfully remain intact after starting to receive IIHS).

Interviews with families who began receiving IIHS and with IIHS case managers, which will be completed as part of these reviews, will further illuminate the effectiveness of the services. All participants who exit the program will receive a survey to share their experiences with program involvement. The survey will use both scaled and open-ended questions.

Per Evident Change's participatory action framework (see proposed enhancement under E.1-4, item 3), it is Evident Change's intent to partner with DCFS, IIHS providers, advisory stakeholders, and system-involved individuals to determine the main research question and any secondary research questions to guide examination of fidelity to the model and outcomes of services. Drawing from implementation science, Evident Change prioritizes understanding both individual experiences as well as program context and process components to ensure that CQI efforts adequately support sustainable and feasible practice improvement recommendations. At a minimum, this necessitates examining participant outcomes, as well as how service delivery occurs and is experienced by involved individuals.

Evident Change proposes gathering child/family information that includes, but is not limited to, the following.

- Perceptions about the scope, successes, and challenges of services received and the extent they aligned with child/family needs.
- Feelings of being supported through engagement with services.
- Experiences engaging with caseworkers.
- Examples of ways that services supported or prevented success, as defined by the child/family.
- Self-identified changes in behaviors or skills needed to support safety and well-being individually and as a family unit.

Interviews with caseworkers will include gathering information that includes, but is not limited to, the following.

- Perceptions about the scope, successes, and challenges of services provided and the extent they aligned with child/family needs.
- Perceptions of receiving adequate professional support.
- Self-identified ability, competence, confidence, and resource availability for supporting children/families.
- Experiences engaging with children and families.

Evident Change understands that DCFS currently contracts with Saint Francis Ministries and Youth Advocate for service delivery via the FCT model and Youth Villages for delivery via Intercept. Evident Change is prepared to adapt the ongoing CQI reviews to include/sample additional providers if DCFS contracts with additional agencies.

3. Describe how information will be collected and compiled from various resources

5 points

In its review, Evident Change will collect data from the following sources.

1. Case Review Data

   During onsite QSPR/CFSR reviews, Evident Change will examine both electronic and hard case files as available and use the OSRI to complete all case reviews. While child welfare systems are increasingly making efforts to house case records into their information systems, Evident Change recognizes that the locally maintained case files may still contain additional information that can supplement what is documented in CHRIS. Evident Change staff have strong knowledge of the CFSR OSRI and would use the tool when conducting QSPR/CFSR reviews. All review data using the OSRI will be entered into the OMS. All reviewers will be trained in accurate use of the OMS. If the OMS is temporarily unavailable, Evident Change will manually complete the reviews and then document them in the OMS as soon as the system comes back online. If the OMS is unavailable for a longer time, Evident Change can develop its own secure online instrument upon request by DCFS or the Children's Bureau.

   As part of its onsite QSPR/CFSR review, Evident Change staff are prepared to examine hard case files to supplement electronic reviews of each case. Data from review of hard case files will be entered into the OMS using the same OSRI guidelines and criteria. The OMS Case Review Source Data report (OCRSD) will be used to pull data necessary to conduct analyses for trends in case review outcomes. *Evident Change understands that this data will be available through an Excel file and is prepared to securely store the dataset and transfer it to R (or another advanced statistical analysis program, e.g., SPSS) for conducting descriptive and advanced statistical analyses.*

   Case review data for CQI of IIHS will be entered into a CQI data collection platform developed and hosted by Evident Change. This tool will be designed to collect all information included in a final case review tool to be approved by DCFS in Months 1–2. All reviewers will be trained to use this tool with consistency and fidelity, mirroring the training and competency processes in place to support QSPR/CFSR.

2. Electronic Case Records Data From CHRIS

   Case records documented in CHRIS will be reviewed as part of the QSPR/CFSR process and CQI of Arkansas's IIHS. As outlined above, the case review instrument for IIHS reviews will be produced and approved by DCFS prior to any data collection in this deliverable.

   Evident Change will use available population-level data and case management system data through CHRIS to ensure that selected counties and cases to be reviewed represent a stratified sample representing a diversity of race/ethnicity groups, geographies, and other demographics. Evident Change is already familiar with CHRIS and has extensive experience conducting qualitative reviews of the children and families' electronic records as documented in CHRIS.

   Several Evident Change staff have active and ongoing experience navigating CHRIS to conduct electronic reviews and complete other CQI and quality assurance work as part of their other engagements with the state. As part of the CQI process, data relevant for case comparison and outcomes will be pulled. Case data from CHRIS will be provided in an Excel file and will be transferred and deidentified to R (or another advanced statistical analysis program, such as SPSS) for conducting descriptive and advanced statistical analyses.

3. Survey Data

   Survey data will be used for the CQI of Arkansas's IIHS. Evident Change will use Qualtrics to administer all surveys. Qualtrics platforms are ISO 270001 certified and FedRAMP authorized, the highest security certification by the US government for software-as-a-service providers. Qualtrics can help translate surveys for up to 75 languages and is mobile-friendly to ensure the highest usability. *All service recipients of Arkansas's IIHS—i.e., participants who are the parents/caregivers of the household that receives services via the FCT or Intercept models—will be given the option to respond to a survey using a survey link or QR code from any device with reliable access to the internet. Participants will also be provided an option to complete a paper copy of the survey and send back in a postage-paid return-address envelope.* Any paper surveys received will be stored in a secure, locked office space with responses entered manually into the data storage platform that houses all survey responses by the end of the business day in which they were received. Online survey responses can be extracted to both an Excel file or SPSS, and Evident Change is prepared to transfer data to R (or another advanced statistical software, such as SPSS) for descriptive and advanced statistical analysis and/or qualitative data analysis software (e.g., MAXQDA) for analysis of open-ended responses as needed.

4. Interviews and Other Qualitative Data

   Interviews will serve as a key data collection activity for the QSPR/CFSR process and the CQI of Arkansas's IIHS. All interviews will be completed after reviewers have the opportunity to thoroughly review case record documentation, which allows reviewers to explore relevant issues and confirm/verify information in the case record with each person interviewed. Evident Change is prepared to conduct interviews in person or remotely, though for the QSPR it will be Evident Change's preference to complete as many interviews as possible in person during the onsite component of the review process.

   QSPR reviewers will use the interview guidelines offered by the Children's Bureau as part of the OSRI interview. Interview data gathered as part of the QSPR/CFSR will be entered into the OMS per OSRI guidelines.

   CQI reviewers monitoring IIHS will use interview protocols that Evident Change co-developed with stakeholders and will submit for DCFS approval during Months 1–2 of the project start and prior to initial IIHS reviews. Evident Change will host a secure web-based survey instrument for information obtained during interviews to be entered by reviewers during CQI. Interviewers for CQI will use this instrument to input information stated, observed, or written down in notes during interviews with children/families and caseworkers.

   Evident Change regularly uses secure survey software platforms or web-based data collection systems to enter and secure qualitative data. These systems extract data to compatible data analysis programs including Excel and SPSS. This will be the preferred method for CQI qualitative data collection; however, Evident Change has the skills and capacity to build out secure web-based or mobile application data management systems as needed or by request of DCFS. Qualitative CQI data will additionally be gathered through open-ended text fields included in surveys provided to participants exiting the FCT and Intercept programs, described in item 3 above. Any qualitative narrative from surveys will be uploaded and analyzed in the qualitative data analysis software after being retrieved to an Excel file from the survey platform.

   If an interviewer takes handwritten notes during an interview, all notes will be stored in a secure, locked office accessible only by project team members. No identifying information will be written in notes, and any handwritten notes will be entered into the

OMS or CQI data collection system within one business day of completing the interview.

Qualitative data will be transferred and stored in qualitative data analysis software (e.g., MAXQDA or NVivo) on a secure server, accessible only by approved project team members. Qualitative data will be coded for relevant themes and analyzed for trends across responses and reviews. Where relevant, quantitative codes will be assigned to themes within qualitative narrative, which can facilitate mixed-methods analysis that bridges case review data with qualitative responses.

**Transition Planning for CQI Data Management**

To continue data collection from the current web-based FCT and Intercept repository data, Evident Change will either replicate the system independently or port over the existing structure. Of note, either option will allow for customization and upgrades deemed appropriate by DCFS and the advisory team. Evident Change is one the most experienced technical assistance providers offering secure data collection and analytics systems to child welfare agencies in the country. Evident Change has developed or integrated its trademark SDM® system as a data collection system in numerous systems across the United States and the world. Locally, Evident Change developed and implemented data collection and analysis systems for the TDM™ model and SafeMeasures for DCFS. Evident Change welcomes the opportunity to develop and support online data collection for CQI evaluation of FCT, Intercept, and any other project requiring systematic collection or analysis of data.

**Data Security**

Evident Change has an internet security protocol that fully details how to safely exchange, store, work with, and purge sensitive data. Evident Change and DCFS already have an effective data sharing agreement in place—established in 2018—that allows for the nightly transfer of the data housed in CHRIS to be used by its SafeMeasures solution and its team of researchers. Any additional data files that might require recurring transfers to Evident Change, whether quantitative or qualitative, will likewise be exchanged safely and securely and will be stored on Evident Change's secure servers. Evident Change's servers have multiple protection levels, are not connected to the internet, and can be restricted to the project team.

For the purpose of collecting and maintaining data for the CQI reviews of IIHS, Evident Change can develop and host a secure online instrument that allows collection of data from these reviews. The instrument would allow researchers and analysts to review both quantitative tabulations and qualitative reviews to produce additional findings as needed.

**Data Compilation**

Evident Change will compile all quantitative and qualitative data gathered from the sources described above into a format designed to support all QSPR/CFSR activities, including evaluation of research questions co-developed by Evident Change, DCFS, and any advisory groups. This will include developing pathways to integrate emerging data sources that may become relevant to analysis as the project progresses. A data inventory and descriptive analysis of all available data will be developed to help project teams understand the integrity and availability of data resources.

The goal of this compilation is to create insights from the data sources, such as baseline trends of current practice, that can be disaggregated by meaningful subpopulations and equity interest groups. For example, pattern analysis may be used to explore statistical relationships between data elements, outcomes, and equity interest groups. These analyses disaggregate data to examine how characteristics such child or family race/ethnicity might be related to practice or

system outcomes.

The first step of compiling data from multiple sources is ensuring completeness and accuracy of the collected data. To this end, Evident Change will ensure that all reviews are completed in full, with validity and reliability achieved through adherence to expectations set forth by the Children's Bureau regarding use of the OSRI. Evident Change will ensure that all reviews completed as a part of the QSPR process undergo at least two levels of quality checking, with the initial level ensuring that reviewers are accurately rating cases. The second quality check ensures consistency among all cases reviewed throughout each service area (and subsequently the state as a whole).

Both levels of quality checking place a shared responsibility on the initial reviewer as well as the other members of the review team by creating an opportunity to clarify responses, reconcile any possible discrepancies, and bolster justifications. To support this, Evident Change proposes an inter-rater reliability (IRR) enhancement described in Section E.1-4 (Item 4). This level of quality control will be supported by Evident Change's broader experience with supporting child welfare systems and through commitment to interdisciplinary project teams that bring expertise in data collection, case review, quality assurance, and understanding of practice.

Once the collected data have been vetted, Evident Change will be able to quickly tabulate frequencies and conduct analyses via Excel, R, SPSS, and/or Microsoft SQL server. Qualitative data will likewise be analyzed to identify patterns while also allowing the CQI team to offer feedback and practice insights that can support interpretation of findings and application toward identifying practice strengths and areas for improvement.

Engagement of DCFS and project advisory groups will help coalesce insights from different sources and local expertise into a data report that can be reviewed and continually updated during the project. Evident Change's data management services and practice improvement engagements with DCFS will support analysis of practice trends across the state in addition to specific case-level data.

While these data sources and compilation approach cover the primary methodology for proposed activities, Evident Change is prepared to expand on this in response to emergent needs. For example, Evident Change regularly facilitates focus groups as part of its evaluation and CQI planning and implementation. Should the current project benefit from focus groups with identified stakeholders, Evident Change would use the processes described above in some combination to securely capture, store, and analyze data.

4. Explain what assurances of success the proposed approach will provide

5 points

Evident Change has a demonstrated capacity to meet and exceed all proposed project deliverables as detailed in the assurances below. In addition, based on its experience conducting similar work in other jurisdictions, Evident Change proposes some potential enhancements to the scope of work as outlined in the RFP. These proposed enhancements (see them threaded throughout the RFP response) are rooted in the current frameworks of CQI and model adherence identified by implementation science (e.g., NIRN, SIRC) and are intended to support buy-in for practice improvement and sustainability of CQI efforts over time.

Evident Change believes that project success requires attentiveness to both process and outcomes. By paying attention to process, and course correcting as needed, it becomes more likely that project outcomes are supported effectively.

To ensure success, Evident Change's *process* will incorporate the following during the proposed work.

1. Leverage familiarity with Arkansas data systems, policy, and practices for quality assurance while drawing on cross-jurisdictional expertise with case review and child

welfare policy.

For the past five years, Evident Change has partnered with Arkansas to update its current decision-support and actuarial tools, including ensuring compatibility with SOP. Understanding the policies and practices that may be driving trends observed across case reviews will help inform practice improvement recommendations that are relevant and feasible within system functioning. Further, direct, real-time access to Arkansas's CHRIS data system will support data retrieval and reporting for all project deliverables. Evident Change already produces numerous data-driven reports for DCFS via its data management services contract with DCFS, including legislatively mandated reports such as the quarterly performance report, annual report card, family preservation services evaluation, overturned investigations, and the Garrett's Law summary. Evident Change also produces, every month, 75 different sets of 18 data indicators—one set for each of Arkansas's 75 counties. These profiles show each county's performance over time. This same process is also done for each of DCFS's 10 service areas, as well as the state as a whole.

Aside from legislative reporting and producing data profiles, Evident Change also completes, on average, 37 ad hoc data requests each month. Evident Change's experience in collecting and analyzing data in Arkansas allows it to complete nearly all data requests without delay, most within one business day and frequently on the same day the request was received. For example, in mid-January 2023, Evident Change accommodated five successive rapid-fire data requests from the DCFS director and DHS deputy director in less than two hours as they prepared materials for both a media request (CBS reporter) and an urgent legislative meeting. Furthermore, on numerous occasions, DCFS has communicated an urgent data request to Evident Change staff afterhours; often, these requests are completed prior to the next business day. Evident Change will take this client-focused, value-added approach to the project described herein.

Beyond Arkansas, Evident Change has an extensive 25-year history of partnering with child protection agencies to develop and execute case reviews as a strategy for identifying practice strengths and areas for improvement. In the past three years alone, Evident Change has conducted major case readings in diverse locations—such as California, Florida, Singapore, and Bermuda—to assess SDM assessment completion and utility alongside accuracy, consistency, and equity of decision making from the point of intake through ongoing case management.

Evident Change understands that QSPRs are an essential activity in monitoring Arkansas's progress on the CFSR performance measures and results, and its staff is well equipped to review cases thoroughly and with an orientation toward practice enhancements. Evident Change has helped numerous states and smaller counties implement PIP strategies through trainings, practice support coaching, and case reviews. Child welfare policies and practices vary by jurisdiction, and these differences can have significant impacts on the communities served by child protection. Evident Change will leverage its knowledge of child welfare systems more generally—alongside Arkansas's data, policies, and practice—to ensure that practice recommendations are relevant, feasible, and reflective of current best practices.

*As an enhancement to the current scope of work,* Evident Change has proposed an internal advisory team with relevant experience to project deliverables. The team will provide quality assurance through project guidance and management and support for interpretation of data review findings into relevant practice improvement recommendations. This proposed interdisciplinary advisory team will include individuals with child welfare policy and practice knowledge and expertise evaluating competency and fidelity to evidence-based programs.

Evident Change's participatory action framework identifies the engagement of system-involved individuals as the forefront of equity-anchored research and evaluation. Subsequently, Evident Change has included in the internal advisory team at least one member of its internal Youth Fellowship Program, which engages youth previously impacted by child welfare and/or juvenile justice systems in shared decision making at the center of efforts to build more equitable systems. The proposed advisory group is described in Item 5 and is included in the project team organizational chart in Appendix B.

2. Prioritize collaboration and regular feedback loops with stakeholders.

   Evident Change considers itself a partner to DCFS and the Children's Bureau in ensuring that children are kept safe from abuse and neglect and that families receive the most appropriate and helpful services to ensure their well-being. Regular discussion and partnership with the Children's Bureau is integral to ensure that Arkansas is receiving quality reviews.

   Evident Change staff will meet with Children's Bureau staff on a standing, recurring basis—if so desired by the bureau—and/or on an as-needed basis. If the Children's Bureau opts to meet on an as-needed basis, Evident Change will respond to any requests for meeting/discussion within the proposed timeframe. Evident Change expects and welcomes secondary oversight reviews of all cases it reviews as part of this project, including by DCFS staff or the Children's Bureau.

   As outlined in the timetable and milestones, Evident Change will provide DCFS draft reports for review no later than two weeks prior to due dates and incorporate feedback into final reports. Evident Change would welcome DCFS involvement in the hiring of the local project team and will look to DCFS leadership as a partner in decision making throughout the project.

   A collaborative virtual workspace (e.g., Microsoft Teams channel) will be created, and it will be accessible to approved DCFS leadership and stakeholders. This channel will provide shared access to all relevant project information, including emerging reports, presentations, and regular or consistent access to project team members.

   *As an enhancement to the current scope of work,* Evident Change will apply a "plan-do-study-act" approach, which relies on several feedback loops during the project to assess process effectiveness and progress toward project deliverables while creating space to adjust Evident Change's collaborative process with the program sites and DCFS as needed. This approach aligns with the Children's Bureau's definition of a "high-functioning CQI system."

   Stakeholders will be able to provide feedback through various methods (e.g., survey, meeting, informal office hours), and all feedback will be communicated back to stakeholders with proposed upgrades to project processes. Feedback loops will include sharing and responding to emerging case review findings to ensure information learned from the data accurately represent experiences of staff, children, and families and that these experiences are accurately reflected in reports. This aligns with the Children's Bureau's guiding principle that evidence for practice improvements are supported by "accurate observations about performance on the CFSR outcomes and systemic factor functioning, uncover causes and contributing factors."

3. Adhere to Evident Change's research equity framework.

   Diversity, equity, and inclusion are at the center of Evident Change's work, where research and evaluation are undertaken with the goal of ensuring positive outcomes for children, families, and communities. Evident Change has developed an equity

framework to guide all research and evaluation projects. One element of this framework is to increase knowledge and cultural uniqueness. One way that Evident Change does this is to, whenever possible, disaggregate findings by county or service-level characteristics associated with child welfare system inequities such as race/ethnicity, socioeconomic status, or population density. All recommendations for practice improvement will aim to reduce disparities and will be equitably implemented across the state.

*As an enhancement to the current scope of work,* Evident Change proposes application of a human ecological framework to the proposed CQI and case review process that will focus on both individual and system-level impacts of child welfare services. For example, in addition to reporting on caregiver and case manager perceptions of case progress, outcome analyses can further examine potential relationships between these outcomes and the level of agreement or divergence between involved individuals' perceptions about success of services.

Further, to ensure that interpretation of data is accurate and representative of lived experience, Evident Change proposes the use of a participatory action framework to develop and engage two diverse, local stakeholder advisory groups in the proposed project. Both groups will be engaged at the project's onset to support developing a shared vision for project goals and regular assessment of progress toward these goals. This aligns with the guiding principle set by Children's Bureau for statewide assessment that states, "A well-designed child welfare system aligns the system's structures, programs, and processes with the state's vision and continually assesses the achievement of goals, the quality of actions taken, and the resulting outcomes.*"*

Ideally, both advisory groups would include system-involved parents and/or youth, DCFS staff, supervisors, IIHS providers, and other stakeholders who interact with families receiving child protection intervention. These groups would review Evident Change's interpretations of case review findings, provide critical context for what may be contributing to findings, and endorse a final set of practice improvement recommendations. Such cross-systems stakeholder endorsement of proposed practice recommendations will support initial buy-in for practice shifts and sustained program and system improvement. This aligns with the guiding principle set forth by the Children's Bureau for statewide assessment that "sustained programmatic and systemic improvement" is achieved through "a well-coordinated and integrated approach to executing federal requirements across programs, including improvement strategies and interventions."

In further support of this, Evident Change will include at least one member of its internal Youth Advisory Board, which is made up of alternating Youth Fellows with lived experience with child welfare and/or juvenile justice systems. (More information on this fellowship program is provided in Appendix C.) Together, this approach will support the Children's Bureau's guiding principle that states, "Broad and meaningful engagement of system partners, including those who work in and have lived experience with the child welfare system, is essential for gathering the best information, making accurate observations, and identifying, implementing, and monitoring effective strategies. This principle is grounded in the knowledge that a child welfare system is most effective in achieving its goals and improving outcomes for children, youth, and families when all partners who have a role in it contribute to its design and operation."

4. Ensure sustainability of review efforts through emphasis on training.

   Evident Change not only will ensure that its staff receive continuous, ongoing feedback and training on use of the OSRI, it will also establish a process by which it can train DCFS staff to become peer reviewers. Evident Change will use both its local and remote staff to ensure that DCFS staff are sufficiently prepared to serve as peer reviewers in

each area's QSPR review through a process that includes initial training of the OSRI, collaborative review between Evident Change and peer review staff, and regular coaching opportunities. If this process is evaluated as helpful by peer reviewers, it will continue, ideally completing training and collaborative review with new peer reviewers during non-review months in subsequent project years. Evident Change is prepared to train DCFS staff more frequently if there is a clear need, and it will build in feedback loops for peer reviewers to reflect and evaluate their readiness and competence in conducting reviews.

During Month 1, Evident Change will initiate a conversation with DCFS leadership to identify existing DCFS staff who may already be qualified as a peer reviewer, and those whom DCFS is interested in serving as a peer reviewer. Evident Change is currently implementing a supervisory case reading tool in Arkansas to support ongoing CQI of SDM system and SOP fidelity in case practice, creating a unique advantage to supporting the proposed QSPR/CFSR peer review component of the proposed project. This tool is intended to enable supervisors—who understand the strengths and needs of workers within their team but rarely have time to review the written details for each case—to serve as evaluators and, more importantly, as mentors for their staff. Evident Change is training all supervisors to use the designed tool in their work with staff.

*As an enhancement to the current scope of work,* Evident Change proposes completing IRR testing with an initial team of reviewers to ensure consistency in use and application of the OSRI, using a random sample of case narratives. This will involve asking all trained reviewers to complete the OSRI tool on the same cases. If there are areas of inconsistency, additional training and support will be provided. This core team of reviewers will be responsible for training and coaching peer reviewers. Evident Change regularly conducts IRR testing on SDM tools and is well-equipped to prepare its staff in consistent, reliable use of case review tools.

5. Provide a summary of personnel that will provide support for both onsite and other locations

5 points

The team described below will support all proposed project work. A project team organizational chart is provided in Appendix B.

Individual team member resumes, copies of licensures, certifications, and degree credentials are provided in section E.2-B.

