



# STATE OF MICHIGAN ENTERPRISE PROCUREMENT

Department of Technology, Management, and Budget  
320 S. Walnut Street 2nd Floor Lansing, MI 48933  
P.O. BOX 30026 LANSING, MICHIGAN 48909

## CONTRACT CHANGE NOTICE

Change Notice Number 9  
to  
Contract Number 210000000883

<b>CONTRACTOR</b>	HUMANS FIRST DETROIT
	440 Burroughs St. Suite 200
	Detroit MI 48202
	Michael Brennan
	313-449-1878
	michael@civila.org
	CV0058129

<b>STATE</b>	<b>Program Manager</b>	Various	Various
<b>STATE</b>	<b>Contract Administrator</b>	Adam Ashley	DTMB
		517-855-1376	
		ashleya2@michigan.gov	

CONTRACT SUMMARY				
Human Centered Design (HCD) for Comprehensive Child Welfare Information System (CCWIS)				
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE	
May 1, 2021	April 30, 2022	4 - 12 Months	April 30, 2026	
PAYMENT TERMS		DELIVERY TIMEFRAME		
NET 45		N/A		
ALTERNATE PAYMENT OPTIONS			EXTENDED PURCHASING	
<input type="checkbox"/> P-Card <input type="checkbox"/> Direct Voucher (PRC) <input type="checkbox"/> Other			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
MINIMUM DELIVERY REQUIREMENTS				
N/A				
DESCRIPTION OF CHANGE NOTICE				
OPTION	LENGTH OF OPTION	EXTENSION	LENGTH OF EXTENSION	REVISED EXP. DATE
<input type="checkbox"/>		<input type="checkbox"/>		
CURRENT VALUE	VALUE OF CHANGE NOTICE	ESTIMATED AGGREGATE CONTRACT VALUE		
\$11,981,300.00	\$246,100.00	\$12,227,400.00		
DESCRIPTION				
<p>Effective April 22, 2025, the attached Schedule A - Statement of Work and Schedule B - Pricing are hereby added to the Contract for MDHHS.</p> <p>Please note that the Program Manager for LEO has been changed to Brett Gleason.</p> <p>All other terms, conditions, specifications, and pricing remain the same. Per contractor and agency agreement, DTMB Central Procurement approval, and State Administrative Board approval on 4/8/2025.</p>				

**Program Managers  
for  
Multi-Agency and Statewide Contracts**

AGENCY	NAME	PHONE	EMAIL
MDHHS	Beth Cooley	517-243-1328	CooleyB@michigan.gov
LEO	Brett Gleason	517-643-2909	GleasonB1@michigan.gov

# CN 9: Schedule A - Statement of Work

## Michigan DHHS CCWIS Project Process Improvement Support – Phase 4

### 1.0 Introduction

The Michigan Department of Health and Human Services (MDHHS) has contracted with Civilla to complete Human Centered Design (HCD) activities in support of their overall CCWIS project. Change and Innovation (C!A) was subcontracted to complete process improvement and process documentation efforts for the system. As the project moves into development phases, the work shifts to helping to ensure process opportunities are translated to the technology solution, efficient processes are implemented to ease system deployment and product owners have ready access to accurate backlog of business user stories.

Much of this work was begun in 2024, and this amendment extends the remaining tasks to the end of fiscal year 2025.

This document describes the scope, approach, and staffing for these areas for the State.

### 2.0 Design, Development, and Implementation Vendor Support

When the Design, Development, and Implementation (DDI) vendor is selected, Subcontractor will provide support to transition the documentation to the design efforts. We expect to conduct orientation sessions to confirm content of modules, organization of documentation and key aspects of the process design. Following the orientation, the team participates in the agile sprints to provide insight and context to improve understanding and to help with adherence to the process and capacity needs for the new CCWIS.

The specific approach and cadence of engagement with the DDI team will be confirmed during project initiation, this effort assumes engagement averaged over the year of DDI efforts, averaging 1 FTE, with a full set of team members available for the duration to communicate and coordinate on user need, process requirements, and documentation and suggestions for development, as required and requested in accordance with the sprint schedule. The pricing assumes six months of support for this contract period.