Dr. Dayana Kupisk, PhD, will serve as principal investigator for the proposed scope of work and will oversee all project deliverables, ensure adherence to objectives and timelines, and coordinate communication as needed between project team members and DCFS and Children's Bureau partners. Kupisk has expertise in the development and implementation of systems-level evaluation and CQI plans, as well as decision-support tools and training with child welfare agencies cross-jurisdictionally and internationally.

This project and all team members will be supported in full by Evident Change leadership through the development of an Arkansas case review–specific advisory team that will be accessible at all project phases. This internal advisory team will be composed of subject matter experts in all elements of project scope. This group will bring expertise in Arkansas child welfare policy and practices, including SDM system, SOP and CQI, program evaluation, cross-jurisdictional CFSR, and lived experience with the child welfare system. This expertise will be leveraged to support assessment of case review findings, interpretation of analyses, and application of outcomes to meaningful practice improvement recommendations.

This advisory team will include the following members.

- **At least one youth advisor.** Evident Change has a youth advisory board with

alternating youth fellows who have previously been impacted by child welfare and/or juvenile justice systems. The purpose of this youth advisory board is to ensure that system-impacted individuals are at the center of efforts to make social systems more equitable, through both consultation and engagement in shared decision making within those systems. Evident Change is currently recruiting the next cohort of youth advisors, one of whom will join this advisory group.

- **Cynthia Burnson, PhD, senior researcher**, **FFPSA evaluation expert.** Dr. Burnson previously worked on evaluation of program criteria for Arkansas DCFS that led directly to its acceptance and funding from FFPSA.
- **Erin Espinosa, PhD, director of research, evaluation and CQI expert.** Espinosa leads Evident Change's research and evaluation efforts and brings over 20 years of experience to this project and currently serves as principal investigator on several child welfare, juvenile justice, and mental health implementation CQI efforts.
- **Stephanie Hillery, BSW, client relations associate, quality assurance expert**. Hillery was previously the director of quality control for the Office of Child Safety for the Tennessee Department of Children's Services and in this role conducted audits of their case reviews.
- **Heather Meitner, MSW, child welfare practice and TDM manager, Arkansas SDM and SOP Expert.** Meitner is the Evident Change project manager for the current SDM/SOP/TDM practice model implementation work underway in Arkansas. This contract includes creating supervisory case reading tools as well as conducting case reviews to assess fidelity to SDM system and practice quality.
- **Deirdre O'Connor, MSW, LCSW, director of strategic initiatives, CFSR expert.** O'Connor is trained as a peer reviewer and participated as a federal team member in CFSR Round 1 and Round 2 reviews. O'Connor led the state of Alaska through CFSR Round 1 and development of the PIP. O'Connor leveraged CFSR experience to develop a state-led practice review for the state of Louisiana.
- **Chris Scharenbroch, BS, director of analytics, data management and analysis expert.** Scharenbroch leads Evident Change's work with jurisdictions to turn data into meaningful, actionable information and serves as principal investigator on the current data management services contract with Arkansas DCFS.

To ensure sufficient onsite project oversight and capacity for case review, Evident Change will hire a team of local reviewers upon contract signing. To the extent possible, it is preferred that DCFS be involved in the recruitment and hiring process for local staff.

The following people will make up the team.

- One local full-time project lead to coordinate and manage all onsite activities necessary for successful completion of QSPR, CFSR, and CQI. This includes, but is not limited to, oversight of training and support for reviewers; meeting with service area directors, supervisors, and caseworkers; engagement of and training for DCFS staff peer reviewers; participation in relevant DCFS and/or Children's Bureau meetings and workgroups; and communication between involved project personnel.
- One full-time local QSPR/CFSR reviewer.
- One full-time local QSPR/CFSR and CQI reviewer.
- One part-time local reviewer to support case review needs.

A remote team of five reviewers/researchers made up of current Evident Change staff skilled in case review and case data management will be part of this project. This remote reviewer team will support any or all activities that can be completed remotely and will be available for onsite support as needed. It is anticipated that this remote team will be more involved at the project's onset as all assurances are put into place and case reviews begin while the local team is being hired and trained.

As the project progresses, the remote team will focus efforts on data collection (including any potential remote reviews), data management, qualitative and quantitative analyses, and

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| reporting. *All reviewers will complete the OMS training once available. All reviewers have, at minimum, a bachelor's degree in social work or a related field.*<br><br>This reviewers on this team will include:<br><br>• Bertha Arvizo, BA/BS, a researcher with extensive experience analyzing qualitative data.<br>• Catherine Paradisin, BA, a program specialist with extensive case review expertise in child protection, adult protection, domestically and internationally.<br>• Hailey Smith, BA, a quantitative researcher who currently supports evaluation of DCFS's implementation of the SDM system, SOP, and TDM model.<br>• Cassie Walker, BS, a program specialist and former Arkansas DCFS worker and central office manager who over saw the state's implementation of the SDM system and SOP.<br><br>Data and systems access will be managed by Paul Knipscheer, MPA, who, for the past 16 years, has managed program evaluation and data analytics on behalf of the Arkansas child welfare system. | |
| **E.2 Background, Experience, and Qualifications** | |
| A. Provide a background summary including the date established, location, type of ownership, total number of employees that will conduct reviews.<br><br>Evident Change, formerly the National Council on Crime and Delinquency (NCCD), was established in 1907 and was incorporated in the State of New York on December 14, 1921. The headquarters is located at 426 S. Yellowstone Drive in Madison, Wisconsin. Evident Change also has an office in Oakland, California; however, most staff work from their homes throughout the United States, including Arkansas. Evident Change is a tax-exempt private nonprofit organization under Section 501(1) exempt payee code 1 and is governed by a board of directors. It is not owned by any person or corporation. Evident Change's board is 57% minority.<br><br>Evident Change uses research, evaluation, and technical assistance to improve social systems, working with hundreds of social service agencies and organizations across the United States and internationally in Australia, Bermuda, Canada, Singapore, and Taiwan. Evident Change's mission is to promote just and equitable social systems for individuals, families, and communities through research, public policy, and practice.<br><br>The staff at Evident Change have a wealth of experience in conducting case reviews, CQI, and with the CFSR process in general. The proposed project team includes nine reviewers, but Evident Change recognizes the need for interdisciplinary skillsets across project deliverables. Currently, Evident Change has over 250 active projects. With a total of 132 employees that span practice, analytics, research, information technology, and secure application development, the project team will have many staff resources available as additional support as needed.<br><br>Within the past year, Evident Change has developed an independent CQI team housed within the organization's research department. The team uses quantitative and qualitative data from implementation efforts across multiple jurisdictions to customize project design and meet jurisdictions' unique needs and continually examine the utility of agency assessments, decision-making processes, and practice-driven outcomes for children and families. This enables Evident Change to combine statistically and methodologically rigorous analysis with real-world knowledge of child welfare practices when making policy and practice recommendations. | 5 points |

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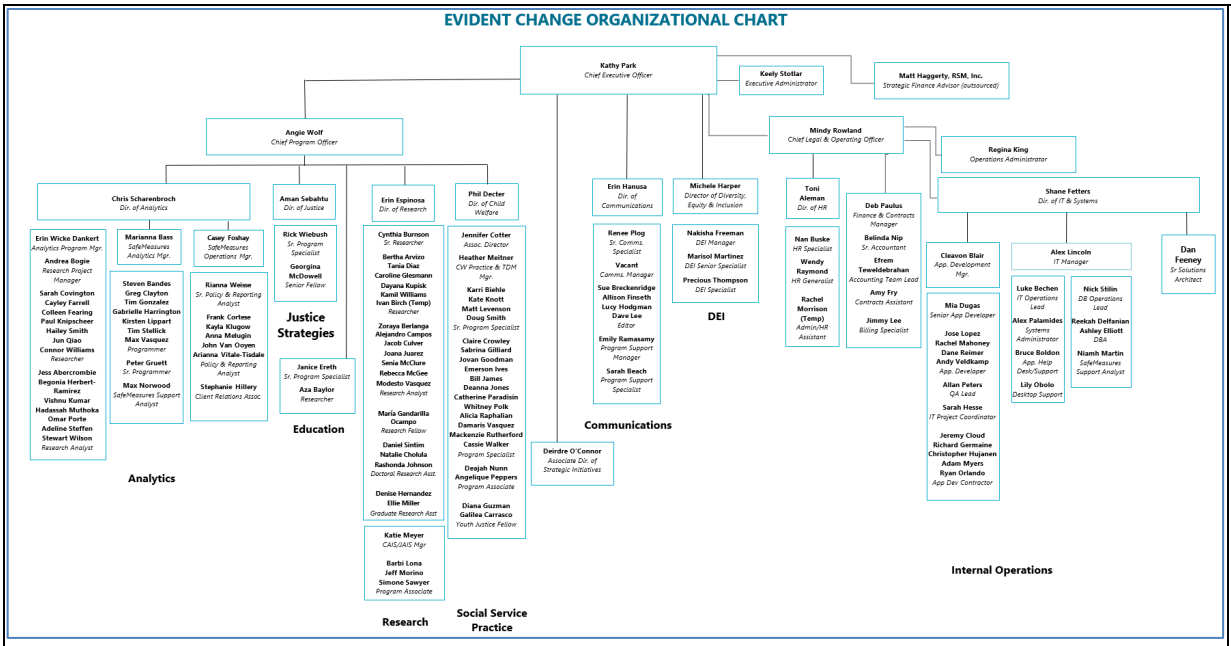
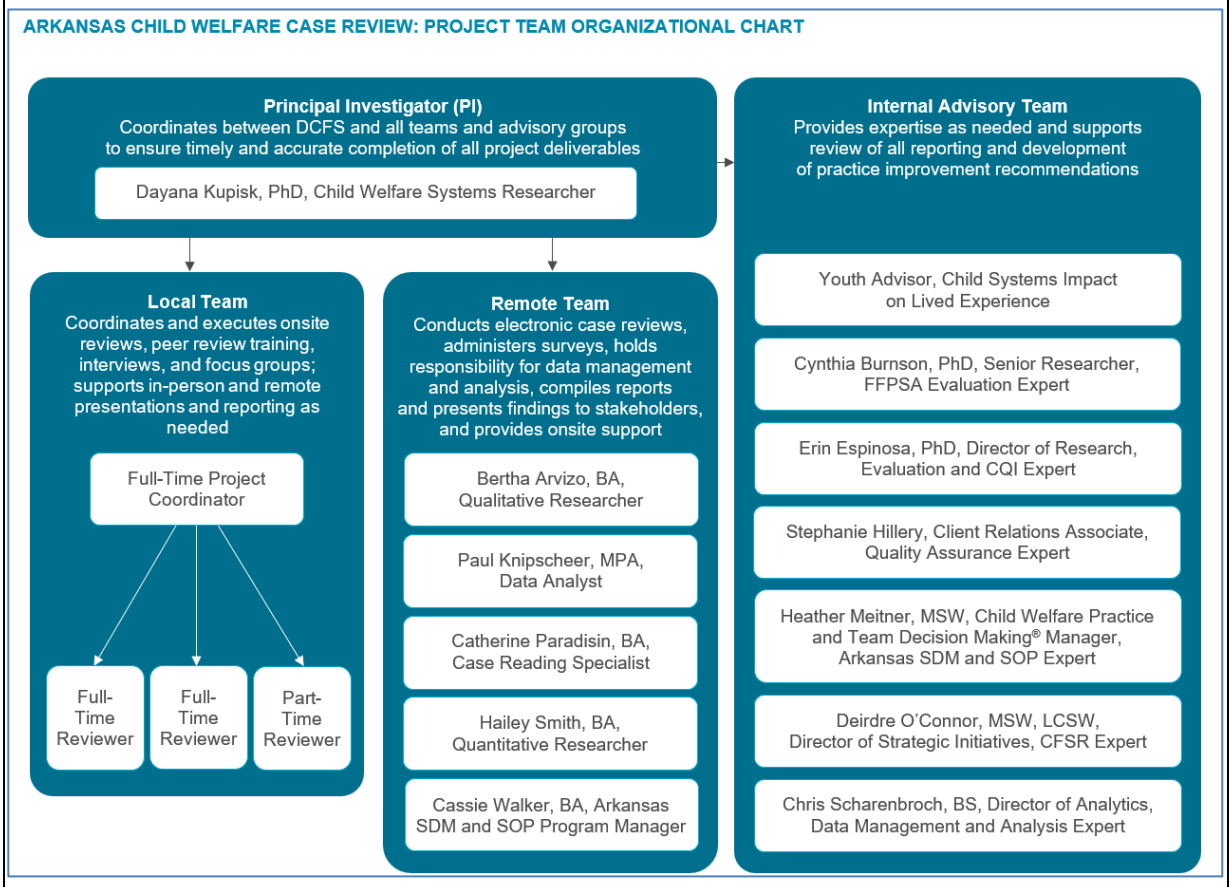
| B. Provide resumes, copy of licensures, certifications, and degrees for all proposed key personnel.<br><br>The following is a list of all key personnel with their degrees and certifications. Resumes can be found in Appendix C.<br><br>• Dr. Dayana Kupisk, PhD in human ecology, MS in human ecology, and BA in psychology<br>» Collaborative Institutional Training Initiative (CITI) Certified–Social Behavioral Educational (SBE) Comprehensive, 2022<br>» CITI Certified–Information Privacy & Security, 2022<br>» Certified in Data Visualization With Tableau, 2020<br>• Cynthia Burnson, PhD in human development and family studies, MS in human development and family studies, and BS in human development and family studies, child development option<br>» CITI Certified–SBE Comprehensive, 2022<br>» Training of Trainers Bringing the Protective Factors Framework to Life in Your Work – A Resource for Action certification<br>• Erin Espinosa, PhD in juvenile justice, MPA, and BA in criminal justice and psychology<br>» Credentialed member of the Society for Implementation Research Collaboration, Academy of Criminal Justice Sciences, and Motivational Interviewing Network of Trainers<br>» CITI Certified–SBE Comprehensive, 2021<br>» Special Editor, Journal of Family Strengths (formerly Family Preservation Journal)<br>» Editor, Youth Violence and Juvenile Justice<br>• Stephanie Hillery, BSW<br>• Heather Meitner, MSW, LCSW, BA in social work<br>• Deirdre O'Connor, MSW, BA in economics<br>• Chris Scharenbroch, BS in sociology, concentration in analysis and research<br>» CITI Certified–SBE Comprehensive, 2022<br>• Bertha Arvizo, BA in sociology and BS in criminal justice administration, currently pursuing a master of science, and advocacy with BS in psychology and social welfare<br>» CITI Certified–SBE Comprehensive, 2022<br>• Catherine Paradisin, BA in sociology and legal studies<br>• Hailey Smith, BA in economics with a mathematical emphasis and sociology with a concentration in research and analysis<br>» CITI Certified–SBE Comprehensive, 2022<br>• Cassie Walker, BS in psychology, minor in criminal justice<br>• Paul Knipscheer, MPA and BA in political science<br>» CITI Certified–SBE Comprehensive, 2022 | 5 points |
| **E.3 Project Management, Organization, and Staffing** | |
| A. Provide an organizational chart that displays the overall business structure including proposed personnel job titles and lines of supervision. If subcontractors are proposed, provide an organizational chart for each.<br><br>All proposed project work will be completed by Evident Change staff, and a local team of staff will be hired upon contract signing. Evident Change will not be hiring subcontractors for the proposed work.<br><br>A full organizational chart and a chart specific to the proposed project team for this RFP are in Appendix B; however, screenshots of both are below. | 5 points |




B. Describe successful experience of a project of similar size and scope including a description of work performed, the time period of the project, and customer reference including a current phone number.

5 points

Evident Change has been providing the County of San Diego Child Welfare Services (CWS) ad hoc analytics and reporting, SOP coaching, and SafeMeasures since 2009. Since 2016, Evident Change has held a research and evaluation contract with CWS. Contract objectives were to provide project assistance, research, data collection, analysis, and other related tasks for various CWS-related projects, including Family Visit Coaching, Permanent Connections, 2-

1-1 Connect, Review Assess and Direct, County Self Assessments, System Improvement Plans, SDM assessments, and the Cultural Brokers Project.

As part of this work, Evident Change analyzed completed case reviews for 340 children in foster care and examined their placement patterns, including the number of moves while in foster care. Cases were provided by CWS. Results indicated that an initial shelter placement and increased number of primary social workers were associated with more moves, and that an early engagement strategy, such as a Child and Family Team meeting, was associated with fewer moves.

Additionally, in May 2022, Evident Change staff conducted a case review of 159 referrals made to the County of San Diego CWS hotline. The case review aimed to (1) determine why the county has a historically high percentage of referrals with 24-hour response times; (2) determine practice fidelity by assessing use and completion of the hotline tools; and (3) identify strengths and opportunities for improvement in the county's practical application of the hotline tools.

The results were presented onsite to a group of county stakeholders. The results were used to conduct additional research on hotline practices and inform potential training and policy improvements. *This work is one example of Evident Change's capacity to complete extensive case review, in conjunction with quantitative data analysis, with an explicit focus on applying findings related to strengths and challenges toward practice and policy improvements. All research and evaluation work under this contract was completed at or under budget each year.*

Contact: Nicole Kelsay, Program Manager, Program and Policy Support; (858) 614-9127; Nicole.Kelsay@sdcounty.ca.gov

From 2021 to 2022, Evident Change supported the Queensland Department of Children, Youth Justice and Multicultural Affairs in conducting a series of research activities to determine (1) the extent to which the department's SDM Family Assessment Summary Tool (FAST) was being used with fidelity; and (2) practitioner perspectives on the FAST.

The FAST was designed to be integrated with a case consultation tool, called the collaborative assessment and planning (CAP) framework. As part of this effort, a case record review and survey of Intensive Family Support (IFS) practitioners was conducted.

Evident Change partnered with child protection practitioners in this effort and designed the case reading tool to analyze both the FAST and the CAP framework, then practitioners in Queensland conducted the review of cases using the case review tool. Evident Change analyzed all case review data and provided a memo summarizing findings and providing specific practice and policy recommendations. *This work is one example of Evident Change's capacity to develop case review materials, partner on preparing collaborators for review, analyzing review data, and integrate analyses into the context of recommendations for practice improvements. The work was completed on time and on budget.*

Contact: Allison Scanlan, A/Manager, Queensland Department of Children, Youth Justice, and Multicultural Affairs; 07 3097 5252; Allison.Scanlan@cyjma.qld.gov.au

C. Describe the approach to project management and project control methods including the following:

1. How the project will be managed

Dr. Kupisk, the principal investigator (PI) for this project, will oversee project timelines, milestones, and completion of all deliverables. Kupisk will partner closely with the local project lead (to be hired) to ensure that all coordination among team members and local

partners happens efficiently and in a timely manner. The PI will report directly to the director of research and receive a minimum of biweekly project support from Dr. Erin Espinosa as an in-kind contribution to the project. The support will be anchored on quality assurance and methodological support.

The local project coordinator and local project team will report directly to the PI. The PI and local project team will initially meet weekly to strategize and manage the daily activities and overall deliverables of the project. In addition, the local project lead and PI will communicate daily to examine project progress and address any barriers or new opportunities that come up during project implementation.

The researchers on the remote team will report directly to the director of analytics and will receive biweekly support as an in-kind contribution to the project. In addition to the direct reporting, the analytics team will receive task assignments by the PI. Paul Knipscheer, a senior researcher based in Arkansas, will provide case data access/output and data management guidance on a routine and ongoing manner.

The other remote team members will have their effort and approaches managed through dual supervision of the PI and the director of research. During the initial months (1–3), this will occur at least weekly and transition to biweekly and monthly as the remote team phases out of the primary project support and into specialized support. (See response to Section E.1.A.)

In addition, the PI and local project coordinator, along with all team members, will have the full support of and regular access to the entire internal advisory board throughout the project. Support and guidance from the internal advisory team will be tailored to the identified needs, strategies, and opportunities posed throughout the ongoing implementation of the project.

2. How project activities will be controlled — 5 points

Evident Change has recommended processes and enhancements in this scope of work reflecting lessons learned from successful child welfare case reviews, data reporting, practice support, and diverse stakeholder engagement processes from across the 39 states and six countries in which Evident Change currently holds or has held contracts. Given the scope of similar projects, Evident Change also understands extensively the need for tailored approaches to CQI and project management.

As such, project activities will be controlled through regular, planned feedback loops that engage all project team members, partners from DCFS and Children's Bureau, and stakeholder advisory groups. The comprehensive data inventory and vetting process for all data compilation will also allow for project teams, advisory groups, and CFSR representatives from the federal government to ask and receive data-informed answers to their questions with a short turnaround. These intentional opportunities to examine and refine processes and respond to ongoing activities in real time will ensure that any barriers to execution of project deliverables are addressed immediately and with full transparency.

Evident Change prioritizes development of shared agreements for collaboration between involved individuals at project onset, and it values flexibility and attention to process. *Evident Change will engage DCFS partners throughout the project and will participate in meetings and serve on workgroups as requested by DCFS and the Children's Bureau. If the proposed development of advisory groups for QSPR/CFSR and CQI is accepted, these advisory groups will additionally provide control and oversight of project progress and interpretation of case review findings and application to practice.*

A Microsoft Teams channel will be created, and it can be accessed by both Evident Change and Arkansas project partners. This will be a space for real-time communication through team

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| messaging, as well as a space to deposit documents that can be collaboratively viewed and edited as needed. This will ensure ease of access for all communication and materials needed by team members during the project. This Teams channel will be managed by Evident Change, and accessibility and permissions will be approved by DCFS.<br><br>Evident Change has a demonstrated history of being available and timely in responses with its current contracted data management and case practice work in Arkansas, in some instances being able to provide data reports within the same day. The current project team will similarly prioritize being available and efficient with responses and requests as they come up for the duration of this project. Having several local staff dedicated to the project will further support these efforts. In addition to this, Evident Change will leverage remote staff with onsite travel or commitments in Arkansas to support work if/when relevant. The proposed project team was intentionally developed with a travel budget, should additional onsite support beyond the local team be needed.<br><br>It is a common practice for Evident Change to schedule regular project check-ins for the duration of contracts, adjusting frequency as needed given the project phase and needs. Evident Change anticipates a need for more frequent check-ins between the project leads (e.g., PI and local project lead) and DCFS/Children's Bureau at project onset, lessening over time if requested. Evident Change also schedules internal project team meetings between check-ins with external partners so that any project developments are communicated effectively to all project team members, and any follow-up actions required between check-ins can be assigned and managed seamlessly. | |
| 3. How progress will be captured and reported<br><br>The Asana project management software tool will be used to track all activities and to measure and examine progress on timelines and deliverables.<br><br>Activity and deliverable progress will be captured and reported during the project through the following.<br><br>1. Reports of findings from various case review and CQI activities<br><br>During each year of this project, Evident Change will provide ten (10) service area–specific QSPR reports within thirty (30) days of completing each service area's QSPR; one (1) annual QSPR report highlighting statewide findings within sixty (60) days of last service area's QSPR; four (4) quarterly reports regarding Arkansas' progress on PIP performance measures (once approved) and standing on all elements within the OSRI; and one (1) preliminary and one (1) final annual report summarizing CQI of IIHS, FCT, and Intercept, the latter within one (1) month of completing CQI reviews.<br><br>All reports will be shared initially in draft form as a Microsoft Word document in which DCFS can provide comments and feedback. After receiving feedback or requests for updates, Evident Change will finalize each report within two (2) weeks and share it back with relevant stakeholders as a PDF file. Evident Change will partner with DCFS to identify the appropriate individuals to receive drafts and final reports.<br><br>2. Presentations with relevant stakeholders<br><br>To ensure accessibility and maximum opportunity for engagement, presentations will be used in conjunction with written reports to share findings and receive feedback and reflections from stakeholders. Evident Change will facilitate an entrance presentation and an exit briefing with each service area's directors, supervisors, and caseworkers during their month of QSPR, as well as a meeting to discuss final report findings (10 total for each). If needed, a meeting will be scheduled to speak with any stakeholders reviewing draft reports to ensure that feedback can be provided both verbally or written, | 5 points |

based on the preference of DCFS. Evident Change will present preliminary emerging trends after the first semiannual review of IIHS cases with CQI stakeholders, as well as final report findings to discuss emerging strengths and challenges and promising practice recommendations.

Evident Change will be prepared to host presentations in person or virtually using the platform preferred by the receiving audience. Per DCFS, recordings of these presentations can be provided for anyone not in attendance. Evident Change regularly provides survey-based feedback opportunities for stakeholder groups so that individuals can reply with considerations after having some time to process information shared during presentations. If requested, Evident Change will implement these additional feedback loops throughout the proposed project.

4. How proposed staffing will coordinate and interact to achieve objectives — 5 points

The proposed project team was designed to leverage a breadth of expertise relevant to project deliverables, ensure onsite and remote presence for the full duration of project work, and provide sufficient staff capacity for extensive case review and reporting.

The PI for this project will manage project progress, support the local project lead in coordinating team members and activities necessary to accomplish project goals, and, in collaboration with the advisory team and with consideration for project team insights, approve any final product decisions.

The local project lead will be responsible for ensuring that the project maintains momentum and that all project goals are accomplished along agreed-upon timelines. The PI will fulfill this role until a local project lead is identified/hired.

Regular internal meetings will be scheduled to ensure all team members have the most up-to-date project information and to discuss workload capacity and roles related to particular ongoing and emerging activities.

To ensure clarity of roles, project team members contributing to each activity will be identified as either having (1) ownership over completion of that activity; or (2) a helping role to implement the steps needed to support activity completion; or (3) a consultation role to provide input and perspectives as needed by other project team members. Having a diverse team with a breadth of skillsets will ensure that Evident Change can appropriately and sufficiently staff all activities needed to reach project goals in a timely manner. Individual roles and responsibilities will reflect workload capacities, skills, and interests of all project team members.

All project activities will be outlined into an Arkansas QSPR/CFSR/CQI Asana project. To ensure successful tracking of project activities and full transparency on project progress, this Asana project will be accessible to all project collaborators, including DCFS partners and other identified and approved stakeholders.

Within Asana, project activities and all steps required for completion can be assigned due dates, leads/responsible individuals, and links to needed resources to ensure easy and most up-to-date project updates. Activities are also linked to one another, such that if there are delays in any one component required for a future activity, timelines can be automatically updated to reflect these shifts. Individuals with access to the Asana project can leave comments or questions on specific tasks to each other, ensuring consistent tracking of progress on individual activities and the project as a whole.

The project team will use a Teams channel that allows real-time communication through messaging, as well as a depository for project management notes, updates, and resources. All project team members will have access to an internal SharePoint site and network drive space, hosted by Evident Change, that securely stores all materials, including sensitive data,

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| associated with the project. Whenever possible, Evident Change will leverage onsite presence of staff in Arkansas for other DCFS contracts to support activities associated with the current project. | |

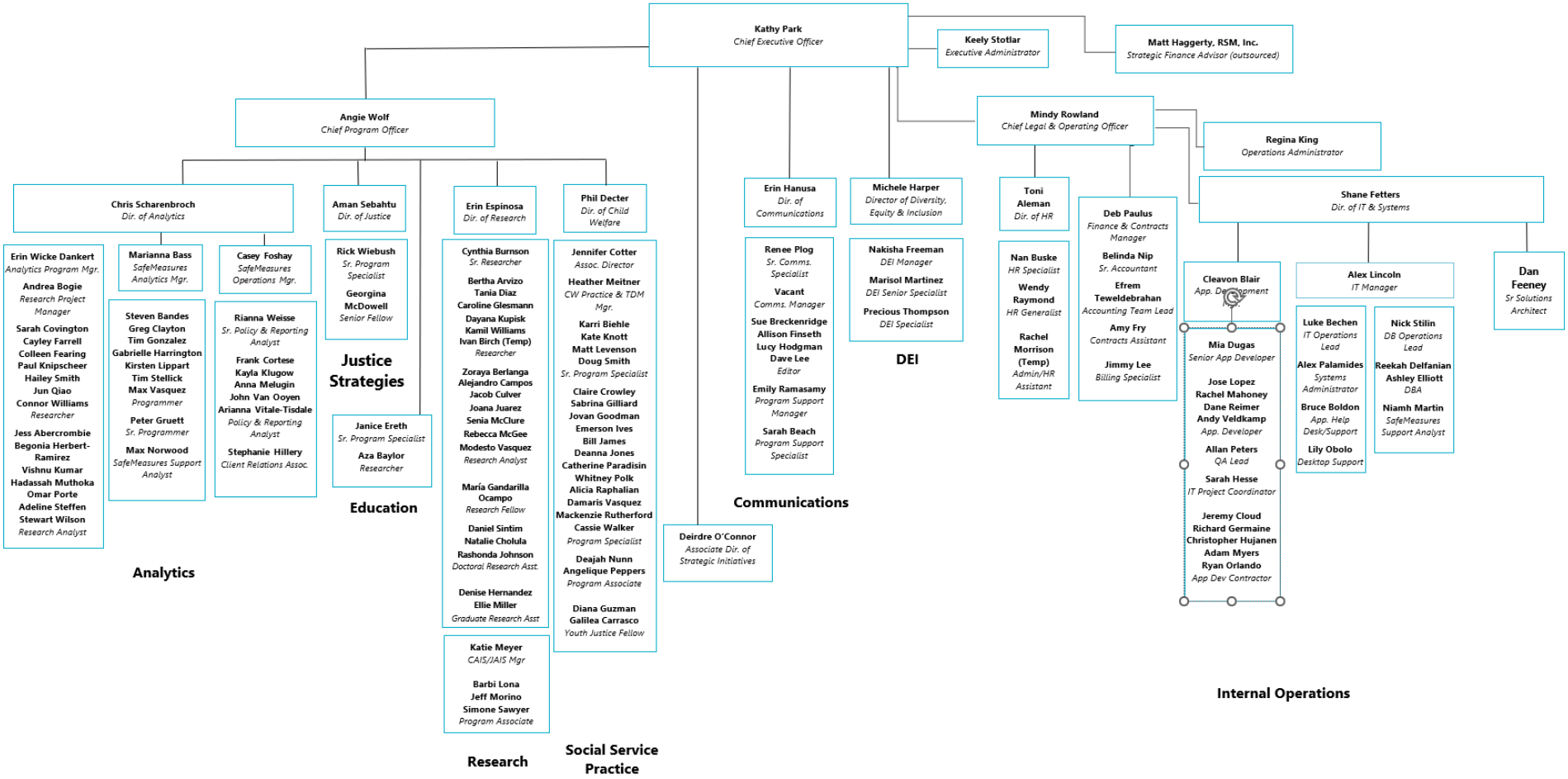
## Appendix A Project Timetable

| Activity to Be Completed | | Month | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| ○ In progress | ● Completed | ➔ Ongoing and/or as needed | | | | | | | | | | | |
| Education and Experience | 2.4A-1: Remote reviewers have necessary qualifications | ● | | | | | | | | | | | |
| | 2.4A-1: Local reviewers have necessary qualifications (hiring to occur) | ○ | ● | | | | | | | | | | |
| | 2.4A-2: Remote reviewers are trained in OMS | ● | | | | | | | | | | | |
| | 2.4A-2: Local reviewers are trained in OMS | ○ | ● | | | | | | | | | | |
| Quality Service Peer Reviews (QSPRs) | 2.4B-1: Review schedule for QSPRs developed in partnership with DCFS | ● | | | | | | | | | | | |
| | 2.4B-1: Onsite QSPRs completed for each DCFS service area | | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ● | |
| | 2.4B-2: A minimum of 17 cases reviewed in every service area (one service area per month completed) | | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ● | |
| | 2.4B-3: CFSR Round 4 OSRI used for onsite reviews and entered into OMS | | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ● | |
| | 2.4B-4: Collaborate with the Children's Bureau to receive and provide responses for any secondary oversight | | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ |
| | 2.4B-5: Coordination with DHS to schedule onsite reviews | ● | | | | | | | | | | | |
| | 2.4B-5: Entrance presentations and exit briefings conducted with county-level staff at the start/end of each onsite review week | | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ● | |
| | 2.4B-5: Presentations to each service area's leadership and county staff on case review results | | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ● | |
| | 2.4B-6: Remote reviewers conduct eight electronic-only case record reviews from counties not designated in CFSR | | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ● | |
| | 2.4B-7: Collaboration with DCFS to develop a DCFS staff peer-review program | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ |
| | 2.4B-8a: Eleven reports produced each year summarizing statewide case review findings by service area | | | | | | | | | | | | ● |
| | 2.4B-8b: One report for each of the 10 service areas within 30 days of completing case review summarizing findings, strengths, and areas needing improvement | | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ● | |
| | 2.4B-8c: One annual QSPR report that summarizes statewide findings on case reviews and compares results by service area, submitted within 60 business days of completion of last onsite review | | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ● |
| Child and Family Services Reviews (CFSR) | 2.4C-1: Assist in coordinating DCFS activities for CFSR | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ |
| | 2.4C-2: If DCFS is approved to conduct its own review, conduct the federal review in conformity with federal guidelines and with DCFS engagement | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ |
| | 2.4C-3: If DCFS is not approved to conduct review, support data collection and access to case records and other documents; provide staff to conduct necessary reviews; and participate in DCFS PIP as needed | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ |
| | 2.4C-4: Monitor DCFS PIP performance measures | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ |
| | 2.4C-5: Draft for DCFS approval a quarterly progress report regarding progress on PIP performance measures, including standing on OSRI elements | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ |

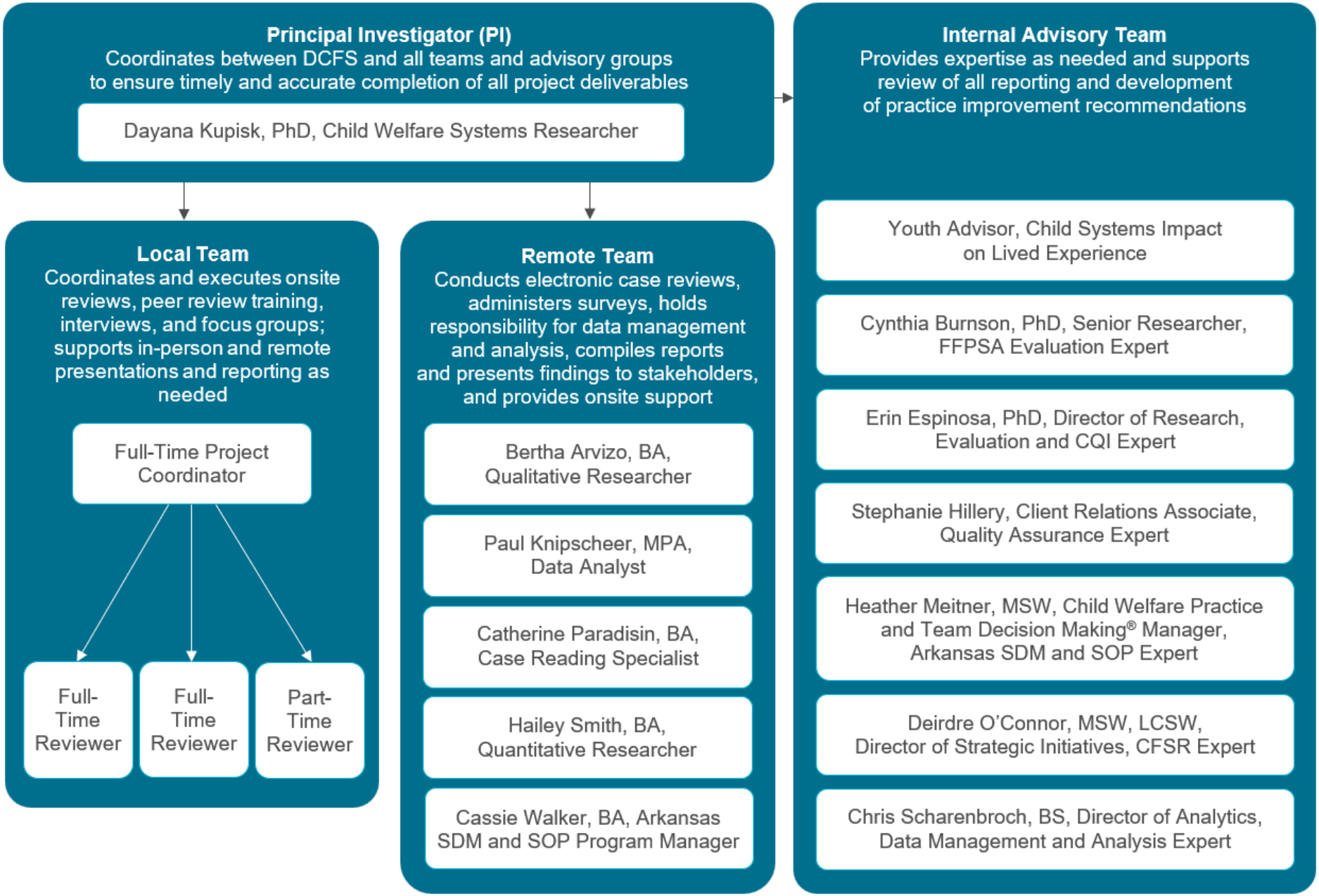
| Activity to Be Completed | | Month | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| ○ In progress | ● Completed | ➔ Ongoing and/or as needed | | | | | | | | | | | |
| | 2.4C-5: Finalize quarterly report with DCFS feedback | | ○ | ● | | ○ | ● | | ○ | ● | | ○ | ● |
| Communication | 2.4D-1: Engage DCFS staff in review | | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ |
| | 2.4D-2: Meet with area directors, supervisors, and caseworkers in each service area to discuss strengths and areas needing improvement after final report | | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ○ | ● | |
| | 2.4D-3: Participate in meetings and serve in workgroups as requested by DCFS and Children's Bureau | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ |
| Continuous Quality Improvement (CQI) for Intensive In-Home Services (IIHS) | 2.4E-1: Provide CQI reviews of the DCT program delivered by DCT and Intercept providers and ensure fidelity to evidence-based program delivery | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ |
| | 2.4E-1a: Review 25 FCT and 25 Intercept cases semiannually using a stratified sample proportional to participants who began program 4–8 months prior to the start of a review month | | | ○ | ● | | | | | | | | |
| | 2.4E-1b: Interview at least one parent or caregiver and respective case managers for each FCT and Intercept case review completed in the first half of the year | | | ○ | ● | | | | | | | | |
| | 2.4E-1c: Administer survey to all participants in existing FCT and Intercept programs, either through an online link or paper and postage-paid return-addressed envelope | | ➔ | ➔ | ➔ | ➔ | ➔ | | | | | | |
| | 2.4E-1d: Review 25 FCT and 25 Intercept cases semiannually using a stratified sample proportional to participants who began program 4–8 months prior to the start of a review month | | | | | | | ○ | ○ | ○ | ● | | |
| | 2.4E-1e: Interview with at least one parent or caregiver and respective case managers for each FCT and Intercept case review completed in the first half of the year | | | | | | | ○ | ○ | ○ | ● | | |
| | 2.4E-1f: Administer survey to all participants in existing FCT and Intercept programs, either through an online link or paper and postage-paid return-addressed envelope | | | | | | | ➔ | ➔ | ➔ | ➔ | ➔ | ➔ |
| | 2.4E-2: Provide DCFS with a draft report within one month of completing the FCT and Intercept CQI reviews, answering all research questions and drawing comparisons over time and by service area | | | | | | | | | | | ○ | ● |
| | 2.4E-2: Finalize FCT and Intercept CQI review report after receiving (within two weeks) DCFS feedback | | | | | | | | | | | | ● |
| Data Collection and Analysis | 2.4F-1: Develop secure online instruments for data collection of FCT and Intercept CQI reviews | ○ | ● | | | | | | | | | | |
| | 2.4F-1: Quantitative analysis of FCT and Intercept fidelity using case reviews and survey responses; analyses to be conducted using R (or other advanced statistical program, e.g., SPSS) to measure frequencies; test for statistical significance; and draw comparisons across providers, counties, and/or service areas (when possible), participant characteristics, including staff and participant experiences and satisfaction, and any other information relevant to agreed-upon research questions | | | | | ● | | | | | | ● | |
| | 2.4F-2: Qualitative analysis of FCT and Intercept fidelity using data gathered from interviews and open-ended survey questions that support examination of agreed-upon research questions | | | | | ● | | | | | | | |
| | 2.4F-2: Meet with CQI stakeholders to discuss emerging strengths and challenges for FCT and Intercept families and providers, with a focus on developing promising practices and shaping practice improvement recommendations | | | | | ○ | ● | | | | | ○ | ● |

## Appendix B Evident Change Organizational Chart and Project Team Chart

# EVIDENT CHANGE ORGANIZATIONAL CHART



## ARKANSAS CHILD WELFARE CASE REVIEW: PROJECT TEAM ORGANIZATIONAL CHART



## Appendix C Resumes

**DAYANA KUPISK**
426 S. Yellowstone Drive
Madison, WI 53719
(800) 306-6223
dkupisk@evidentchange.org

## EDUCATION

University of Wisconsin–Madison
MS, human ecology (2016)
PhD, human ecology (2019)

University of Michigan
BA, psychology (2011)

## PROFESSIONAL EXPERIENCE

CHILD WELFARE SYSTEMS RESEARCHER
May 2022 – Present
Evident Change (formerly National Council on Crime and Delinquency [NCCD]), Madison, Wisconsin

- Serve as Principal Investigator (PI) for San Francisco County's Family and Children's Services Child Welfare Case Review with an annual budget of $200,000 and team of 5 remote and local staff
- Lead key aspects of research, evaluation and CQI efforts from project initiation through project completion, including the management of project budgets and deliverables
- Collaborate across research, analytics, and practice departments to execute implementation evaluation and CQI efforts across multiple complex projects domestically and internationally through activities that include case reading, interviews, focus groups, and surveys
- Support and mentor staff in growing skills in social justice research and evaluation methods
- Lead development of project and grant proposals and independent research initiatives related to decision-making within systems impacting social justice

PROGRAM SPECIALIST
December 2019 – April 2022
Evident Change, Madison, Wisconsin

- Managed complex multi-year Structured Decision Making® (SDM) implementation projects with CPS agencies in the United States and internationally, while simultaneously supporting ongoing deliverables such as co-creation of decision-support tools and policy, conducting inter-rater reliability and field testing, developing curriculum, facilitating training, and technical assistance
- Supported development of infrastructure for evaluating SDM® implementation and ongoing CQI
- Innovated engaging, relevant approaches for training and visioning with diverse stakeholders
- Advanced equity efforts through personal development and professional project contributions
- Worked collaboratively across practice and research departments

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RESEARCH CONSULTANT
November 2014 – Present
Dayana Kupisk, PhD, LLC, Madison, Wisconsin

- Perform project-based consulting, including data management, analysis and reporting, training curriculum development and implementation, and evaluation projects related to child and family well-being

PERFORMANCE COACH
May 2019 – December 2021
Candidate Coaching Action Plan Program, Madison, Wisconsin
- Support ongoing education and workplace readiness development through one-on-one monthly coaching and goal planning sessions.

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RESEARCH ASSOCIATE
August 2019 – November 2019
Center for Child and Family Well-Being, UW–Madison
- Supported Mindfulness Parenting Program evaluation strategies, including survey design, data analysis, and reporting.
- Designed communication strategies to be used with stakeholders and readership, including use of social media.
- Helped plan and organize International Conference on Mindfulness.
- Streamlined communication efforts and developed effective reporting tools.

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PROJECT MANAGER
November 2018 – May 2019
Money, Relationships, and Equality Initiative, UW–Madison
- Developed workbook content on wise and equitable financial decision making.
- Developed innovative communication and engagement processes for readership.
- Developed strategic planning and stakeholder reporting processes.

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PROJECT ASSISTANT
January 2018 – July 2018
Child and Family Ecologies Lab, UW–Madison
- Collected data through interviews and cognitive tasks in lab and home settings with children and families to understand the role of black/African American fathers in child school readiness.
- Supported recruitment efforts through relationship building and community collaboration.

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INSTRUCTOR
September 2016 – December 2018
School of Human Ecology, UW–Madison
Designed and facilitated lectures (up to 120 students) and small-group activities for Consuming Happiness, a course focusing on the intersection of well-being, consumerism, and self-help.
- Designed and used evaluation for student success using exams, written assignments, and group projects.
- Provided ongoing support to students.

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TEACHING ASSISTANT
September 2015 – July 2016
School of Human Ecology, UW–Madison
- Designed and facilitated small-group discussions for Bridging the Gap: From Research to Action, a course focusing on the topics of well-being, consumerism, and communication of research to diverse audiences.
- Evaluated student progress throughout the semester and provided ongoing support.

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PROJECT MANAGER
August 2014 – September 2015
Parenthetical, UW–Extension
Madison, Wisconsin

- Managed Parenthetical's blog content and communication with readership on the topic of best practices for parenting teens and tweens.
- Developed new research-based content for the blog.
- Gathered and analyzed data on blog readership and trends.
- Worked with state educators to develop pathways to using the blog for local programming and community building.

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YOUTH EMPLOYMENT COUNSELOR
March 2015 – April 2017
Briarpatch Youth Services, Madison, Wisconsin

- Designed and facilitated teen and parent training groups on workforce readiness and parenting practices.
- Designed systems for tracking client progress for reporting purposes.
- Built connections with local school districts to expand workplace training for teens.
- Fostered connections with local businesses to secure supportive work placements for teens.
- Worked as part of a team to assess and tailor programming to meet the needs of unique groups.

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SHELTER ADVOCATE
August 2014 – March 2015
Domestic Abuse Intervention Services, Madison, Wisconsin

- Provided real-time crisis intervention and support services for women and children using shelter services.

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YOUTH SPECIALIST/MENTOR
September 2014 – September 2015
Forward Learning Youth and Young Adults, Madison, Wisconsin

- Conducted weekly mentoring sessions with teens to develop positive relationships and gain life skills.

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LIFE SKILLS COORDINATOR
January 2010 – August 2013
Ozone House, Ann Arbor, Michigan

- Designed and facilitated weekly life-skills training for groups of homeless young adults.
- Managed all transitional living program elements, including oversight of program functions and staff training and support.
- Collaborated with case managers to provide clients with weekly goal setting and support services.
- Provided real-time crisis intervention and de-escalation.
- Provided supervision of programming at a runaway youth shelter.
- Served as a crisis hotline volunteer.