#### Deliverables:

- 3.1 DDI Transition Plan – A description of tasks, responsibilities, and schedule for transition activities over the first 4 weeks of the project to align with the Discovery plan from the DDI vendor.
- 3.2 DDI Support Monthly Status Report – Status report of activities completed and planned for the DDI support efforts. Includes any issues or risks that have been identified associated with the support.

### **3.0 User Story/Requirements Backlog Support**

The Product Owners for each module/component are responsible for managing the scope of their area. Subcontractor, as the documentation lead for the to-be processes, developed the business user stories that are used by the Product Owners. This effort was a key area of focus for 2024, and for 2025, it will fully transition to the Product Owners, once the DDI vendor has begun their effort. Six months of this effort are included in the pricing and will be invoiced until the DDI vendor is on-board, and then the efforts described in section 2.0 will begin.

Deliverable:

4.1 Backlog Management Status Report – A short report each month of the activities associated with backlog grooming activities. Includes accomplishments, risks, and plans for the next month.

### **4.0 Roles and Responsibilities**

The following are the roles and responsibilities for the execution of this Statement of Work.

#### **Subcontractor:**

- a) Project Manager – Serves as the project manager for the project, responsible for managing the tasks and reporting status. In addition, participates in and supports all SOW tasks as appropriate.
- b) Practice Lead – Supports project management and helps align process vision with practice considerations and brings a national perspective to the project.
- c) Performance Improvement Lead - Leads the team chartering, training and the process redesign efforts. Conducts the workshops and leads and/or coordinates with other Change Agents to complete the redesign reports.
- d) Change Agents – Provide change agent support to the team. This includes redesign team support, documentation and analysis and task support to meet the needs of the project.
- e) Business Analysts – Responsible for documentation of formalized process flows and business user stories, working in conjunction with the Change Agents and Performance Improvement Lead.

#### **State:**

- a) Leadership – Availability for meetings and to review key decisions and activities to monitor the completion of the work.
- b) Sponsors – For each change team, a sponsor should be identified who is responsible for approval and implementation of the redesigned processes.
- c) Project Management – We recommend and request a point of contact to help us manage the SOW, to support logistics, coordinate efficient deliverable review and to

maintain pace of the project.

- d) Product Owners – Identify product owners for each module/component, that the team can work with for backlog support issues.
- e) Implementation Support – Staff assigned to support the change management, training, and monitoring efforts.
- f) Operations Support – Management staff that are empowered to monitor the adoption of the redesigned business processes. May include report development to help provide visibility of process changes (either separately or in conjunction with the new CCWIS).

**Contractor:**

- a) Oversee and manage the Subcontractor efforts.
- b) Coordinate HCD activities with redesign efforts.
- c) Support coordination activities with the State team.

**5.0 Schedule**

The following is the expected project schedule timeline for the identified activities. The schedule is refined during the assessment phase of the project.

The following is the schedule for each component:

- a) Design Development, and Implementation Vendor Support – Begins when DDI vendor is onboarded.
- b) User Story Backlog Support – For up to six months, starting in January 2025.
- c) Process Improvement Implementation Support – Schedule is confirmed per implementation approval.

**Scope Assumptions:**

1. Work is completed both virtually and in-person. Budget is included for in-person leadership briefings, running change teams, and at key project milestones as situation permits.
2. Subcontractor recognizes that team members are likely to need to attend DDI sessions during discovery sessions, which may be up to 2 weeks per month.
3. Deliverables will be reviewed and either approved or revised within 10 business days of submission. If agreement isn't reached in that time, the open issues are escalated to the leadership for resolution.

# Schedule B – Pricing

The table below includes the fixed and variable costs of each phase of work. The payment schedule follows the key deliverables in the SOW as shown in the table below. The work ends on September 30, 2025.

Activity	Quantity	Units	Unit Price	Total Price
DDI Vendor Support	1	Months	\$ 55,000.00	\$ 55,000.00
User Story Backlog Support	5	Months	\$ 35,000.00	\$ 175,000.00
<b>Total</b>				<b>\$ 230,000.00</b>

DDI Vendor Support is billed monthly following on-boarding of the DDI vendor. User Story Backlog Support is billed monthly. Process Improvement Implementation Support is billed per approved implementation plan.