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RESEARCH ASSISTANT
September 2009 – February 2013
University of Michigan

- Collected data from child and parent populations in lab and school settings.
- Completed data entry, coding, and management on topics related to political activism, child cognitive development, positive youth development, and infertility.
- Participated in lab team functions, including presentation of data and project idea development.

**SELECT PUBLICATIONS**

Henningfield, A., & Kupisk, D. (2017, September/October). Lessons learned in the dark: the role of practical wisdom in effective camp staffing. *Camping Magazine*, *90*(5), 58–63. https://www.acacamps.org/resource-library/camping-magazine/lessons-learned-dark-role-practical-wisdom-effective-camp-staffing

Kupisk, D. (2019). *The Practical Guide to Making Wise Financial Decisions* [ebook]. https://www.amazon.com/dp/B07S91Z3RZ/ref=rdr_kindle_ext_tmb

Kupisk, D. (2016). *Forgiveness over revenge: grief, insight and virtue through education* [Guide for high school counselors to introduce forgiveness to students]. International Forgiveness Institute. https://internationalforgiveness.com/shop.aspx?p=14609&k=F.O.R.G.I.V.E.

Small, S., & Kupisk, D. (2015). Family life education: wisdom in practice. In M. Walcheski and J. Rienke (Eds.), *Family life education: the practice of family science* (3rd ed.), pp. 17–26. National Council on Family Relations. https://my.ncfr.org/ncfrssa/ecssashop.show_product_detail?p_product_serno=355&p_mode=detail

**SELECT PRESENTATIONS**

Channel 3000. (2017, February 22). *Taking time off, staying close to home is beneficial to work, life, expert says.* https://www.youtube.com/watch?v=H-WwBRugt0M

Small, S. A., & Kupisk, D. (2016). *The role of wisdom in youth and family practice* [Webinar]. National Council on Family Relations. https://www.ncfr.org/ncfr-webinars/role-wisdom-youth-and-family-practice

CITI PROGRAM

Completion Date 27-Apr-2022
Expiration Date 26-Apr-2025
Record ID 48666502

This is to certify that:

**Dayana Kupisk**

Not valid for renewal of certification through CME.

Has completed the following CITI Program course:

**Social-Behavioral-Educational (SBE) Comprehensive**
(Curriculum Group)
**Social-Behavioral-Educational (SBE) Comprehensive**
(Course Learner Group)
**1 - Basic Course**
(Stage)

Under requirements set by:

**Evident Change**

CITI
Collaborative Institutional Training Initiative

Verify at www.citiprogram.org/verify/?w31ef637e-f703-4b46-975a-0d8c3ca7fbd0-48666502

CITI PROGRAM

Completion Date 27-Apr-2022
Expiration Date N/A
Record ID 48666503

This is to certify that:

**Dayana Kupisk**

Not valid for renewal of certification through CME.

Has completed the following CITI Program course:

**Information Privacy & Security (IPS)**
(Curriculum Group)
**Researchers - Information Privacy & Security (IPS)**
(Course Learner Group)
**1 - Basic Course**
(Stage)

Under requirements set by:

**Evident Change**

CITI
Collaborative Institutional Training Initiative

Verify at www.citiprogram.org/verify/?w6a194ad2-0139-473b-b945-eef45fcf2c4f-48666503

5 Courses

**Fundamentals of Visualization with Tableau**

**Essential Design Principles for Tableau**

**Visual Analytics with Tableau**

**Creating Dashboards and Storytelling with Tableau**

**Data Visualization with Tableau Project**

UCDAVIS

Feb 8, 2021

Sukhvir S Brar

## Dayana Kupisk

has successfully completed the online, non-credit Specialization

# Data Visualization with Tableau

In this Specialization, you will learn how to generate powerful reports and dashboards that help people understand and draw insights from data. You will use Tableau, the leading software application in the field, to create high-impact visualizations of common data analyses, and apply predictive analytics to improve business decision making. The Specialization culminates in a Capstone Project in which you will use sample data to create visualizations, dashboards and data models to prepare a presentation to the executive leadership of a fictitious company.

Govind Acharya
Principal Analyst, Budget and Institutional Analysis

Suk S. Brar, M.B.A.
Lead Business Consultant, Blue Shield of California

Solicitation Number: 710-23-0012



The online specialization named in this certificate may draw on material from courses taught on-campus, but the included courses are not equivalent to on-campus courses. Participation in this online specialization does not constitute enrollment at this university. This certificate does not confer a University grade, course credit or degree, and it does not verify the identity of the learner.

Verify this certificate at:
https://coursera.org/verify/specialization/MK5GKDNFX59P

**CYNTHIA BURNSON, PHD**
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Madison, WI 53719
(800) 306-6223
cburnson@evidentchange.org

## EDUCATION

University of Wisconsin–Madison
*PhD in human development, and family studies* (2016)

University of Wisconsin–Madison
*MS in human development, and family studies* (2011)

University of Wisconsin–Madison
*BS in human development and family studies, child development option* (2005)

## PROFESSIONAL EXPERIENCE

SENIOR RESEARCHER
May 2018 – present
Evident Change (formerly National Council on Crime and Delinquency [NCCD]), Madison, WI
- Provide evaluation, technical assistance, analytics, and consulting services to social services agencies; conduct evaluation studies under contract to federal/state/local agencies; provide custom data collection and report writing services to Evident Change clients.

PROTECTIVE FACTORS CERTIFIED TRAINER
September 2017 – June 2018
Child Abuse and Neglect Prevention Board of Wisconsin, Madison, WI
- Trained professionals in the Strengthening Families Protective Factors Framework.

DATA CONSULTANT
August – December 2017
Kids Forward, Madison, WI
- Completed data analysis projects furthering the policy goals of a statewide child and family policy and advocacy nonprofit.

ASSOCIATE RESEARCHER
July 2016 – April 2018
Department of Psychiatry, University of Wisconsin School of Medicine and Public Health
- Created, implemented, and oversaw data management systems.
- Recruited, hired, and supervised undergraduate and graduate research interns.
- Oversaw data collection from participants in programs addressing postpartum depression and facilitated the involvement of home-visiting programs across the state.

PROJECT ASSISTANT
August 2015 – May 2016
Center for Child and Family Well-Being, School of Human Ecology, University of Wisconsin–Madison
- Helped plan and execute Conference for Contemplative Practices to Promote Child and Family Well-Being, featuring internationally renowned speakers, organized Families and Well-Being Seminar Series, and assisted with grant applications and center reporting.

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PROJECT ASSISTANT
Summer 2015
Compassionate and Mindful Parenting Intervention, Center for Child and Family Well-Being, School of Human Ecology, University of Wisconsin–Madison
- Facilitated implementation of intervention and collected data from children and families.
- Coded video data using simulated distress task/empathy coding system.

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LECTURER
2013–2016
Human Development and Family Studies 663: Developmental and Family Assessment, University of Wisconsin–Madison
- Taught class, evaluated student work, and supervised graduate student teaching assistants.
- Coordinated service learning component that placed undergraduates in university and community preschools to conduct portfolio assessments on young children.

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PROJECT ASSISTANT
2012–2013
Young Children of Jailed Parents, Human Development and Family Studies Department, University of Wisconsin–Madison
- Performed research activities, including scheduling and conducting home- and jail-based data collection visits, administering cognitive and social emotional assessments, observing jail visits, and interviewing children's caregivers.
- Supervised undergraduate research assistants, oversaw reliability sessions, and coded videos using the Parent-Child Early Relational Assessment (PCERA).

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PROJECT ASSISTANT
2011–2012
Project Grow: Talking Together, Human Development and Family Studies Department, University of Wisconsin–Madison
- Assisted with planning and implementing an evaluation of the Project Grow program, which matches college students with low-income preschoolers to build relationships and literacy skills.
- Interviewed AmeriCorps college students, childcare teachers and directors, and parents.

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**PEER-REVIEWED PUBLICATIONS**

Smith, A., Muetner, L., Shlafer, R., **Burnson, C.**, & Taylor, C. (in publication). Parental incarceration and child welfare. In R. W. Denby & C. Ingram (Eds.). *Child and Family Serving Systems: A Compendium of Policy and Practice. Volume III.* Child Welfare League of America.

**Burnson, C.**, Covington, S., Arvizo, B., Qiao, J., & Harris, E. (2021). The impact of Parents Anonymous on child safety and permanency. *Children and Youth Services Review*, *124*.

Garcia, A., Pecora, P.J., Schnell, A.H., **Burnson, C.,** Harris, E., & Finseth, A. (2020). Strategies and recommendations for conducting technical reviews for the Title IV-E Family First Prevention and Services Act. *Children and Youth Services Review, 119*.

Shlafer, R. J., Davis, L., Hindt, L., Weymouth, L., Cuthrell, H., **Burnson, C**., & Poehlmann-Tynan, J. (2020). Fathers in jail and their minor children: Paternal characteristics and associations with father-child contact. *Journal of Child and Family Studies*, *29*(3), 791-801.

Poehlmann-Tynan, J., Engbretson, A., Vigna, A. B., Weymouth, L. A., **Burnson, C.,** Zahn-Waxler, C., Kapoor, A., Gerstein, E., Fanning, K., & Raison, C. L. (2020). Cognitively-Based Compassion Training for parents reduces cortisol in infants and young children. *Infant Mental Health Journal*, *41*(1), 126-144.

Poehlmann-Tynan, J., Cuthrell, H., Weymouth, L., **Burnson, C**., Frerks, L., Muentner, L., Holder, N., Milavetz, Z., Lauter, L., Hindt, L., Davis, L., Schubert, E., & Shlafer, R. (2020). Multisite randomized efficacy trial of educational materials for young children with incarcerated parents. *Development and Psychopathology,* 1-17.

**Burnson, C.** & Weymouth, L.A. (2019). Infants and young children with incarcerated parents. In Eddy, J.M. & Poehlmann-Tynan, J. (Eds.) *Handbook on Children of Incarcerated Parents: Research, Policy and Practice.*

Ollendick, T., White, S., White, B., Poehlmann-Tynan, J., Runion, H., Weymouth, L., & **Burnson, C.** (2019). Children with Incarcerated Parents. In The Oxford Handbook of Clinical Child and Adolescent Psychology: Oxford University Press.

Poehlmann-Tynan, J., Cuthrell, H., Weymouth, L., & **Burnson, C.** (2019). Incarcerated parents. In B. H. Fiese, M. Celano, K. Deater-Deckard, E. N. Jouriles, & M. A. Whisman (Eds.), APA handbooks in psychology®. APA handbook of contemporary family psychology: Applications and broad impact of family psychology (p. 503–521). American Psychological Association. https://doi.org/10.1037/0000100-031

Poehlmann-Tynan, J., Cuthrell, H., Weymouth, L., **Burnson, C**., Frerks, L., Muentner, L., Holder, N., Milavetz, Z., Lauter, L., Hindt, L., Davis, L., Schubert, E., Shlafer, R. (2020). Multisite randomized efficacy trial of educational intervention for young children with jailed fathers. In press, *Development and Psychopathology*.

Muenter, L., Holder, N., **Burnson, C.,** Runion, H., Weymouth, L., & Poehlmann-Tynan, J., (2018). Jailed parents and their young children: Residential instability, homelessness, and behavior problems. *Journal of Child and Family Studies.*

Gerstein, E. D., Woodman, A. C., **Burnson, C.,** Cheng, E. R., & Poehlmann-Tynan, J. (2017). Trajectories of externalizing and internalizing behaviors in preterm children admitted to a neonatal intensive care unit. *Journal of Pediatrics, 187*, 111–118. doi: 10.1016/j.jpeds.2017.04.047

Poehlmann-Tynan, J., **Burnson, C.,** Runion, H., & Weymouth, L. A. (2017). Attachment in young children with incarcerated fathers. *Development and Psychopathology, 29*(2), 389–404.

Poehlmann-Tynan, J., Vigna, A. B., Weymouth, L. A., Gerstein, E. D., **Burnson, C**., Zabransky, M., Lee, P., & Zahn-Waxler, C. (2016). A pilot study of contemplative practices with economically disadvantaged preschoolers: Children's empathic and self-regulatory behaviors. *Mindfulness*, 1–13.

Poehlmann-Tynan, J., Runion, H., **Burnson, C.,** Maleck, S., Weymouth, L., Pettit, K., & Huser, M. (2015). Young children's behavioral and emotional reactions to Plexiglas and video visits with jailed parents. In *Children's Contact with Incarcerated Parents* (pp. 39-58). Springer International Publishing.

Poehlmann-Tynan, J., Gerstein, E. D., **Burnson, C.,** Weymouth, L., Bolt, D. M., Maleck, S., & Schwichtenberg, A. J. (2015). Risk and resilience in preterm children at age 6. *Development and Psychopathology*, *27*(3), 843–858.

Poehlmann-Tynan, J., Runion, H., **Burnson, C.,** Maleck, S., Weymouth, L., Pettit, K., & Huser, M. (2015). Young children's behavioral and emotional reactions to Plexiglas and video visits with jailed parents. In J. Poehlmann-Tynan (Ed.), *Children's contact with incarcerated parents: Implications for policy and intervention* (pp. 39–58). Cham: Springer International Publishing.

Poehlmann, J., **Burnson, C.,** & Weymouth, L. A. (2014). Early parenting, represented family relationships, and externalizing behavior problems in children born preterm. *Attachment and Human Development*, *16*(3), 271–291.

**Burnson, C.,** Poehlmann, J., & Schwichtenberg, A. J. (2013). Effortful control, positive emotional expression, and behavior problems in children born preterm. *Infant Behavior and Development, 36,* 564–574. doi: 10.1016/j.infbeh.2013.04.003

Hartley, S., Schaidle, E., & **Burnson, C.** (2013). Parental attributions for the behavior problems of children and adolescents with autism spectrum disorders. *Journal of Developmental and Behavioral Pediatrics, 34,* 651–660. doi: 0.1097/01.DBP.0000437725.39459.a0

Lutz, K., **Burnson, C.,** Hane, A., Samuelson, A., & Poehlmann, J. (2012). Parenting stress, social support, and mother-child interactions in families of multiple and singleton toddlers born preterm. *Family Relations, 61,* 642–656. doi: 10.1111/j.1741-3729.2012.00726.x

Poehlmann, J., Hane, A., **Burnson, C.,** Maleck, S., Hamburger, E., & Shah, P. (2012). Preterm infants who are prone to distress: Differential effects of parenting on 36-month behavioral and cognitive outcomes. *Journal of Child Psychology and Psychiatry, 53,* 1018–1025. doi: 10.1111/j.1469-7610.2012.02564.x

Poehlmann, J., Schwichtenberg, A. J. M., Hane, A., Bolt, D., Winters, J., **Burnson, C.** (2011) Infant physiological regulation and maternal risks as predictors of dyadic interaction trajectories in families with a high-risk infant. *Developmental Psychology*, *47,* 91–105. doi: 10.1037/a0020719

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**SELECT CONFERENCE PRESENTATIONS**

Hebert, A., Ruchovich, B., Rideout, P., & **Burnson, C.** (October 2021). *Team Decision Making-Moving from a promising to a supported practice.* Interactive workshop presented at 2021 Kempe International Virtual Conference, virtual conference.

**Burnson, C.** (September 2021). *Science-driven strategies for succesful virtual interaction with children.* Keynote presentation at the 2021 Court Improvement Project (CIP) Regional Conference, Ogallala and Omaha, NE.

Scharenbroch, C., **Burnson, C.,** Taylor, C. (May 2019). *What do we mean when we talk about risk? Balancing equity and accuracy in risk assessment development and use.* Presentation at the 2019 American Public Human Services Association National Health and Human Services Summit, Washington, D.C.

**Burnson, C.,** & Poehlmann-Tynan, J. (April 2017). *Resilience in young children of jailed parents.* Poster presented at the biennial conference of the Society for Research on Child Development, Austin, TX.

Clark, R., Perfetti, J., & **Burnson, C.** (April 2017). Addressing women's postpartum mental health in Wisconsin home visiting programs. Workshop presented at the 4W Summit on Women, Gender, and Well-being, Madison, WI.

Poehlmann-Tynan, J., Weymouth, L., **Burnson, C**., Runion, H., Muentner, L., Nestler, A., (November 2016). *Jailed parents with young children: Substance use, co-parenting, and visits*. Symposium paper presented at the annual conference of the National Council of Family Relations, Minneapolis, MN.

Hindt, L.A., Davis, L., Shlafer, R., Poehlmann-Tynan, J., Weymouth, L., **Burnson, C.,** Runion, H., Lauter, L. (November 2016). *Emotion recognition and behavior adjustment in children with jailed parents.* Poster presented at the annual conference of the National Council of Family Relations, Minneapolis, Minnesota.

Runion, H., Frerks, L., Milavetz, Z., Weymouth, L., **Burnson, C., &** Poehlmann-Tynan, J. (November 2016). *Family drawings and attachment in young children of jailed parents*. Poster presented at the annual conference of the National Council of Family Relations, Minneapolis, Minnesota.

Poehlmann-Tynan, J., Weymouth, L., **Burnson, C**., Runion, H., Muentner, L., Nestler, A., (November 2016). *Jailed parents with young children: Substance use, co-parenting, and visits*. Symposium paper presented at the annual conference of the National Council of Family Relations, Minneapolis, Minnesota.

Poehlmann-Tynan, J., Runion, H., Weymouth, L., **Burnson, C.** (March 2015). *Young children of jailed parents: Emotions and behaviors during jail visits and at home.* In Children's Visits with Incarcerated Parents: Implications for Intervention and Policy. Symposium paper presented at the biennial conference of the Society for Research on Child Development, Philadelphia, PA.

Weymouth, L., Poehlmann-Tynan, J., Runion, H., **Burnson, C.** (March 2015). *Young children of incarcerated parents: Chaos in the home.* Poster presented at the biennial conference of the Society for Research on Child Development, Philadelphia, PA.

Poehlmann-Tynan, J., Runion, H., Weymouth, L., & **Burnson, C.** (March 2015). *Young children of jailed parents: Emotions and behaviors during jail visits and at home.* In Children's Visits with Incarcerated Parents: Implications for Intervention and Policy. Symposium paper presented at the biennial conference of the Society for Research on Child Development, Philadelphia, PA.

Gerstein, E. D., **Burnson, C.,** Weymouth, L., & Poehlmann, J. (June 2014). *Resilience in preterm children at age 6: Early influences.* In Early Markers of Resilience in Children Born at High Risk. Presentation presented to the 14th World Association of Infant Mental Health World Congress, Edinburgh, Scotland.

Weymoth, L., Poehlmann-Tynan, J., Runion, H., & **Burnson, C.** (June 2014). *Young children of incarcerated parents: Chaos in the home.* Poster presented to the 14th World Association of Infant Mental Health World Congress, Edinburgh, Scotland.

**Burnson, C.** & Weymouth, L. (March 2014). *Children of incarcerated parents: Findings and intervention.* Together for Children Conference, sponsored by Children's Hospital of Wisconsin and Prevent Child Abuse Wisconsin, Lake Geneva, WI.

**Burnson, C.,** Runion, H., Maleck, S., & Poehlmann-Tynan, J. (October 2013). *Young children of jailed parents: Perspectives of children and families.* University of Wisconsin Extension Conference, Racine Conference on Young Children of Incarcerated Parents, Racine, WI.

Runion, H., **Burnson, C.,** Maleck, S., Bulla, S.D., Huser, M., & Weymouth, L. (August 2013). *Children's behavioral and emotional reactions to Plexiglas and video visits with jailed parents.* Symposium paper presented at American Psychological Association Annual Convention, Honolulu, Hawaii.

**Burnson, C.,** Poehlmann, J., Runion, H., & Weymouth, L. (April 2013). *Representations of family relationships and emerging self-regulation in young children born preterm.* Student poster symposium presented at the biennial conference of the Society for Research on Child Development, Seattle, WA.

Runion, H., **Burnson, C.,** Weymouth, L., & Poehlmann, J. (April 2013). *Imprisoned mothers who gave birth during their incarceration.* Symposium paper presented at the biennial conference of the Society for Research on Child Development, Seattle, Washington.

**Burnson, C.**, & Poehlmann, J. (June 2012). *Proneness to distress and cognitive and behavior outcomes in children born preterm: Differential susceptibility to parenting.* Symposium paper presented at the 2012 International Conference on Infant Studies, Minneapolis, MN.

**Burnson, C.**, & Poehlmann, J. (April 2011). *Attachment and effortful control in children born preterm: Differential susceptibility?* Poster presented at the biennial conference of the Society for Research on Child Development, Montreal, QC.

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**COMMUNITY OUTREACH**

Collins, M.B., **Burnson, C.,** Huntington, J. & Upchurch, E. (2017). *A multidisciplinary exploration of the impacts of incarceration on individuals, families, and communities.* A panel discussion presented as part of the series Punishing the Poor: Criminalizing Poverty, Madison Public Libraries, Madison, WI.

Collins, M.B., **Burnson, C.,** Huntington, J. & Pollard, E. (2016). *Mass Incarceration: Four members of UW's School of Human Ecology approach the problem of mass incarceration.* Broadcast on Wisconsin Public Radio's *University of the Air*, Hosted by Emily Auerbach.

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CITI PROGRAM

Completion Date 26-Aug-2022
Expiration Date 25-Aug-2025
Record ID 50563633

This is to certify that:

**Cynthia Burnson**

Not valid for renewal of certification through CME.

Has completed the following CITI Program course:

**Social-Behavioral-Educational (SBE) Comprehensive**
(Curriculum Group)
**Social-Behavioral-Educational (SBE) Comprehensive**
(Course Learner Group)
**1 - Basic Course**
(Stage)

Under requirements set by:

**Evident Change**

CITI
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NATIONAL ALLIANCE
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This certifies that

# Cynthia Burnson

has satisfactorily completed the 3-day Training of Trainers
for the in-person adaptation of

## *Bringing the Protective Factors Framework to Life in Your Work – A Resource for Action.*

With completion of this training and your signature on the Certified Trainer Agreement, the National Alliance of Children's Trust and Prevention Funds recognizes you as a Certified Trainer on this content and a member of the national network of Certified Trainers. You are certified to provide training to others, using this curriculum, to equip them to incorporate the Strengthening Families (™) Protective Factors Framework into their work to help families build protective factors and ensure positive outcomes for their children.
CERTIFICATE CODE: alliance2015

September 13, 2017
Date

Teresa Rafael
Teresa Rafael, Executive Director

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## EDUCATION

| | |
|---|---|
| 2005–2011 | Doctorate of Philosophy<br>Juvenile Justice<br>College of Juvenile Justice & Psychology,<br>Prairie View A&M University, Prairie View, TX |
| 1999–2001 | Master of Public Administration<br>Angelo State University, San Angelo, TX |
| 1993–1997 | Bachelor of Arts<br>Angelo State University, San Angelo, TX<br>Major: Criminal Justice & Psychology |

## PROFESSIONAL EXPERIENCE

| | |
|---|---|
| 2021 – Present | Director of Research – Evident Change, Oakland, CA. |
| 2019–2021 | Senior Researcher – Evident Change (formerly the National Council on Crime and Delinquency [NCCD], Oakland, CA. |
| 2017–2019 | Director – Texas Center, The Institute for Innovation and Implementation, University of Maryland, Baltimore; School of Social Work, Baltimore, MD. |
| 2015–2017 | Consultant, Child, Adolescent, and Family Branch's (CAFB) Children's Mental Health Initiative (CMHI) of the Substance Abuse and Mental Health Services Administration (SAMHSA) |
| 2010–2016 | Research Associate, University of Texas at Austin, Center for Social Work Research, School of Social Work, Austin, TX |
| 2008–2016 | Lecturer, Texas State University, Round Rock Campus, Round Rock, TX<br>Courses taught:<br>– CJ 3346: Research Methods in Criminal Justice<br>– CJ 4316: Treatment in Corrections<br>– CJ 4340: Crime Theory and Victimization<br>– CJ 5380C: Drugs and Society |
| 2007–2010 | Project Lead Mental Health and Juvenile Justice Action Network, Texas Juvenile Probation Commission, Austin, TX. |
| 2005–2007 | Behavioral Health Program Specialist, Texas Juvenile Probation Commission, Austin, TX. |
| 2001–2005 | Federal Programs Specialist, Texas Juvenile Probation Commission, Austin, TX. |
| 1998–2001 | Juvenile Probation Officer, Tom Green County Juvenile Probation Department, San Angelo, TX |

## PUBLICATIONS

**Refereed Journal Articles (11):**

**Espinosa, E,** O'Connor, D., Meulendyke, K., & Goodman, J. (in publication). Chapter 6: Implementation Science, Processes, and Strategies: Equity in Implementation: Moving from Values to Actions. In R.W. Denby & C. Ingram (Eds.). *Child and Family Serving Systems: A Compendium of Policy and Practice.* Child Welfare League of America.

Maples, N., Velligan, D., Jones, E., **Espinosa, E**., Morgan, R., & Valerio-Shewmaker, M. (2021). Perspectives of patients and providers in using shared decision making in psychiatry. *Community Mental Health Journal*. https://doi.org/10.1007//s10597-021-00856-z.

**Espinosa,** E., Sass, D., Creswell-Baez, J., Harper, C. (2020). Examining what works for high-risk youth involved in the juvenile justice system: Comparing the effect of the Community Connections (CC) program to Intensive Supervision (ISP). *Journal of Applied Juvenile Justice Services*. Online only: http://npjs.org/jajjs/?page_id=329

**Espinosa, E.,** Sass, D., Creswell-Baez, J., Harper, C. (2020). Examining what works for youth with moderate risk involved with the juvenile justice system: Comparing the effect of the Community Connections (CC)

program and a vocational support program (VSP) over a nine-year period. *Criminal Justice Policy Review*. 1 – 26. doi: 10.1177/0887403420916222

**Espinosa, E.,** Sorensen, J., & Walfield, S. (2020). Youth Pathways: Evaluating the influence of gender, involvement with the public mental health system, perceived mental health need, and traumatic experiences on juvenile justice system processing. *Youth Violence and Juvenile Justice, 1*8(3), 215–234. doi: 10.1177/541204019889664

Kempker, S., Schmidt, A, & **Espinosa, E**. (2016). Understanding the influence of mental health diagnosis on placement decisions for justice-involved youth. *Journal of Youth and Adolescence, 46*(7), 1562–1581. doi:10.1007/s10964-016-0572-5

**Espinosa, E.,** & Sorensen, J. (2015). The influence of gender and traumatic experiences on length of time served in juvenile justice settings. *Criminal Justice & Behavior*, 43(2), 187–203. doi:10.1177/0093854815605540

**Espinosa, E.,** Sorensen, J, & Lopez. (2013). Youth pathways to placement: The influence of gender, mental health need, and trauma on confinement in the juvenile justice System. *Journal of Youth and Adolescence, 42(*12), 1824–1836.

Colwell, B., Villarreal, S., & **Espinosa, E.** (2012). Preliminary outcomes of a pre-adjudication diversion initiative for juvenile justice involved youth with mental health needs in Texas. *Criminal Justice & Behavior, 39*(4), 444–460.

Hartzler, B., & **Espinosa, E.** (2010). Moving criminal justice organizations toward adoption of evidence-based practice via advanced workshop training in motivational interviewing: A research note. *Criminal Justice Policy Review*, 22, 235–253.

**Espinosa, E.,** Belshaw, S., & Osho, G. (2008). Justice by gender: Understanding the role of gender in disposition decisions involving out of home placement for juvenile offenders. *American Journal on Criminal Justice, 33*, 267–281.

**Non-refereed Articles & Policy Briefs (10):**

Vincent, G., **Espinosa, E.,** & Nussbaum, W. (2019). Adolescent charged with assault of a parent: Assessment and treatment approaches. Washington, DC: The Technical Assistance Network for Children's Mental Health. http://www.nysap.us/pdf/NYSAP-ADB-brief-FINAL.pdf

**Espinosa, E.** & Skowyra, K. (2015). Diverting youth at probation intake: The front-end diversion initiative. Research and Program Brief, 2 (1), National Center for Mental Health and Juvenile Justice. Delmar, NY. https://www.ncmhjj.com/wp-content/uploads/2016/02/FEDI-ARIAL-508-final.pdf

**Espinosa, E.,** Henke, T., Farrell, J., & Sulzbach, D. (2015). Merging care with control brief I: Why engage juvenile justice in system of care. Washington, DC: The Technical Assistance Network for Children's Mental Health. https://theinstitute.umaryland.edu/media/ssw/institute/hub-resources/systems-integration/Merging-Care-with-Control-Brief-I.pdf

**Espinosa, E.,** Henke, T., Farrell, J., & Sulzbach, D. (2015). Merging care with control brief II: How to integrate juvenile justice into system of care. Washington, DC: The Technical Assistance Network for Children's Mental Health. https://theinstitute.umaryland.edu/media/ssw/institute/hub-resources/systems-integration/Merging-Care-with-Control-Brief-II-How-to-Integrate-JJ-into-SOC.pdf

**Espinosa, E. (2009).** Correlates of delinquency: Evaluating the correlations among traumatic brain injury, mental illness, and juvenile delinquency. Texas Juvenile Probation Commission, Austin, TX.

**Espinosa, E. (2009).** Merging care with control: A need for specialized supervision in juvenile justice. Texas Juvenile Probation Commission, Austin, TX.

**Espinosa, E.,** & Belshaw, S. (2007). OC pepper spray: Research overview and policy recommendations. Texas Probation Association. 22:4.

Schwank, J, **Espinosa, E**. & Tolbert, V. (2003). Mental Health and Juvenile Justice in Texas. Texas Juvenile Probation Commission, Austin, TX.

## RESEARCH EXPERIENCE

**Grants Received as Investigator**

**Building Evidence for the Scaling of Team Decision Making** **2021–2022**

*Annie E. Casey Foundation*

Building on implementation science frameworks such as the Consolidated Framework for Implementation Research and the Stages of Implementation, Evident Change will partner with up to three jurisdictions with

varying levels of implementation readiness to evaluate and build evidence toward the scaling of Team Decision Making® (TDM). The evaluation will include a mix-methods quasi experimental design to target an examination of which key components of TDM™ are the most impactful and for what type of system involved youth and families.

Award: $100,000 – One Year

**Dallas County Juvenile Justice Process Evaluation** **2021–2022**

*Dallas County District Attorney's Office*

Using data from the Texas Office of Court Administration, the Dallas County District Attorney's office examined how Dallas County compared to other urban communities in time-to-disposition for juvenile cases. Through this analysis, the District Attorney's office discovered that Dallas County has a lower rate of juvenile dispositions at 30- and 90-day benchmarks than Tarrant, Harris, Travis, and Bexar counties. Dallas County is contracting with Evident Change to conduct a juvenile justice process evaluation of Dallas County to examine why the Dallas County juvenile time-to-disposition rate is lower than other urban counties

Award: $50,000 – One Year

**Research and Evaluation on Gangs and Gang Violence – NIJ-2019-15270** **2020–2025**

(Award No: 2019-R2-CX-0015)

*National Institute of Justice*

Involvement in and desistance from gangs has largely been overlooked for girls and young women, especially when examining the issue related to transnational communities along the U.S. border with Mexico. To address this lack of crucial information, Evident Change, in partnership with the Cameron County Juvenile Justice Department (CCJJD), and in collaboration with community-based organizations in the Rio Grande Valley in Texas, proposes a study to examine of the individual, family, and community factors involved in girls' desistance from gangs and gang-related crime and the juvenile justice related outcomes for girls who are gang involved compared to girls who are not.

Award: $650,000 – Five Years

**Data for Implementation/Difference** **2020–2022**

*Upbring*

The project will use a Plan, Do, Check, Adjust (PDCA) process centered on collaboration between NCCD and Upbring to collect, analyze, and translate relevant data, provide real-time feedback and tailored technical assistance and support. Change and Upbring will use administrative data to (1) conduct an inventory of available information; (2) facilitate a data-informed conversation about current data infrastructure; and (3) support planning activities such as benchmarking data targets, exploring data integrity, and conducting outcome analysis. Evident Change will co-develop these strategies, guided in implementation science, with Upbring project leadership and establish timelines and goals, which will be documented in a project work plan. Throughout the course of the project, NCCD and Upbring will review the results of the data analyses and determine (1) if and what changes need to be made in the overall CQI process and (2) what trends are appearing. This will result in an iterative review of the overall effort and should inform both the implementation support for the target program and of the D4I effort overall. The team will then adjust or modify the "Plan" for the effort and initiate the PDCA process again.

Award: $101,783 – Annual Renewal

**Transition Age Youth (TAY) Evaluation - SCO ID: 5227-54361** **2020–2021**

*Board of State and Community Corrections*

A Senate Bill (SB) 1004 (Ch. 865, Statutes of 2016) and SB 1106 (Ch. 1007, Statutes of 2018) provided six counties (Alameda, Butte, Napa, Nevada, Santa Clara, and Ventura) the opportunity to implement a Transition-age Youth (TAY) pilot program with deferred entry of judgement in juvenile halls for young adult offenders. Evident Change's evaluation design mitigates barriers to program implementation or evaluation related to the COVID-19 pandemic and minimize the impact of the evaluation on county staff and resources; it also includes recommendations for plan refinements to enhance the overall research design. Evident Change will work with the California DOJ and each county to facilitate data collection and transfer and will accept data in whatever format each county uses. Evident Change will work to adapt to the counties' normal practices rather than requiring them to conform to a new regimen.

Award: $75,044 – 6 months May to December 2020

**Rural Communities Opioid Response Program (RCORP)** **2020–2021**

*U.S. Department of Health and Human Services' Health Resources and Services Administration (HRSA) Subaward - Lead Evaluator*

The Ferris–RCORP implementation project would continue the work of a previously awarded HRSA planning grant that began in 2019. The planning grant created the Rural Opioid Prevention Network (ROPN) and was funded by the HRSA Office of Rural Health Policy. The FSU Opioid Task Force, formed by Ferris in 2016, served as the organizing body for ROPN and the work surrounding the planning grant. Creation of the Central Michigan Recovery and Education Network (CMREN) is the "next generation" for the ROPN collaborative project. On behalf of CMREN, Evident Change is partnering with Ferris and CMREN to develop and implement an infrastructure to support a rapid-cycle feedback loop process designed to track and collect data throughout the project. The infrastructure will include elements to conduct both process and outcome evaluations.

Award: $50,000

**Evaluation of the Effectiveness of the LA Model at Campus Kilpatrick** **2018–2021**

*Los Angeles County Probation Department*

The LA Model included an intensive, individualized treatment approach delivered in a small group setting. The scope of work included both a process and outcome evaluation with the goal of providing iterative, actionable feedback and program efficacy findings to the Department. The process evaluation measured how the LA Model was implemented relative to the design as well as identify the strengths and challenges that arose during the Model's implementation. The Outcome evaluation measured the LA Model's results (e.g., outcomes 12-month post-discharge for participants).

Award: $220,000

**Replication & Evaluation of Front-End Diversion Initiative (FEDI)** **2016–2019**

*Annie E. Casey Foundation*

The purpose of this study is to replicate FEDI in the Maryland Department of Juvenile Services, develop a fidelity and competency measure for specialized supervision, increase evidence base for specialized supervision as a strategy to support youth with mental health needs and publicize study results in order to impact the broader public systems. The study will increase evidence of effects of specialized supervision as an intervention strategy, and it would be one of the first assessments to include an extended evaluation period of up to 12 months after supervision ends.

Awards:

- $125,000 (Year 1) – University of Texas
- $125,000 (Year 2) – University of Maryland
- $18,000 (Year 3) – National Council on Crime and Delinquency (Evident Change)

**Youth Pathways: Evaluating the Mitigating Effects of Gender, Trauma and Mental Health Need in Justice System Processing for System-Involved Girls** **2016–2017**

*Office of Juvenile Justice and Delinquency Prevention (OJJDP)*

The Youth Pathways project will expand on the outcomes of this previous research in investigating the course female offenders take to and through the juvenile justice system. To do this, data on all youth referred to a state juvenile justice system over a seven-year period will be analyzed to explore how trauma and mental health need predicts time in confinement by gender. The project will also include a model of the interaction between mental health needs violation of parole, as well a second interaction between trauma exposure and violation of parole.

Award: $50,000

**Home & Community Based Services – Adult Mental Health Implementation Support** **2015–2017**
*Texas Department of State Health Services*
This project provides implementation using the Consolidated Framework for Implementation Research (CFIR) for the Texas 1915i Home and Community Based Services – Adult Mental Health (HCBS-AMH) effort. Support includes both organizational and state technical assistance, strategic planning for state-wide implementation, and the use of a data informed Continuous Quality Improvement (CQI).
Awards: $234,652 (Year 1); $292, 680 (Year 2)

**YES State-wide Implementation and CQI Support** **2015–2017**
*Texas Department of State Health Services*
This project expands on the previous implementation efforts by using the Consolidated Framework for Implementation Research (CFIR) to measure the quality of YES waiver implementation to include high quality and high-fidelity wraparound throughout the 254 counties of Texas. This includes providing organizational support through the use of a data informed Continuous Quality Improvement (CQI) process continuing the training and coaching strategies and support around wraparound for the 1915c Youth Empowerment Services (YES) waiver and integrating fidelity review and preliminary outcome analysis.
Awards: 2015: $686,518; 2016: $800,000: 2017: $800,000

**YES Waiver Wraparound Support** **2013–2015**
*Texas Department of State Health Services*
This project provided training and coaching support using the National Wraparound Initiative's (NWI) wraparound training and coaching model for the 1915c Youth Empowerment Services (YES) waiver.
Award: $72, 438

**Evaluation of Motivational Interviewing in Juvenile Justice in Texas** **2008–2010**
*John D. and Catherine T. MacArthur Foundation, National Center on Mental Health and Juvenile Justice.*
Evaluating the Implementation of Evidence-Based Practice via Advanced Training in Motivational Interviewing. Related to the MHJJAN, this research project involved the implementation of training and coaching of Motivational Interviewing (MI) with specialized mental health juvenile probation officers and clinicians assigned to specialized mental health related caseloads.
Award: $75,000

**Mental Health & Juvenile Justice Action Network** **2007–2010**
*John D. and Catherine T. MacArthur Foundation, National Center on Mental Health and Juvenile Justice.*
In the summer of 2007, the Foundation in partnership with the national Center on Mental Health and Juvenile Justice solicited applications from States to form the Models for Change: Mental Health and Juvenile Justice Action Network (MHJJAN). Twenty-one states applied, and Texas was selected as one of four states to join the four original Models for Change states and form the MHJJAN. Efforts related to the MHJJAN included workforce development, diversion, prevalence evaluation, and continuity of care.
Award: $368,000

Other Research Support

**SM061219 (PI: Lopez)** **2013–2016**
*Achieving a Texas System of Care*
Funder: Substance Abuse and Mental Health Services Administration
Role: Implementation Lead

**R34MH095210 (PI: Lopez)** **2011–2016**
*Bringing What Works to Youth in Prison: An Evidence-Based Trauma Intervention.*
Funder: National Institute of Mental Health
This study will adapt Trauma-Focused Cognitive Behavioral Therapy (TF-CBT), a treatment found to be efficacious in community settings, to the correctional setting and study its implementation. Youth receiving TF-CBT will be compared to similar youth waiting for services to explore any differences between groups outcomes.
Role: Project Manager

**SM11001 (PD: Heise)** **2012–2013**
*Texas Youth Suicide Prevention Project*
Funder: SAMHSA/TX Department of State Health Services
This project focuses on reducing suicide and suicide risk in youth and young adults in Texas through public awareness, training of gatekeepers, screening, and referral. Dr. Lopez is charged with utilizing the lessons learned from the current activities to develop an initial plan and framework for transforming the public mental health system to a suicide safe care system with a zero-suicide goal.
Role: Consultant

**SMA#11-008 (PD: Hammack; PI: Lopez)** **2011–2013**
*Achieving Successful Systems Enriching Texas*
Funder: SAMHSA / TX Health and Human Services
This initiative aims to develop a comprehensive long-range strategic plan that will expand the implementation of the system of care framework in Texas by addressing state and local policy and practice barriers, maximizing existing fiscal resources to increase access to care, providing training and technical assistance, and growing new champions for children's mental health.
Role: Implementation, Training and Technical Assistance Lead,

**The Texas Juvenile Justice Traumatic Brain Injury (BI) Partnership Project (PD: Beckworth; PI: Espinosa)** **2009–2010**
*Juvenile Justice TBI Partnership*
Funder: U.S. Department of Health and Human Services (USDHHS), Office of Acquired Brain Injury.
USDHHS awarded funding to the Office of Acquired Brain Injury of Texas to collaborate with the Texas Juvenile Probation Commission (TJPC) and the Texas Youth Commission (TYC) to conduct a four-year study on the prevalence of TBI for youth with mental health needs involved with the juvenile justice system. The investigator and PI conducted the evaluation with Dr. Wayne A. Gordon, Professor of Neuropsychology at New York City's Mt. Sinai Hospital School of Medicine, and the Robert L. Moody Prize winner for Distinguished Initiatives in Brain Injury Research and Rehabilitation.
Role: Principal Investigator, TJPC

## PRESENTATIONS

**Select Peer Reviewed Presentations (17):**

**Espinosa , E.** (2022). Pathways to desistance II: Girls, Gangs, Cartels, & Justice System Involvement. *Light the Way: End Human Trafficking 2022 Summit*, Texas Department of Family and Protective Services, Dallas, TX.

**Espinosa , E.** (2022). Pathways to desistance II: Girls, Gangs, Cartels, & Justice System Involvement. *Texas Network of Youth Services (TNOYS), 39th Annual Conference: Rise to Your Potential*, Texas Network of Youth Services, Houston, TX.

**Espinosa , E.** (2021). Pathways to desistance II: Girls, Gangs, Cartels, & Justice System Involvement. *AJFO Conference 2021: Celebrating community & building connections*, Association for Justice Involved Females and Organizations, Virtual.

**Espinosa, E.** & Meyer, K (2021). Enhancing the "response" in risk & responsivity for justice impact girls & young women**.** *AJFO Conference 2021: Celebrating community & building connection*s, Association for Justice Involved Females and Organizations, Virtual.

**Espinosa, E.** (2019). Pathway to desistance: Girls, gangs, and juvenile justice system involvement. *AJFO 2019 Conference: DIGNITY: Voices of strength and transformation*, Association for Justice Involved Females and Organizations, Atlanta, GA.

**Espinosa, E.** & Farrell J. (2018). Juvenile justice & behavioral health diversion: Using the system of care framework to build on and sustain system reform. *Training Institutes*, University of Maryland, Baltimore. Washington, D.C.

**Espinosa, E.** & Farrell, J. (2018). Bridging research with policy and practice: A discussion around key considerations and strategies for collaboratively integrating research and implementation efforts in a state-wide juvenile justice system. *32nd Annual Research & Policy Conference on Child, Adolescent and Young Adult Behavioral Health*, Child & Family Studies, College of Behavioral & Community Services. University of South Florida. Tampa, FL.

**Espinosa, E.,** Bliss, C. & Evans, B. (2017). Operationalizing the implementation highway: Using "real time" data to move from quantity to quality practice. *30th Annual Research & Policy Conference on Child, Adolescent and Young Adult Behavioral Health*, Child & Family Studies, College of Behavioral & Community Services, University of South Florida, Tampa, FL.

**Espinosa E**. & Bliss, C. (2016). Implementation highway: Using real world data in "real time" to support program-and system- level implementation. *2nd Annual National Wraparound Implementation Academy*. National Wraparound Implementation Center. Rockville, MD.

**Espinosa, E.,** Evans, B., Martinez, J., Henke, T. & Bliss, C. (2016). Implementation Highway: Using "real time" data to inform policy and practice. *29th Annual Research & Policy Conference on Child, Adolescent and Young Adult Behavioral Health*, Child & Family Studies, College of Behavioral & Community Services. University of South Florida. Tampa, FL.

**Espinosa, E.** (2015). What would you do? Working with and around those "big behaviors". *11th Annual Strengthening Youth and Families Conference*, Austin, TX.

**Espinosa, E.** (2015). Teddy bears behind bars: Applying a developmental lens to juvenile justice reform. *11th Annual Strengthening Youth and Families Conference*, Austin, TX.

Henke, T., & **Espinosa, E.** (2015). Blending care with control: Integrating juvenile justice with System of Care. *28th Annual Research & Policy Conference on Child, Adolescent, and Young Adult Behavioral Health*, Child & Family Studies, College of Behavioral & Community Services, University of South Florida. Tampa, FL.

Estep, K., Coviello, K., **Espinosa, E.,** Grant, J., & Strader, S. (2014). Implementation and sustainability efforts around care coordination utilizing wraparound technologies. *System of Care Training Institutes*, National Technical Assistance Center for Children's Mental Health, Georgetown University Center for Child and Human Development, Washington, DC.

Cocozza, J., & **Espinosa, E.** (2013). Implementing juvenile diversion programs: Guidelines and innovative approaches. *Justice Mental Health Collaboration Program: Annual Grantee Conference*. Washington, DC.

**Espinosa, E.** & Lopez, M. (2013). Building state infrastructure for Wraparound in Texas: A top-down, bottom-up, and side-ways approach. *2nd Biennial Global Implementation Conference*, Washington, DC.

Lopez, M. & **Espinosa, E**. (2012). Strategies for addressing childhood trauma in systems. Presentation at the *5th Annual Texas Juvenile Crime Prevention Conference*. Prairie View, TX.

**Select Posters and Papers Presented at Professional Meetings (7):**

**Espinosa, E.** & Bliss, C. (2012). High-Quality Wraparound Initiative: Enhancing Wraparound Across Texas. *National Affinity Group Conference* Call, Technical Assistance Partnership for Child and Family Mental Health.

**Espinosa, E.** & Sorensen, J. (2012). An evaluation of the influence of mental health need and traumatic experiences on juvenile justice system processing: A data driven case for trauma-informed systems of care. *System of Care Training Institutes*, National Technical Assistance Center for Children's Mental Health, Georgetown University Center for Child and Human Development, Orlando, FL.

**Espinosa, E.** (2012). The role of gender and mental health need in juvenile justice processing*. The Juvenile Justice Roundtable*, Texan's Care for Children, Austin, TX.

**Espinosa, E.** (2010). Evaluation of the Front-End Diversion Initiative (FEDI). *Mental Health and Juvenile Justice Action Network Annual Meeting for Models for Change*. Washington, DC.

**Espinosa, E.** (2009). Evaluating the Correlations among Traumatic Brain Injury, Mental Illness, and Juvenile Delinquency. *Juvenile Justice and Office of Acquired Brain Injury Stake Holder Meeting*. Austin, TX.

**Espinosa, E.** (2009). Female offending in the juvenile justice system. 22nd Annual Juvenile Law Conference, State Bar of Texas Juvenile Law Section, Austin, TX.

**Espinosa, E.** (2005). Mental health and juvenile justice: Moving toward effective systems of care. *National Health Policy Forum,* George Washington University, Washington, DC.

**Select Invited Talks, Lectures, Panel Discussions and Presentations (40):**

**Espinosa, E. (2022).** Equity anchored continuous quality improvement (CQI). *The Kresge Foundation*, Virtual

**Espinosa, E.** (2021). Introduction to Evident Change and overview of the NIJ funded Girls and Gangs II Grant. *Cameron County Mental Health Task Force*. Virtual

**Espinosa, E.** (2020). Motivational Interviewing: An introduction to application and skill. *37th Annual TNOYS Conference on Services to Youth and Families.* Texas Network of Youth Services. Virtual Conference

**Espinosa, E.,** Wilson, S., & Tara Roussett (2020). Building a better future now – Decreasing wait and increasing capacity. *Texas Child Care Administrator's Conference.* Texas Alliance of Child and Family Services. Virtual Conference

**Espinosa, E.** (2019). Girls and gangs: Trends and critical issues. *California School Resource Officers Association gangs' workshop for the Kern County Superintendent of Schools Office*, Bakersfield, CA.

**Espinosa, E.** & Estep, K. (2017). How to ensure you stay on track – Using data to monitor and change course as needed. *2017 National Wraparound Implementation Academy*, National Wraparound Initiative, National Wraparound Implementation center, Baltimore, MD.

**Espinosa, E.** & Rodriguez, M. (2017). Balancing productivity & quality Wraparound implementation. *2017 National Wraparound Implementation Academy*, National Wraparound Initiative, National Wraparound Implementation Center, Baltimore, MD.

**Espinosa, E.,** Rodriguez, M. & Evans, B. (2017). Navigating the implementation highway: A conversation of a work in progress. Implementation TA Webinar. *Centralized Training Infrastructure*, University of Texas Health Science Center, San Antonio, TX.

**Espinosa, E.** & Rodriguez, M. (2017). Implementing Wraparound in rural communities: The Texas experience. *Rural Behavioral Health Learning Community.* Washington, DC: The Technical Assistance Network for Children's Mental Health.

**Espinosa, E.** (2017) Understanding the implementation highway: Key thoughts and consideration for high quality and fidelity practice in Motivational Interviewing. *Centralized Training Infrastructure*, University of Texas Health Science Center, San Antonio, TX.

**Espinosa E.** (2016) Myths, Facts & Responses to Crossover Youth: A dialogue on systems responses and approaches. *UT Child Welfare Conference 2016: Crossover Kids: Strategies for Serving Youth Involved in the Child Welfare & Juvenile Justice System*. Texas Institute for Child & Family Wellbeing, University of Texas at Austin. Austin, TX.

**Espinosa, E.** (2016). Keeping kids closer to home, part 1: Next steps in juvenile justice reform*. 2016 Children's Policy Conference & Founders Award Luncheon*. Texan's Care for Children, Austin, TX.

**Espinosa, E.** (2015). Teddy bears behind bars: Applying a developmental lens to juveniles with sexual behavior problems. *11th Annual conference on managing juveniles with sexual behavior problems*, Correctional Management Institute of Texas, Galveston, TX.

Beatty, C., **Espinosa, E**., Selby, P., & Saxton, J. (2015). What you need to know about what's going on with children's mental health in Texas. *30th Annual Conference, Texas Council of Community Centers*, Houston, TX.

**Espinosa, E.,** Ramirez, L., Rasco, S., Sharkis, J. (2015). Prevention is everyone's role: Panel discussion. Texas Office for Prevention of Developmental Disabilities, Austin, TX.

Reilly, D., Snow-Smith, T., & **Espinosa, E.** (2015). Teddy bears behind bars: Young children in the juvenile justice system. 2015 Children's Policy Conference & Founder's Award Luncheon, Texan's Care for Children. Austin, TX.

**Espinosa, E**. (2014). Plenary Session: Juvenile justice and mental health: Blending care with control*. Juvenile Justice Association of Texas Fall Conference*, South Padre Island, TX.

**Espinosa, E.** (2014). What would you do? Working with and around those 'Big Behaviors'. *Juvenile Justice Association of Texas Fall Conference*, South Padre Island, TX.

Cocozza, J. & **Espinosa, E.** (2014). Probation-intake diversion for youth with behavioral health disorders. *Improving Diversion Policies and Programs for Justice-Involved Youth with Behavioral Health Disorders*: An Integrated Policy Academy-Action Network Initiative.

**Espinosa, E.** (2014). Creating a trauma informed juvenile justice system. *Juvenile Justice Association of Texas*. Spring Conference. Lubbock, TX.

**Espinosa, E.** (2011). Adolescent self-injury: Causes, correlates, and non-clinical interventions. *4th Annual Conference, Texas Juvenile Crime Prevention Center, College of Juvenile Justice and Psychology*, Prairie View, TX.

**Espinosa, E.** (2010). Supervising juvenile offenders with mental health needs: The case for specialized officers in juvenile justice. *2010 American Probation and Parole Association Winter Institute*, Austin, TX.

**Espinosa, E.** (2010). Working with offenders who self injure: Who are they and what can we do? *2010 American Probation and Parole Association Winter Institute*, American Probation and Parole Association, Austin, TX.

**Espinosa, E**. (2010). Implementation and outcomes of the front-end diversionary initiative: Models for change mental health and juvenile justice action network*. 2010 National GAINS Conference*, United States Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Orlando, Fl.

Skowyra, K., & **Espinosa, E.** (2010). Models for change: Front-end diversion*. Texas Mental Health and Juvenile Justice Summit,* Texans Care for Children and Methodist Healthcare Ministries, Austin, TX.

**Espinosa, E.** (2009). The Texas TBI partnership project: Overview and design. *The 2009 Texas Corrections Association Mid-Winter Conference,* Texas Corrections Association, Austin, TX.

Levins, T. & **Espinosa, E.** (2009). From risk to resiliency. 25th Annual Community Connections Conference. Texas Youth Commission, Plano, TX

**Espinosa, E.** (2009). Models for change: Mental health and juvenile justice action network. *10th Annual Governor's Conference on Juvenile Justice*, Wichita, KA.

Skowra, K. & **Espinosa, E.** (2009). Models for change: Mental health and juvenile justice action network – Front-end diversion initiative. 2009 Winter Training Institute, American Probation and Parole Association, American Probation and Parole Association, Myrtle Beach, SC.

**Espinosa, E.** (2008). Working with kids who self injure: Who are they and what can we do*? The 8th Annual Partners in Prevention Training Conference,* Texas Department of Family Protective Services, Round Rock, TX

**Espinosa, E.** (2008). The many meanings of screening: Medicaid and the juvenile justice system*. Coalition for Juvenile Justice Annual Spring Conference*, Coalition for Juvenile Justice, Washington, DC.

**Espinosa, E.** (2008). "The many meanings of screening: Medicaid and the juvenile justice system". *Web-based Telecast sponsored by the National Academy on State Health Policy*. Archived telecast may be accessed at: http://www.nashp.org.

**Espinosa, E.** (2006). Avoiding recidivism: Reconnecting to services with the Special Needs Diversionary Program*. National Academy for State Health Policy*, Pittsburgh, PA.

**Espinosa, E.** & Von Stultz, J. (2006). Working with mentally ill offenders in the juvenile justice system: Prevalence and systemic approaches to change. *Family Preservation Institute*, New Mexico State University, San Antonio, TX.

**Espinosa, E.** & Von Stultz, J. (2006). Challenges of working with mentally ill offenders in the juvenile justice system. *2006 Winter Training Institute*, American Probation and Parole Association, Austin, TX.

**Espinosa, E.** & Von Stultz, J. (2005). Working with mentally ill offenders in the juvenile justice system. Family Preservation Institute, New Mexico State University, San Antonio, TX.

**Espinosa, E.** (2005). Working with mentally ill offenders in the juvenile justice system. *Texas Corrections Association Summer Conference,* Texas Corrections Association, Galveston, TX.

**Espinosa, E.** (2005). Working with mentally ill offenders in the juvenile justice system. *Texas Probation Association's Spring Conference,* Austin, TX.

**Espinosa, E.** (2003). Supervising juvenile offenders with mental illness: Challenges and best practices. Juvenile Justice Association of Texas, Winter Conference, South Padre Island, TX.

**Select Workshops (8):**

**Espinosa, E.** (2022). "Using Motivational Interviewing to Support Victims of Human Trafficking***". Light the Way: End Human Trafficking 2022 Summit,*** Texas Department of Family and Protective Services, Dallas, TX.

**Espinosa, E.** (2013). "Using Motivational Interviewing to Improve Patient Education." *Texas Oral Health Summit, Austin*, TX.

Cox, F & **Espinosa, E.** (2011). "Advanced Motivational Interviewing 2-day Workshop." *Williamson County Juvenile Probation Departmen*t, Georgetown, TX.

Cox, F & **Espinosa, E.** (2011). "Advanced Motivational Interviewing 2-day Workshop." *Southwest Key*, Austin, TX.

**Espinosa, E.** (2009). "Case management for effective programming: Who's managing whom? "*16th Judicial Distric*t, New Iberia, LA.

**Espinosa, E.** (2008). "QPR for the juvenile justice system". *Idaho Youth Suicide Prevention Project*, sponsored by Idaho State University's Institute of Rural Health, telecast from Prairie View A&M University.

**Espinosa, E.** (2007). "The Special Needs Diversionary Program (SNDP): Philosophy, design, and implementation", Collaboration facilitation and training for the Mental Health, *Juvenile Justice*

*Screening, Assessment & Diversion Project*, Lansing, MI.

**Espinosa, E**. (2007). "State strategies to increase Medicaid coverage for youth in transition", *National Academy for State Health Policy*, Supported by the Robert Wood Johnson Foundation, Washington DC.

## PROFESSIONAL CONSULTATIONS

**Higher Education (3)**

2019–2020 Project Design and Development: Provide technical assistance and consultation on implementation planning and evaluation design for a rural opioid addiction treatment approach. Ferris State University, Big Rapids, Michigan.

2015–2019 Training & Technical Assistance: Provide Introduction and Advanced trainings, webinars and general technical assistance in Motivational Interviewing (MI) on behalf of the Centralized Training Infrastructure (CTI) supported by the Texas Health and Human Services Commission (2015 – 2017). Develop organizational capacity to support MI installation by the CTI (2017 – 2019). The University of Texas, Health Science Center at San Antonio, San Antonio, TX.

2012–2013 Curriculum Development: Consulted on the development of Engagement in Wraparound Curriculum, National Wraparound Initiative (NWI), Innovations Institute, University of Maryland, School of Social Work, Baltimore, Maryland.

**Government & Nonprofit (8)**

2020–2023 Advisory Council Representative: Provide strategic guidance and support to the Change Happens VOICES Advisory Council. Funded by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), VOICES is aimed to reduce the risk of girls for involvement in the juvenile justice system. Change Happens. Houston, TX

2016–2019 Program Evaluation & CQI Support: Develop and implement evaluation plan inclusive of both a retrospective and prospective research design. Project includes both qualitative and quantitative data analysis, application of CQI recommendations based within the CFIR framework, and the development and evaluation of fidelity tools and measures. Funded by the Annie E. Casey Foundation. Southwest Key Community Connections Program. Austin, TX.

2016–2019 Training & Consultation: Provide on-going consultative support to the Iowa Chronic Care Consortium (ICCC) including in-person instruction and curriculum development on the integration of Motivational Interviewing in the Clinical Health Coach training supported by the ICCC. Iowa Chronic Care Consortium, Des Moines, IA.

2015–2017 Training & Consultation: Provide consultation and training support for the integration of reflective supervision into the Texas Parent's as Teachers and Nurse Family Partnership programs. Mental Health America of Texas, Austin, TX.

2014–2017 Consultation & Technical Assistance: Provide expert technical assistance to the Institute, the TA Network, the Child, Adolescent, and Family Branch's (CAFB) Children's Mental Health Initiative (CMHI) at Substance Abuse and Mental Health Services Administration (SAMHSA) and the communities and states funded to implement systems of care for children and families. The Institute for Innovation and Implementation, School of Social Work, University of Maryland Baltimore. Baltimore, MD.

2015–2016 Policy Brief & Technical Assistance: Provide expert technical assistance through the development of a policy brief and consultation around the use of specialized juvenile probation officers as a diversion strategy for youth with mental health needs who are involved with the juvenile justice system. *Probation Based Intake Diversion Policy Academy*. National Center for Mental Health and Juvenile Justice, Policy Research Associates. Delmar. NY.

2014–2015 Faculty & Strategic Planning: *Improving Diversion Policies and Programs for Justice Involved Youth with Behavioral Health Disorders, Policy Academy*. National Center for Mental Health and Juvenile Justice and Technical Assistance Collaborative, Inc. Bethesda, MD.

2013–2014 Training & Coaching on using Motivational Interviewing to Engage and Enhance Client Outcomes: This project included a series of two cohort based training and coaching efforts. The trainings included two, two-day Introduction to Motivational Interviewing and two-two-day Advanced Motivational Interviewing in-person trainings and 6 monthly coaching sessions targeting clinical supervisors. Emergence Health Network, El Paso, TX.

2013–2014 Strategic Planning: Facilitated strategic planning session and grant application process for the

on-going development and implementation of the Juvenile Diversion Initiative (JuDI). The Department of Behavioral Health and Development Services, the Department of Criminal Justice, Lynchburg Juvenile Justice Center and Horizon Behavioral Health. JuDI, Lynchburg, VA.

## PROFESSIONAL SERVICE

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|---|---|
| 2022 – present | International Journal of Forensic Mental Health, Reviewer |
| 2020 – present | Youth Violence and Juvenile Justice, Editorial Board Member |
| 2020 – present | Journal of Offender Therapy and Comparative Criminology, Reviewer |
| 2019 – present | Feminist Criminology, Reviewer |
| 2018 – present | Criminal Justice and Behavior, Reviewer |
| 2014 – present | Journal of Interpersonal Violence, Reviewer |
| 2012 – present | Journal of Youth and Adolescence, Reviewer |
| 2012–2020 | Youth Violence and Juvenile Justice, Reviewer |
| 2012–2014 | Executive Counselor Juvenile Justice Section, Academy of Criminal Justice Sciences |
| 2011–2012 | Texas Suicide Prevention Council, Immediate Past Chair |
| 2009–2011 | Texas Suicide Prevention Council, Co-Chair |
| 2006–2015 | Journal of Knowledge and Best Practices in Juvenile Justice and Psychology, Prairie View A&M University, College of Juvenile Justice and Psychology, Texas Juvenile Crime Prevention Center, Editorial Advisory Board |
| 2005–2008 | Mental Health Planning Advisory Committee (MHPAC), Texas Department of State Health Services, Committee Member, Co-Chair, Children's Subcommittee |
| 2003–2009 | Texas Integrative Funding Initiative, Co-Chair Finance Committee |
| 2003–2007 | Invisible Children's Project, Mental Health Association of Texas, Coalition Member |

## PROFESSIONAL AFFILIATIONS

- Academy of Criminal Justice Sciences, member (2007 – 2015; 2018 - present)
- Texas Suicide Prevention Council, Member (2010 – 2012; 2017)
- Technical Assistance Network for Children's Behavioral Health (TA Network), Consultant (2014 – 2017)
- Mental Health and Juvenile Justice Collaborative for Change, Collaborator (2014 – 2016)
- Motivational Interviewing Network of Trainers, TNT Member (MINT) (2010 - present)
- American Probation and Parole Association (2009 - 2012)
- Juvenile Justice Association of Texas (2005 - 2010)
- Texas Probation Association (2005 - 2010)

## HONORS AND AWARDS

2015 Recipient: Stella Mullins Champion for Children's Mental Health Award, 11th Annual Strengthening Youth and Families Conference

2007 Recipient: Heroes in the Fight, Co-sponsored by the National Alliance for the Mentally Ill (NAMI) and Mental Health America in Texas

2007 Recipient: Texas Suicide Prevention Council Chair's Award, Austin, TX

## MEDIA

Gladney Center for Adoption. (2020). Teen girls and juvenile justice. *Reframing with Erin Espinosa.* *https://resource.adoptionsbygladney.com/reframing-with-erin-espinosa*

Espinosa, E. (2016). Alternatives for justice-involved youth with mental health needs finally start to appear. Juvenile Justice Information Exchange. https://jjie.org/2016/04/11/finally-alternatives-for-justice-involved-youth-with-mental-health-needs/

Baker, S. (2015). New study finds girl serve longer sentences in juvenile justice system than boys. Interview with Sam Baker, KERA. https://www.keranews.org/post/new-study-finds-girls-serve-longer-sentences-juvenile-justice-system-boys

Shapiro, A. (2015). Proportion of Girls in Juvenile Justice System is Going Up, Studies Find: Interview with Ari Shapiro, All Things Considered, National Public Radio. http://www.npr.org/2015/10/02/445346727/proportion-of-girls-in-juvenile-justice-system-is-going-up-studies-find

Espinosa, E. (2015). Medicaid doesn't have to be a dirty word in Texas. Dallas Morning News https://www.dallasnews.com/opinion/commentary/2015/07/07/erin-espinosa-medicaid-doesnt-have-to-be-a-dirty-word-in-texas

Policy Research Associates. (2014). The Texas Front End Diversion Imitative (FEDI). National Center for Mental Health and Juvenile Justice, Policy Research Associates, Inc. Recorded video of the initiative. https://www.youtube.com/watch?v=BEObcl7SXpw

CITI PROGRAM

Completion Date 05-May-2020
Expiration Date 05-May-2023
Record ID 50466936

This is to certify that:

**Erin Espinosa**

Not valid for renewal of certification through CME.

Has completed the following CITI Program course:

**Social-Behavioral-Educational (SBE) Comprehensive**
(Curriculum Group)
**Social-Behavioral-Educational (SBE) Comprehensive**
(Course Learner Group)
**1 - Basic Course**
(Stage)

Under requirements set by:

**Evident Change**

CITI
Collaborative Institutional Training Initiative

Verify at www.citiprogram.org/verify/?w0e9d9cb1-0017-4506-8d41-cdd5b9ad12a7-50466936

**STEPHANIE HILLERY**
426 S. Yellowstone Drive
Madison, WI 53719
(800) 306-6223
shillery@evidentchange.org

## EDUCATION

Austin Peay State University, Clarksville, Tennessee
*Bachelor of social work* (1998)

Child Protective Services Investigator Training Academy, Tennessee Bureau of Investigations, Nashville, Tennessee
November 2013 - March 2014

- *The Medical Evaluation of Child Sexual Abuse*
- *The Medical Evaluation of child Physical Abuse and Neglect*
- *Conflict Management/Defensive Tactics*
- *Human Trafficking/Sex Offender Registry*
- *Recognizing and Documenting Impairment/Drug Use & Drug Identification*
- *Statement Analysis*

John E. Reid and Associates, Nashville, Tennessee
The Reid Technique of Investigative Interviewing

- Child Abuse Investigations
- Physical Abuse and Neglect: Child Abuse Injury Reconstruction Techniques
- Emerging Trends in Child Sexual Abuse Investigations

Labor Relations Alternatives, Inc., Nashville, Tennessee

- Conducting Serious Incident Investigations, June 2005
- Mortality Review and Death Investigations, October 2010
- Weighing Evidence and Drawing Conclusions, May 2011

## PROFESSIONAL EXPERIENCE

CLIENT RELATIONS ASSOCIATE
Evident Change (formerly National Council on Crime and Delinquency [NCCD]), Madison, Wisconsin
2019 – Present

- Supports ten state/county organizations (over 30,000 users) in their training, contracting, implementation, and service needs of a SAAS solution that supports social services practice
- Establishes and cultivates relationships with SafeMeasures' current and future clients
- Works closely with clients to ensure their satisfaction, making sure clients' needs are being met in a timely and satisfactory manner
- Analyzes client questions and concerns, escalating problems to appropriate teams and handling service problems to the satisfaction of the client
- Helps manage team projects, review and/or create implementation protocols, and assists in client acquisition
- Conducts SafeMeasures® training opportunities for current and future clients
- Works to create new training programs and curriculums for clients
- Develops contract proposals and collaborate with a client's multiple internal departments to help improve the quality of service and a successful SafeMeasures implementation
- Provides training to staff agency wide on SafeMeasures initiatives, mission and navigation

- Assists in the creation or revision to Departmental policy and protocol relevant to SafeMeasures®
- Interacts with clients to clearly understand their requirements and provide appropriate services
- Prepares business presentations and SafeMeasures demonstrations
- Interacts with clients to execute ongoing and ad-hoc projects
- Work with cross functional teams to address client requests and inquiries

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DIRECTOR OF INTERNAL QUALITY CONTROL
Office of Child Safety
Department of Children's Services
State of Tennessee
August 2013 – January 2019

- Created, revised and implemented various quality control processes and audit tools that are in use at the Tennessee Child Abuse Hotline and for statewide Child Protective Services investigations
- Implemented a Continuous Quality Improvement and remediation process specific to quality reviews of investigations ensuring that recognized challenges are being addressed at all levels and systemic issues are resolved through policy and practice
- Initiated contracts and works with nationally recognized child welfare organizations to revise and validate assessment tools used by the Tennessee Child Abuse Hotline and Child Protective Services investigations
- Worked with the Office of Information Technology to improve data reporting to the federal government
- Worked with the Department's Continuous Quality Improvement team on CQI endeavors as well as the identified executive member for the Office of Child Safety
- Served as the Project Manager for statewide implementation of SafeMeasures, a nationally recognized data dashboard reporting service
- Worked to streamline and centralize notifications to and the tracking of substantiated perpetrators to ensure the Department is meeting state and federally mandated due process laws
- Worked as a member of the Statewide Implementation Team for the IV-E Waiver Demonstration Project
- Provided training to staff statewide on Division or Department initiatives involving Child Protective Services
- Assisted in the creation or revision to Departmental policy and protocol relevant to Child Protective Services and Due Process
- Assisted in case file reviews of CPS cases during COA re-accreditation along with submitting data and documentation relevant to the reviews to the COA reviewers to ensure the Department meets the standards for accreditation
- Assisted in case file reviews for the Child and Family Services Review (CFSR) and the creation of Performance Improvement Plan (PIP) for the Tennessee Department of Children's Services
- Assisted in the completion of the Annual Progress and Services Report for the Department
- Child Safety program representative for the Department's NCANDS and AFCARS reporting requirements
- Member of the Department's legislative Second Look Commission case review team

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STATEWIDE DIRECTOR OF INVESTIGATIONS
Protection From Harm Division
Department of Intellectual and Developmental Disabilities
State of Tennessee
September 2012 – August 2013

- Conducted activities as the statewide Director the Investigations for the Protection from Harm Division of DIDD which included the oversight of over 50 investigators, three Lead Investigators and three administrative staff
- Completed various departmental reports, participated in regularly scheduled meetings within the Department and with relevant stakeholders
- Participated in the quarterly Statewide Quality Management Committee Meetings which addressed provider audits, incident data, investigation results and agency corrective action plans
- Worked collaboratively with other members of leadership on developing key operational components of systems safety as it related to investigation reporting, investigation trending and data management

- Worked collaboratively with others to create, revise and review current processes to improve efficiency and effectiveness
- Created, revised and implemented various protocols and procedures to improve investigation consistency and accuracy, as well as co-authored the Protection from Harm chapter of the DIDD Provider Manual

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DIRECTOR OF INCIDENT MANAGEMENT
Protection From Harm Division
Department of Intellectual and Developmental Disabilities
State of Tennessee
November 2011 – September 2012

- Conducted activities as the Director of the Protection from Harm Incident Management Unit that included the oversight of four administrative staff, completed various departmental reports and Protection From Harm trending reports, participated in regularly scheduled meetings within the Department and with relevant stakeholders, and scheduled statewide quarterly meetings with contracted providers
- Worked collaboratively with other members of leadership on developing key operational components of systems safety as it related to incident reporting, incident trending and data management
- Worked collaboratively with various members of staff to create, revise and review processes to improve efficiency and effectiveness
- Provided clinical supervision and worked collaboratively with the Regional Incident Management Coordinators to improve training and incident reporting by contracted providers
- Acted as the business owner of the DIDD Incident and Investigation database by approving and providing appropriate accesses
- Worked directly with the Office of General Counsel to ensure that appropriate incident information was disseminated to identified court officers/monitors

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FACILITY INVESTIGATOR
Protection From Harm Division
Department of Intellectual and Developmental Disabilities
State of Tennessee
April 2005 – November 2011

- Responded to allegations of abuse, neglect and/or exploitation of adults with intellectual and/or developmental disabilities that receive services from contracted providers or reside in state operated facilities
- Conducted investigative activities including interviewing relevant persons, collecting relevant evidence and analyzing the information to form a conclusion based on a preponderance of evidence
- Worked collaboratively with local and state law enforcement agencies when necessary
- Made appropriate referrals to other state agencies (e.g., Adult Protective Services, Children Services) as necessary
- Completed detailed reports of findings and conclusions which not only addressed specific allegations of abuse, neglect and/or exploitation but also identified systemic issues that placed vulnerable persons at an increased risk of harm
- Testified at grievance hearings/court proceedings as necessary

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CHILD PROTECTIVE SERVICES INVESTIGATOR
Case Manager 2
Department of Children's Services
State of Tennessee
April 2003 – April 2005

- Conducted child protective services investigations, specializing in investigating child sexual abuse, severe abuse and child death in Montgomery and Stewart counties
- Linked at-risk families with resources necessary to keep the family intact or to reunify the family
- Communicated with necessary resources such as the local District Attorney, local attorneys, court officials, law enforcement, and school officials
- Participated as a member of the Child Protective Investigative Team (CPIT), Child Abuse Review Team (CART) and the Child and Family Team Meeting (CFTM) as necessary
- Testified in relevant civil and criminal court proceedings
- Provided training to community partners regarding policy and practice of Child Protective Services, reporting allegations of abuse and neglect and prevention programs

**HEATHER L. MEITNER, MSW, LCSW**
426 S. Yellowstone Drive
Madison, WI 53719
(800) 306-6223
hmeitner@evidentchange.org

## EDUCATION

BA, Psychology, Gordon College, Wenham, MA

MA, Social Work, Salem State College, Salem, MA

## EXPERIENCE

CHILD WELFARE PRACTICE & TDM MANAGER
Feb. 2020 – Present
Evident Change (formerly the National Council on Crime and Delinquency [NCCD] and the Children's Research Center [CRC]), Madison, WI

- Provide systems improvement consultation and training for child welfare jurisdictions on implementation of a culturally responsive and equitable safety-organized practice (SOP) model, Structured Decision Making® (SDM) system and initial removal and placement change and permanency Team Decision Making® (TDM) model.
- Facilitate organizational readiness for an integrated practice model with contracted states or counties.
- Supervise SDM®/SOP and TDM™ program associates, project management, meeting facilitation, and proposal development, budgetary oversight.
- Participation in national child welfare forums and present at national conferences.

SENIOR PROGRAM SPECIALIST
2012 – Jan. 2019

- Contracted with child welfare jurisdictions worldwide to implement the SOP model integrated with the SDM system.
- Conducted training and coaching of agency staff on SOP and SDM system use to improve child protection outcomes.

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INTERCEPT PROGRAM COUNSELOR INTERN
May – Aug. 2009
Youth Villages-Massachusetts

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MANAGER OF PROFESSIONAL DEVELOPMENT
2008–2011
Massachusetts Child Welfare Institute, Department of Children and Families
(Formerly in contract with Salem State College School of Social Work Dec. 2005–Sept. 2008)

- Management of Child Welfare Institute training programs offered to Department of Social Services staff, community-based providers, foster parents, and families.
- Project management and coordination of curriculum developers and contractors.
- Coordinated and implemented child welfare practice and management conferences.
- Coordinated and delivered in-service trainings for DCF staff statewide.
- Provided meeting facilitation and management team consultation in relation to practice guidance and organizational development.
- Regional coach for Integrated Casework Practice Model implementation.

POLICY DEPARTMENT INTERN
May – Aug. 2008
Department of Children and Families, Massachusetts

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SENIOR TRAINER
2001–2005
Massachusetts Children's Trust Fund (CTF)
Family Development Training and Credentialing (FDC) Program

- Administration of statewide interagency training and credentialing program, which provided direct service workers with skills and competencies needed to empower families to attain healthy self-reliance and interdependence with their communities.
- Planned and led two FDC Train-the-Trainer Institutes, Trainers and Field Advisor Update Meetings, and FDC Leadership Series per year. Facilitated FDC Statewide Leadership Team and FDC Network quarterly meetings.
- Managed Tufts University contract with CTF as FDC credentialing body.

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FAMILY-BASED SERVICES COORDINATOR
2000–2001
Health and Education Services, Inc.

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FAMILY-BASED SERVICES COORDINATOR
April – Sept. 2000
The Key Program, Inc.

- Responsible for coordination and case management of family-based services among area provider agencies at the Lawrence and Cape Ann Area DSS offices.

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VISITATION SUPERVISOR AND MEDIATOR
2000–2007
Probate and Family Court, Essex and Suffolk Counties

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TASA DIRECTOR
1997–2000
Cayuga/Seneca Community Action Agency, Inc.

- Administered four teen pregnancy prevention and car seat loan programs in two counties.

TASA SUPERVISOR
1996–1997

- Supervised five case managers for a comprehensive Medicaid case management service for parenting, pregnant, and at-risk youth ages 10–21.

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SOCIAL WORKER
1995–1996
Child Protection, Department of Social Services, Beverly, MA

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## TRAINING/CERTIFICATION

*Safe & Together Institute Core Certification, 2019*

*Essential Facilitation Master Facilitation, The Interaction Institute for Social Change, 2011*

*The Interaction Method of Facilitation, Cambridge, MA, Jun. 2006 – Jan. 2007*

*Official Family Development Trainer, Cornell University, School of Human Ecology, Jan. 1999 – Present*

National Adolescent Sexuality Training Institute, Children's Aid Society, Dr. Michael Carrera and Dr. Julie Spain, Mar. and Sept. 1998

## NATIONAL CONFERENCE PRESENTATIONS

Kempe Innovations in Family Engagement, 2018–2020

Safe & Together Institute Conference, 2015–2019

National Staff Development and Training Association Conference, 2006–2011

West Coast Trainer's Conference, 2005–2007

National Conference on Child Abuse and Neglect, 2002

## LICENSURE

LCSW MA 216725

## VOLUNTEER EXPERIENCE

2017–2019 Centerboard, Inc, Lynn, MA
Annual Gala Chair and Ad hoc Board Member

2001–2015 Friends of the Children's Trust Fund, Boston, MA
Annual Gala Fundraiser Volunteer

2007–2008 Serving People in Need (SPIN), Lynn, MA
20th Anniversary Gala Committee Chair

1991–1997 Young Life, Volunteer Leader
Boston's Northshore, 1991–1996
Western Syracuse, NY, 1996–1997

- Promoted sound ethical and moral values.
- Developed interpersonal relationships with area adolescents.
- Facilitated weekly discussion group and organized meetings, trips to regional camp facilities, and Habitat for Humanity projects in Massachusetts, New York, and Florida.

THE COMMONWEALTH OF MASSACHUSETTS

# DEPARTMENT OF PUBLIC HEALTH

## LICENSED CERTIFIED SOCIAL WORKER (LCSW)

The Board of Registration of Social Workers, in accordance with the provision of Massachusetts General Laws, issues the license of Certified Social Worker (LCSW) to:

## Heather L Meitner

Brian P. Bialas
Executive Director, Board of Registration of Social Workers

**License Number:** LCSW216725

License Expiration Date: 07/15/2023

**DEIRDRE O'CONNOR**
1601 R St. NW, 2 Fl.
Washington, DC 20009
(800) 306-6223
doconnor@evidentchange.org

**PROFESSIONAL EXPERIENCE**

ASSOCIATE DIRECTOR FOR STRATEGIC INITIATIVES – CHILD WELFARE AND FEDERAL PROJECTS
2015 – Present

SENIOR PROGRAM SPECIALIST
2004–2015
Evident Change (formerly the National Council on Crime and Delinquency [NCCD]), Madison, WI

- *Led Evident Change's Pay for Success initiative*.
  Collaborated with executive leadership in building *Evident Change's* presence in the social impact financing/Pay for Success arena focused on youth development; developed relationships with federal partners, including the White House Office of Social Innovation and Civic Participation; developed competitive solicitation and led sub-recipient selection process; promoted *Evident Change's* subject-matter expertise in the Pay for Success (PFS) field; developed work plans and led PFS feasibility assessments, including the development of recommended next steps in moving to transaction structuring.
- *Developed Evident Change's first grant-making program, distributing approximately $5 million in federal funding to 43 local agencies through a competitive solicitation.*
  Selected web-based grant management system. Drafted solicitation; developed communications plan; developed and managed peer-review process to score over 100 applications; ranked and recommended grants to be awarded; reviewed standard grant contract and identified special conditions for selected applicants; developed quarterly reporting process using web-based grant management system.
- *Produced four national hearings for the US Attorney General's Defending Childhood Initiative.*
  Lead staff member for the Attorney General's Task Force on Children's Exposure to Violence. Developed conceptual framework for each hearing and ensured that hearings included researchers, practitioners, and elected and community leaders as well as youth and survivors of violence. Made successful additions to the work plan, including smaller roundtable listening sessions that were focused on communities experiencing high rates of police violence, including military families; American Indian/Alaska Native families and communities; and poor, urban communities. Led team of five staff members in identifying and preparing witnesses from a broad array of national experts, academic leaders, and policy makers as well as community leaders and survivors of violence. Developed plan for media engagement and coverage of hearings. Tracked media coverage of hearings as well as events related to children's exposure to violence. Prepared draft task reports for members.
- *Developed and led over 15 projects to improve child protective services and foster care in the United States, Bermuda, Canada, Australia, and Indian Country.*
  - » Identified practice innovations based on current research and emerging best practices; developed work plans to achieve identified improvements, including drafting policy documents, developing curricula, and providing distance-delivered and in-person training. Provided ongoing coaching; evaluated impact of programs on desired outcomes; and engaged local partners and stakeholders in practice innovations.
  - » Developed and led projects with the Salt River Pima-Maricopa Indian community and the Central Council of Tlingit and Haida Indian Tribes of Alaska.
- *Successfully managed projects for completion of deliverables on time and within budget. Established strong relationships with agency administrators in all projects.*
- *Published articles in peer-reviewed social science journals; presented at national conferences.*

FIELD ADMINISTRATOR, DEPUTY DIRECTOR
1999–2003
State of Alaska, Division of Child and Family Services

- *Responsible for the daily field operations of a statewide child welfare agency. Directly supervised four regional managers in all aspects of day-to-day operations.*
  - » Supervision included policy and practice, budget management, and human resources activities. Areas of work included child protection; in-home prevention services; foster care, adoption, and guardianship; and foster home and day care licensing.
  - » Operationalized improved documentation to increase Title IV-E reimbursements. Implemented improved assessment tools to strengthen case practice. Led state team in the first Child and Family Services Review and development of the Program Improvement Plan.
- *Coordinated expansion of tribal child welfare programs.*
  Successfully negotiated with tribes and tribal organizations on behalf of state agency to establish tribal foster care licensing agreement; established first Title IV-E pass-through agreements between the State of Alaska and three tribal organizations. Co-chaired Tribal-State Collaboration Group. Provided direct assistance to tribes and tribal organizations in support of their receipt of federal and state funding.
- *Developed and implemented programming for youth aging out of foster care.*
  Created policies and grant program that allowed recent foster care alumni to receive targeted cash assistance. Identified budget process to track funds. Hired and supervised program coordinator to directly promote and manage grant program, as well as other support activities, for young adults aging out of care.
- *Managed the Family and Youth Services Training Academy in coordination with the University of Alaska School of Social Work.*
  Identified training needs. In coordination with academy director, developed a calendar of training events; engaged trainers in post-classroom coaching activities with trainees; piloted distance-learning opportunities. Reviewed pending legislation, drafted fiscal impact statements, and prepared information for legislative testimony. Represented agency at state and national conferences and professional gatherings.

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MANAGER, SOUTHEAST REGIONAL OFFICE OF CHILDREN'S SERVICES
1998–1999
State of Alaska, Division of Child and Family Services

- *Directly responsible for complex child protection and foster care operations across southeast Alaska. Supervised a diverse professional staff; engaged community and system stakeholders in practice innovations to strengthen services for children and families.*

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**EDUCATION**

LOYOLA UNIVERSITY, CHICAGO
*MA, social work, 1992*

UNIVERSITY OF CALIFORNIA, SAN DIEGO
*BA, economics, 1988*

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**Christopher Scharenbroch**
426 S. Yellowstone Drive
Madison, WI 53719
cscharenbroch@evidentchange.org

## EDUCATION

2001 Bachelor of Science
Sociology, Concentration in Analysis and Research
University of Wisconsin–Madison

## PROFESSIONAL EXPERIENCE

2020 – Present Director of Analytics, Evident Change Evident Change (formerly National Council on Crime and Delinquency [NCCD]), Madison, WI
2017–2020 Associate Director of Research Analytics, Evident Change
2016–2017 Analytics Program Manager, Evident Change, Madison, WI
2001–2016 Senior Research Associate/Research Analyst, Evident Change, Madison, WI
2000–2001 Research Intern, Rural Sociology, University of Wisconsin–Madison, Madison, WI

## PUBLICATIONS

**Non-refereed Articles, Reports, & Policy Briefs (10):**

Evident Change & Westat, Co-Author, **Scharenbroch, C.** (2020), *Title IV-E Waiver Demonstration California Well-Being Project Final Report.* Prepared for California Department of Social Services. Evident Change, Madison, WI.

**Scharenbroch, C.**, Park, K., & Johnson, K. (2017). *Principles for predictive analytics in child welfare*. Madison, WI: NCCD Children's Research Center.

Baird, C., Johnson, K., Healy, T., Bogie, A., Wicke Dankert, E., & **Scharenbroch, C.** (2013). *A comparison of risk assessment instruments in juvenile justice.* Madison, WI: National Council on Crime and Delinquency.

Bogie, A., Johnson, K., Ereth, J., & **Scharenbroch, C.** (2011). *Assessing risk of future delinquency among children receiving child protection services*. Madison, WI: NCCD Children's Research Center.

**Scharenbroch, C.**, Healy, T., Johnson, K., & Wagner, D. (2010). *Santa Cruz County Human Resources Agency special topic report on early reunification: A validation of the preliminary concurrent planning assessment*. Madison, WI: NCCD Children's Research Center.

Wagner, D., O'Conner, D., **Scharenbroch, C.**, & Coenen, K. (2010). *Maryland Department of Human Resources evaluation of safety and risk assessment practice at intake*. Madison, WI: NCCD Children's Research Center.

**Scharenbroch, C.** (2009). *New South Wales Department of Community Services pre-implementation examination of a risk assessment's ability to classify families by the likelihood of subsequent child protective services involvement*. Madison, WI: NCCD Children's Research Center.

Johnson, K., Wagner, D., & **Scharenbroch, C.** (2007). *California Department of Social Services Children and Family Services Division risk assessment validation: A prospective study*. Madison, WI: NCCD Children's Research Center.

Johnson, K., Wagner, D., **Scharenbroch, C.**, & Healy, T. (2006). *Minnesota Department of Human Services risk assessment validation: A prospective study*. Madison, WI: NCCD Children's Research Center.

Johnson, K., Wagner, D., & **Scharenbroch, C.** (2004). *New Mexico Children, Youth and Families Department prospective validation of the juvenile justice risk assessment.* Madison, WI: NCCD Children's Research Center.

## PRESENTATIONS

**Select Peer-Reviewed Presentations (15):**

Freeman, K, **Scharenbroch, C.**, (2022) *Data for Equity: A leading strategy to connecting equitable outcomes and with equitable feedback practices.* Presented at the Feedback+ Summit

Park, K., **Scharenbroch, C.**, & Taylor, C. (2019). *Applying an equity lens to risk assessment*. Presented at the NGA Policy Institute for Governors' Human Services Advisors Conference. Chicago, IL

**Scharenbroch, C.**, Burnson, C., & Taylor, C. (2019). *What do we mean when we talk about risk? Balancing*

*equity and accuracy in risk assessment development and use*. Presented at the American Public Human Services Association National Health and Human Services Summit. Washington, D.C.

**Scharenbroch, C.** (2017). *Standardized dispositional matrices*. Presented at the Virginia Department of Juvenile Justice Judicial Conference.

**Scharenbroch, C.** (2017). *Structured Decision Making: What it is and why it is important in juvenile justice—Standardized Dispositional Matrix as a Structured Decision Making tool*. Presented at the Virginia Department of Juvenile Justice Statewide Court Service Unit Leadership Summit.

**Scharenbroch, C.** (2017). *Structured disposition matrices: The Virginia Model/practical application*. Presented at the Virginia Department of Juvenile Justice Statewide Court Service Unit Leadership Summit.

**Scharenbroch, C.** (2017). *Tractor Game*. Presented at the Virginia Department of Juvenile Justice Statewide Court Service Unit Leadership Summit.

**Scharenbroch, C.**, Wicke Dankert, E., Reyes, A., Webster, D., & Harris, E. (2016). *MacGyvering data solutions*. Presented at NCCD Conference on Children, Youth, and Families.

**Scharenbroch, C.**, Press, K., & Elliott, M. (2016). *Policy and prediction in detention screening assessments*. Presented at the NCCD Conference on Children, Youth, and Families.

**Scharenbroch, C.** (2016). *Annie E Casey Foundation Deep End panel discussion*. Presented at the NCCD Conference on Children, Youth, and Families.

Russell, J., & **Scharenbroch, C.** (2014). *Who's afraid of the big bad data? Relational databases for evaluators*. Presented at the American Evaluation Association Conference: Visionary Evaluation for a Sustainable, Equitable Future.

Fernandez, L., Lery, B., **Scharenbroch, C.** & Wicke Dankert, E. (2014). *Child welfare in the information age: Translating data into practice*. Presented at the NCCD Conference on Children, Youth, and Families.

Russell, J., & **Scharenbroch, C.** (2014). *Inaccurate, unreliable, inequitable, and useless? Evaluating risk assessment instruments*. Presented at the NCCD Conference on Children, Youth, and Families.

**Scharenbroch, C.** (2013). *Risk Matters: A study of reliability, validity, and equity of various risk and needs assessments used in juvenile justice*. Presented at the Wisconsin Juvenile Court Intake Association Conference.

**Scharenbroch, C.** (2012). *Risk Matters: A study of reliability, validity, equity, and cost of various risk and needs assessments used in juvenile justice*. Presented at the 18th National Symposium on Juvenile Services.

**BLOGS**

**Scharenbroch, C.** (2019). The future of ethical decision making in child welfare [Blog Post]. Retrieved from https://www.nccdglobal.org/blog/future-ethical-decision-making-child-welfare.

**Scharenbroch, C.** (2019). What do we mean when we talk about risk? [Blog Post]. Retrieved from https://www.nccdglobal.org/blog/what-do-we-mean-when-we-talk-about-risk.

**Scharenbroch, C.** (2018). It's not fair [Blog Post]. Retrieved from https://www.nccdglobal.org/blog/its-not-fair.

**Scharenbroch, C.** (2017). Diving into social services system crossover [Blog Post]. Retrieved from https://www.nccdglobal.org/blog/diving-social-services-system-crossover.

**Scharenbroch, C.** (2016). How can human service agencies use risk responsibly? [Blog Post]. Retrieved from https://www.nccdglobal.org/blog/how-can-human-service-agencies-use-risk-responsibly.

**Scharenbroch, C.** (2016). Will it work?: Feasibility assessment in Pay for Success [Blog Post]. Retrieved from https://www.nccdglobal.org/blog/will-it-work-feasibility-assessment-pay-success.

**Scharenbroch, C.** (2015). Use data to create consensus [Blog Post]. Retrieved from https://www.nccdglobal.org/newsroom/nccd-blog/use-data-create-consensus.

**Scharenbroch, C.** (2015). Big data and predictive analytics in program evaluation [Blog Post]. Retrieved from https://www.nccdglobal.org/newsroom/nccd-blog/big-data-and-predictive-analytics-program-evaluation.

**Scharenbroch, C.** (2015). Video blog: Chris Scharenbroch, senior research associate [Blog Post]. Retrieved from https://www.nccdglobal.org/newsroom/nccd-blog/video-blog-chris-scharenbroch-senior-research-associate.

**Scharenbroch, C.** (2014). My pteromerhanophobia [Blog Post]. Retrieved from https://www.nccdglobal.org/newsroom/nccd-blog/my-pteromerhanophobia.

CITI PROGRAM

Completion Date 17-Aug-2022
Expiration Date 16-Aug-2025
Record ID 50704266

This is to certify that:

**chris scharenbroch**

Not valid for renewal of certification through CME.

Has completed the following CITI Program course:

**Social-Behavioral-Educational (SBE) Comprehensive**
(Curriculum Group)
**Social-Behavioral-Educational (SBE) Comprehensive**
(Course Learner Group)
**1 - Basic Course**
(Stage)

Under requirements set by:

**Evident Change**

CITI
Collaborative Institutional Training Initiative

**BERTHA ARVIZO**
520 3rd St., Suite 101
Oakland, CA 94607
(800) 306-6223
barvizo@evidentchange.org

## EDUCATION

Arizona State University
*Master of Arts in Sociology* — Expected Completion Fall 2023

California State University East Bay, Hayward, California — 2015–2020
*Bachelor of Arts*
*Major: Sociology*
*Bachelor of Science*
*Major: Criminal Justice Administration*
Major GPA: 3.60

## PROFESSIONAL EXPERIENCE

RESEARCHER II
November 2020 – present
Evident Change (formerly the National Council on Crime and Delinquency [NCCD]), Madison, Wisconsin

RESEACHER I
March 2020 – November 2020
Evident Change

RESEARCH ASSISTANT
August 2019 – March 2020
Evident Change

RESEARCH INTERN
October 2018 – August 2019
Evident Change

TRANSPORTATION AND COMMUNITY PLANNING INTERN
2013–2018
Alameda County Public Works Agency, Hayward, California

## REFEREED PUBLICATIONS

Burnson, C., Covington, S., **Arvizo, B.,** Qiao, J., & Harris, E. (2021). The impact of Parents Anonymous on child safety and permanency. *Children and Youth Services Review*, 124, 105973–. https://doi.org/10.1016/j.childyouth.2021.105973

**PROFESSIONAL RESEARCH EXPERIENCE**

**Case Review Practices in Child Welfare Literature Review**
**Evident Change** | **PI:** Deirdre O'Connor
**Funder:** Casey Families Programs
**Role:** Project Manager/Lead Researcher
**2022 – Present**
Evident Change is conducting a literature review and interviews with child welfare data leaders across the nation to complete a scan of targeted and universal case review activities in the child welfare field. The goal is to build a knowledge base about case review activities, share intentions and reflections from leaders, and hear from other stakeholders about the value of these activities.

**Gangs and Gang Violence in the Rio Grande Valley**
**Evident Change** | **PI:** Erin Espinosa
**Funder:** National Institute of Justice (NIJ)
**Role:** Co-Project Manager and CQI Process Lead
**2021 – Present**
Evident Change, in partnership with the Cameron County Juvenile Justice Department (CCJJD), is examining the individual and contextual influences of involvement and desistance among female youth who are gang involved in Cameron and Hidalgo County, Texas. One-on-one interviews with girls and young women who consider themselves gang involved or associated in the present or past are being conducted. Interviews and surveys with key community stakeholders and direct care staff will also be conducted. In addition, administrative data from the CCJJD is being collected and analyzed.

**Hope and Heal Fund Assessment**
**Evident Change | PI:** Aman Sebahtu
**Funder:** California Wellness Foundation
**Role:** Lead Researcher
**2021–2022**
Evident Change was hired to conduct an assessment of the Hope and Heal Fund's investments and overall impact on gun violence prevention in California, sustainability and organizational structure, and partnership with Cal Wellness (its funder).

**Evaluation of Healing the Hood and Restorative Youth Justice Programs**
**Evident Change | PI:** Caroline Glesmann and Aman Sebahtu
**Funder:** Sierra Health Foundation
**Role:** Researcher
**2021 – Present**
Evident Change is conducting an evaluation to assess the implementation and effectiveness of two complementary programs, Healing the Hood and Restorative Youth Justice. These programs, located in Sacramento, California, are charged with reducing overall community violence and diverting young people from justice system involvement.

**Philadelphia Violence Prevention Project**
**Evident Change** | **PI:** Caroline Glesmann and Georgina McDowell
**Funder**: The City of Philadelphia
**Role:** Researcher
**2021 – Present**
Evident Change is partnering with Equal Measure, Research for Action, and Cities United to evaluate Anti-Violence Community Partnership Grants, which bring new resources for violence prevention and intervention funding to organizations doing this vital work in neighborhoods across Philadelphia.

**Humboldt County Child Welfare Services Continuous Quality Improvement Technical Assistance**
**Evident Change | PI:** Erin Wicke Dankert
**Funder:** Humboldt County Child Welfare Services
**Role:** Project Manager/Lead Researcher and Qualitative Methods Consultant
**2019 – Present**
Humboldt CWS receives assistance from Evident Change for continuous quality improvements within their department. This technical assistance included introducing and training the county's analysts and other staff on how to utilize qualitative research methods to identify and address issues within their system. Evident Change conducted a multi-part training on qualitative interviewing, qualitative analysis, and qualitative writing/reports for Humboldt staff. Evident Change will continue to provide ongoing assistance to the county as they utilize these new skills and apply it to their work.

**Advocate Wellness and Self-Care Assessment**
**Evident Change** | **PI:** Caroline Glesmann
**Funder:** Community Solutions for Children, Families, and Individuals
**Role:** Lead Researcher
**July 2022 – October 2022**
Community Solutions partnered with Evident Change to explore factors that impact gender-based violence advocates' workplace-related stress and burnout and understand how to further support and enhance advocates' wellness and self-care. The project included a literature review on current trends related to staff burnout and self-care/coping strategies as well as focus groups, interviews, and surveys with Community Solutions' advocates and managers.

**Queensland Australia Family Strengths and Needs Assessment Tool Evaluation**
**Evident Change** | **PI:** Phil Decter
**Funder:** Queensland Department of Children, Youth Justice and Multicultural Affairs Child Safety Services
**Role:** Project Manager/Lead Researcher including survey development and analysis
**2021–2022**
SP Consultancy and Evident Change collaboratively developed the Structured Decision Making® (SDM) family assessment summary tool (FAST) for the Queensland Department of Children, Youth Justice and Multicultural Affairs Child Safety Services (Child Safety). Intensive Family Support (IFS) providers have used the FAST for over three years, and secondary system leaders asked Evident Change for help understanding whether the tool was being used with fidelity. A case reading and survey was conducted to understand the impact of the FAST and results were reported back to the agency. The survey was administered to 251 practitioners and included questions focused on the overall usefulness of the FAST, understanding of FAST policies, tool equity (particularly with Aboriginal and Torres Strait Islander families and families who identify as culturally or linguistically diverse (CALD), ease of using the tool in collaboration with families, ability to move from tool use to collaborative case planning, ability of the tool to assist in prioritizing strengths and a brief knowledge quiz to gauge practitioners' understanding of appropriate FAST use.

**Singapore Adult Protective Services Assessment Tools Update**
**Evident Change | PI:** Karen Meulendyke
**Funder:** Singapore' Adult Protective Services
**Role:** Project Manager/Lead Researcher
**2020–2021**
Evident Change assisted Singapore' Adult Protective Services in implementing all SDM® APS tools (intake, safety, risk and strengths & needs) and were in the process of developing a reporting guide for abuse and neglect of elders and vulnerable adults. Evident Change conducted a literature review of recent and seminal articles and publications to inform the development of APS's practice framework in addressing and reducing the risk and recurrence of VA abuse, neglect, and self-neglect. The review paid special attention to practice issues related to intervening in situations of resistance by persons with issues related to mental capacity, including going against their right to self-determination; self-neglect; and financial abuse.

**Title IV-E Waiver Demonstration Well-Being Project Evaluation**
**Evident Change | PI**: Erin Espinosa
**Funder:** California Department of Social Services (CDSS)
**Role:** Research Assistant
**2018–2020**
The California Well-Being Project provided the opportunity for seven child welfare and juvenile justice departments from different counties to utilize a flexible funding strategy to support the implementation of prevention and intervention programs to improve the safety and outcomes of youth and families. Evident Change conducted interviews and focus groups with stakeholders and staff members and analyzed administrative data to assess the strategy's effectiveness.

CITI PROGRAM

Completion Date 22-Dec-2020
Expiration Date 22-Dec-2023
Record ID 48916043

This is to certify that:

**Bertha Arvizo**

Not valid for renewal of certification through CME.

Has completed the following CITI Program course:

**Social-Behavioral-Educational (SBE) Comprehensive**
(Curriculum Group)
**Social-Behavioral-Educational (SBE) Comprehensive**
(Course Learner Group)
**1 - Basic Course**
(Stage)

Under requirements set by:

**Evident Change**

CITI
Collaborative Institutional Training Initiative

Verify at www.citiprogram.org/verify/?w93574c2c-9c3a-4b95-be96-1365285de8b8-48916043

**CATHERINE PARADISIN**
426 S. Yellowstone Drive
Madison, WI 53719
(800) 306-6223
cparadisin@nccdglobal.org

## EDUCATION

University of Wisconsin-Madison
*BA in sociology and legal studies*

## PROFESSIONAL EXPERIENCE

PROGRAM SPECIALIST
January 2022 – Present
Evident Change (formerly the National Council on Crime and Delinquency [NCCD]), Madison, Wisconsin

- Serve as project manager to implement new Structured Decision Making® (SDM) projects through assessment customization, training, case reading, presentation of implementation findings/recommendations, and other technical assistance.
- Develop project workplans, timelines, and ensure all deliverables stay on schedule
- Review existing local, state, and federal policies for jurisdictions that are implementing SDM® systems.

PROGRAM ASSOCIATE
February 2017 – December 2021
Evident Change, Madison, Wisconsin

- Assisted in developing and supporting new SDM projects through assessment customization, training, case reading, presentation of implementation findings/recommendations, and other technical assistance.
- Assisted client sites in using Evident Change web technologies such as WebSDM (for various populations), SafeMeasures®, etc. Assist in developing policy and procedure manuals, training curricula, presentations, literature reviews, and other materials.
- Worked collaboratively with project team to produce deliverables. Work collaboratively with staff analysts to produce data reports and interpret report findings for clients.
- Kept project manager(s) regularly informed of work progress, schedule, and other relevant information.

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TRACKER/FIELD RESEARCHER
September – November 2016
American Bridge 21st Century, Pittsburgh, Pennsylvania

- Worked to hold GOP candidates in Presidential, Senate, and Congressional races accountable through oppositional research and political tracking.
- Obtained, edited, and uploaded video and audio footage from political events to use in advertisements.
- Monitored social media and local and national news daily to flag relevant events, mentions, and media clips for members of our communications team.

CORPS MEMBER
February – August 2016
AmeriCorps National Civilian Community Corps
- Served with various nonprofit organizations on the east coast.
- Worked as a counselor at a summer camp for homeless children in New Jersey.
- Led afterschool programs and campground re-construction at a YMCA in Connecticut.
- Performed maintenance on sailboats used by people with disabilities in Maryland.

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OFFICE OPERATIONS ASSOCIATE
May – September 2015
Mendota Mental Health Institute, Madison, Wisconsin
- Prepared new employee orientation materials and scheduled new employee health appointments.
- Assisted with HR recruitment process and acted as HR point of contact for current employees.

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FINANCIAL SPECIALIST
February 2014 – May 2015
Wisconsin Department of Administration, Madison, Wisconsin
- Calculated and billed state fees for both large and small budget state building projects.
- Coordinated and maintained plan and specification documents for state building projects.

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**VOLUNTEER EXPERIENCE**

Young Progressives
April 2012 – September 2013
- Spread progressive ideals among the community through canvassing, phone banks, and meetings.
- Assisted media director in the coverage of important happenings and events at the State Capitol.

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Porchlight
June 2011 – September 2013
- Assisted homeless residents in housing/employment searches, applications, and interview preparation.

---

**HAILEY SMITH**
426 S. Yellowstone Drive
Madison, WI 53719
(800) 306-6223
hsmith@nccdglobal.org

## EDUCATION

University of Wisconsin–Madison
*BA in economics with a mathematical emphasis and sociology with a concentration in research and analysis* (2016)

## PROFESSIONAL EXPERIENCE

RESEARCHER
2016 – Present
Evident Change (formerly the National Council on Crime and Delinquency [NCCD]), Madison, Wisconsin

- Apply research techniques, including data structuring, cleaning, analysis, and programming; write reports; and perform literature reviews.
- Engage and assist Evident Change clients on project creation and implementation, client management, data programming and analysis, and report writing.
- Provide technical assistance, evaluation, and consulting services to social services agencies and schools, and supply custom data collection and report writing services to Evident Change clients.
- Complete routine data analysis, routine report writing, custom report writing, outcome measurement, and program/policy recommendations.

YOUTH COUNSELOR
August 2016 – October 2016
Grow Academy, Oregon, Wisconsin

- Counseled five to eight youth regarding behaviors (positive and negative) and health concerns and in times of emotional distress and crises.
- Provided youth with assistance in developing and attaining both short- and long-term rehabilitative goals and objectives.
- Oversaw and assisted activities in the school center gardening program and other treatment center programs.
- Performed security and safety duties in a juvenile correctional institution to maintain order and discipline.

SENIOR THESIS
September 2015 – May 2016
Department of Sociology, University of Wisconsin–Madison

- Cleaned and recoded two sets of Department of Education data using Stata to determine factors that impact the graduation rates of students of color at four-year institutions.
- Conducted literature review.
- Analyzed education data using general linear and logit regression models and developed data documentation, codebooks, and file flow to record data cleaning and analysis process.
- Created 60-page report discussing context, methods, analysis, and discussion of findings from data and presented research at the Undergraduate Research Symposium.

**TECHNICAL SKILLS**

- Comfortable with Microsoft Office Suite, RStudio, Stata, ATLAS.ti, SQL, Prezi, Qualtrics, SurveyMonkey, SurveyGizmo, Adobe Photoshop
- Familiar with Python and SAS

CITI PROGRAM

Completion Date 11-May-2022
Expiration Date 10-May-2025
Record ID 48854551

This is to certify that:

**Hailey Smith**

Not valid for renewal of certification through CME.

Has completed the following CITI Program course:

**Social-Behavioral-Educational (SBE) Comprehensive**
(Curriculum Group)
**Social-Behavioral-Educational (SBE) Comprehensive**
(Course Learner Group)
**1 - Basic Course**
(Stage)

Under requirements set by:

**Evident Change**

CITI
Collaborative Institutional Training Initiative

Verify at www.citiprogram.org/verify/?w9defd989-efcd-40ee-a6ba-b38763cc8861-48854551

**CASSIE WALKER**
127 Summerview Cir.
Quitman, AR 72131
(800) 306-6223
cwalker@nccdglobal.org

## EDUCATION

Harding University, Searcy, Arkansas
*BS in psychology and minor in criminal justice* (2016)

## PROFESSIONAL EXPERIENCE

PROGRAM SPECIALIST
2022 – Present
Evident Change (formerly the National Council on Crime and Delinquency [NCCD]), Madison, WI

- Serve as project manager to implement new Structured Decision Making® (SDM) and Team Decision Making® (TDM) models, along with Safety Organized Practice (SOP) for projects through assessment customization, training, case reading, presentation of implementation findings/recommendations, and other technical assistance.
- Develop project workplans, timelines, and ensure all deliverables stay on schedule
- Review existing local, state, and federal policies for jurisdictions that are implementing SDM®, TDM™, and SOP systems.

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SAFETY ORGANIZED PRACTICE PROGRAM MANAGER
2020–2022
Arkansas DHS, Little Rock, AR

- Implement statewide roll-out of SOP model
- Use critical thinking and logistical coordination to develop appropriate timelines for training over 1,200 staff across the State
- Work with a team of individuals within DCFS, the academic training academy for DCFS staff, and Evident Change to develop eLearning modules to replace in-person Safety Organized Practice Foundations trainings due to COVID-19 limitations
- Develop curriculum for Deep Dive Modules ensuring that material aligns with Arkansas Laws and Policies
- Work with Program Support at Evident Change to get SOP curriculum materials finalized
- Participate in Statewide action team focused on Racial Equity and Inclusion in the Workplace
- Develop integration of SOP and SDM tools into buildout of a new Child Welfare Information System
- Training SOP material to staff, stakeholders, and training trainers of SOP
- Participate in workgroups to develop SDM assessments
- Assist in supervising a team of four SOP trainers

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FAMILY SERVICE WORKER SPECIALIST
2019–2020
Arkansas DHS, Little Rock, AR

- Use Excel to track child maltreatment reports on foster care providers and facilities
- Review investigations to assess quality of work completed by staff and provide investigative practice improvement coaching throughout the state
- Training staff on new policy and procedures related to investigation of child maltreatment reports

FAMILY SERVICE WORKER
2016–2019
Arkansas DHS, Little Rock, AR

- Managed a high volume of foster care cases
- Worked 50-60+ hours weekly, in addition to on-call rotation every 4-6 weeks
- Extensive in-state travel
- Built strong rapport with diverse families and children through compassion and empathy
- Assessed risk and safety factors within families and worked with them to build protective factors in order for children to return to the home or prevent children from coming into foster care.
- Used interviewing skills, problem assessment, and problem solving skills to develop case plans with the families and community providers.
- Worked as a team with numerous community providers including foster parents, Court Appointed Special Advocates, and attorneys to advocate for the best interest of the children and families
- Participated in court hearings weekly and made important decisions regarding the welfare of children and their parents.

## SKILLS

- Word, Excel, PowerPoint
- Active listening, empathy, teamwork, verbal and written communication, advocacy, supervision, establishing rapport, interacting with diverse clientele, interviewing, 4 years of court experience, documentation, record keeping, case management, critical thinking, creating case plans, risk/safety assessment, problem assessment, problem solving, working In intense and high pressure environments, ensuring deadlines are met timely, objectivity, self-awareness and evaluation, and emotional resilience.

**PAUL KNIPSCHEER**
54 Norfork Drive
Maumelle, AR 72113
(800) 306-6223
pknipscheer@evidentchange.org

## EDUCATION

University of Arkansas at Little Rock, Little Rock, Arkansas (2006)
Master of Public Administration

Villanova University, Villanova, Pennsylvania (2004)
*BA in political science, cum laude*

## PROFESSIONAL EXPERIENCE

ANALYST/ARKANSAS PROJECT ADVISOR
2018 – Present
Evident Change (formerly the National Council on Crime and Delinquency), Madison, Wisconsin

- Serve as the primary on-site liaison between the organization and its client, the largest government organization within the State of Arkansas.
- Develop and maintain effective communication and relationship with clients to ensure the firm is responsive to and continues to meet their evolving needs.
- Produce management and legislatively mandated reports designed to assess the client's performance, identify areas of deficiency, and propose solutions for improvement.
- Perform analysis of large administrative datasets, translating data into meaningful and actionable insights.
- Provide, from the client's data warehouse, over 300 data reports annually in response to ad hoc requests from the client, including requests that come in after hours and require same-day turnaround.
- Deliver subject-matter expertise in various meetings, workgroups, and committees, including those regarding Arkansas' Child and Family Services Reviews (CFSRs), Program Improvement Plan (PIP), and Structured Decision Making® (SDM).
- Advise and offer recommendations to the clients and their partners at clients' request
- Create space for team to think creatively, share ideas, and support new growth opportunities for Evident Change analytics.

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SENIOR ANALYST/PROJECT ADVISOR
2015–2018
Hornby Zeller Associates, Inc., Little Rock, Arkansas

DATA ANALYST
2006–2015
Hornby Zeller Associates, Inc., Little Rock, Arkansas

- Led large-scale, multi-faceted analytical studies, utilizing both quantitative and qualitative data collection and analysis methods, which are utilized at the highest levels of the state government as the basis for systemic change and reform in child welfare. Examples of reform include a renewed emphasis on field staff retention via higher salaries/additional positions and curbing the courts' oversight of agency-issued protection plans.
- Presented and communicated project findings to clients, often serving as an adviser regarding the implementation of new policies and the performance of various initiatives, including a recent push to reduce children in congregate care and focus on family-like settings.

- Met with the client's contracted service providers, assessed the extent to which they delivered quality services, and facilitated the implementation of corrective action plans in instances when they were deficient or did not comply with their contractual requirements.
- Recruited, interviewed, trained, and mentored new staff.
- Served as interim Manager during Manager absences.

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GRADUATE ASSISTANT
2005
University of Arkansas at Little Rock, Little Rock, Arkansas

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SUBSTITUTE TEACHER
2004–2005
Conway Public School District, Conway, Arkansas

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STATE AND AFFILIATE RELATIONS INTERN
2003–2004
National Alliance on Mental Illness, Arlington, Virginia

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INFORMATION SPECIALIST INTERN
2001
Winrock International, Little Rock, Arkansas

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**SELECTED PUBLICATIONS/REPORTS**

2004 Knipscheer, P. Suicides Show Need for Campus Priority on Mental Health. *The NAMI Advocate*. Winter 2004: 38-39.

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**SKILLS**

- Database Technologies: Relational Database Management Systems, Microsoft SQL Server, SQL, Access
- Analytics and Visualization: Tableau, Advanced Excel, SPSS
- Microsoft Office: Word, Access, Excel, PowerPoint, Project
- Data analytics and reporting
- Customer relationship management
- Report and proposal writing
- Public speaking and presentation
- Project management
- Database programming
- Problem solving
- Program evaluations
- Research and statistics
- Child welfare
- Training and mentoring
- Child and Family Services Reviews

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CITI PROGRAM

Completion Date 30-Aug-2022
Expiration Date 29-Aug-2025
Record ID 51003620

This is to certify that:

**Paul Knipscheer**

Not valid for renewal of certification through CME.

Has completed the following CITI Program course:

**Social-Behavioral-Educational (SBE) Comprehensive**
(Curriculum Group)
**Social-Behavioral-Educational (SBE) Comprehensive**
(Course Learner Group)
**1 - Basic Course**
(Stage)

Under requirements set by:

**Evident Change**

CITI
Collaborative Institutional Training Initiative

Verify at www.citiprogram.org/verify/?w8ae0119f-fc12-48c2-a695-470711541e0a-51003620

EVIDENT CHANGE
Inform Systems. Transform Lives.

# YOUTH JUSTICE FELLOWSHIP PROGRAM

## About Evident Change

Evident Change is a national nonprofit that uses data and research to build more just and equitable social systems. We believe that systems should help people reach their greatest potential, not create barriers to their success. To do this, power must be shifted back to the communities these systems say they serve. Evident Change envisions both research that centers communities as experts on their own experiences and systems that are built around the knowledge and expertise of those they directly affect.

## Youth Justice Fellowship Program

Evident Change's Youth Justice Fellowship Program highlights the work of young adults with lived experience who are emerging leaders in local and national movements working to reimagine our systems.

The Youth Justice Fellowship has three primary goals:

1. Bring consultation and shared decision making with youth who have been impacted by these systems to the center of efforts to build more equitable systems.
2. Build concrete skills, experiences, and career pathways for emerging leaders interested in continuing in the fields of public policy, civic engagement, community advocacy, and systems research.
3. Build system capacity and fluency in deferring to the experiences and knowledge of affected communities in developing systems that better serve them.

## Program Design

Evident Change's Youth Justice Fellowship Program engages a cohort of young adults who have been affected by the justice or child welfare system in a nine-month paid fellowship. Youth Justice Fellows initially engage in a curriculum centered around completion of a Participatory Action Research project, addressing a specific system issue impacting their local community. Fellows meet weekly to collectively define their research question, determine methods for eliciting community and stakeholder voice, and gather and synthesize findings.

In the second half of the fellowship, participants have an opportunity to work directly with child welfare and justice jurisdictions across the United States and internationally. Fellows provide consultation and shared decision-making with system leaders on a wide range of system-improvement projects, and work to support critical capacity building to ensure that research and system-improvement efforts are built around the knowledge and expertise of those they directly affect.

### Learn More

Eligible participants are young adults ages 18–26 who have been directly affected by the child welfare or justice system and who have demonstrated leadership and passion for social justice and system-transformation.

If this describes you or someone you know, or if you are a system or community partner interested in partnering, please contact Claire Crowley, ccrowley@evidentchange.org, or Angelique Peppers, apeppers@evidentchange.org.