Process Improvement Support - Phase 3 will continue through September 30, 2025 at no additional cost and has been approved with Change Notice #6.

Process Improvement Support - Phase 4 will be conducted through September 30, 2025 at a total cost of \$246,100. The breakdown is as follows;

1. **Subcontractor:** \$230,000  
 Contractor will sub-contract the process improvement support to CIA. A detailed overview of Subcontractor’s cost, team, and estimated hours begin on page 2 of this scope.
  
2. **Contractor:** \$16,100  
 To ensure a successful outcome for this scope of work, Contractor will monitor and manage the engagement between Subcontractor and State. As compensation for that administration, a 7% fee will be added to each of Subcontractor’s deliverables when billed to the State.

**TOTAL COST FOR PHASE 4: \$246,100**



# STATE OF MICHIGAN ENTERPRISE PROCUREMENT

Department of Technology, Management, and Budget  
320 S. Walnut Street 2nd Floor Lansing, MI 48933  
P.O. BOX 30026 LANSING, MICHIGAN 48909

## CONTRACT CHANGE NOTICE

Change Notice Number **8**  
to  
Contract Number **MA21000000883**

<b>CONTRACTOR</b>	HUMANS FIRST DETROIT
	440 Burroughs St. Suite 200
	Detroit MI 48202
	Michael Brennan
	313-449-1878
	michael@civila.org
	CV0058129

<b>STATE</b>	<b>Program Manager</b>	Various	Various
<b>STATE</b>	<b>Contract Administrator</b>	Adam Ashley	DTMB
		517-855-1376	
		ashleya2@michigan.gov	

CONTRACT SUMMARY				
Human Centered Design (HCD) for Comprehensive Child Welfare Information System (CCWIS)				
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE	
May 1, 2021	April 30, 2022	4 - 12 Months	April 30, 2026	
PAYMENT TERMS		DELIVERY TIMEFRAME		
NET 45		N/A		
ALTERNATE PAYMENT OPTIONS			EXTENDED PURCHASING	
<input type="checkbox"/> P-Card <input type="checkbox"/> Direct Voucher (PRC) <input type="checkbox"/> Other			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
MINIMUM DELIVERY REQUIREMENTS				
N/A				
DESCRIPTION OF CHANGE NOTICE				
OPTION	LENGTH OF OPTION	EXTENSION	LENGTH OF EXTENSION	REVISED EXP. DATE
<input type="checkbox"/>		<input type="checkbox"/>		
CURRENT VALUE	VALUE OF CHANGE NOTICE	ESTIMATED AGGREGATE CONTRACT VALUE		
\$10,781,300.00	\$1,200,000.00	\$11,981,300.00		
DESCRIPTION				
Effective October 8, 2024, \$1,200,000.00 and attached Schedule A - Statement of Work are hereby added to the Contract for UIA.				
All other terms, conditions, specifications, and pricing remain the same. Per contractor and agency agreement, DTMB Central Procurement approval, and State Administrative Board approval on 10/8/24.				

**Program Managers  
for  
Multi-Agency and Statewide Contracts**

<b>AGENCY</b>	<b>NAME</b>	<b>PHONE</b>	<b>EMAIL</b>
LEO	Julia Dale	313-456-2411	dalej2@michigan.gov
MDHHS	Beth Cooley	517-243-1328	CooleyB@michigan.gov

# CN 8: Schedule A – Statement of Work – Streamlining Unemployment for UIA

## Overview

The experience of accessing the unemployment system is complex and time consuming for claimants, employers and navigators. The State has partnered with Contractor, a nonprofit design studio based in Detroit, to streamline the process based on user needs. This scope of work will focus on researching and designing tools to support navigators. Navigators are individuals that help claimants find resources and access unemployment benefits in Michigan. These individuals often act informally and do not refer to themselves as navigators. However, they play a critical role in supporting their community – working out of faith based or community organizations, public libraries and more formally within the community connect program. Building on the successful design and launch of the Claimant Roadmap and Employer Help Center, the State will partner with Contractor to research and design online resources for navigators.

This project will focus on researching and designing online resources for navigators with two areas of focus:

1. **Website** | Design online tools and resources to equip navigators with the tools needed to support claimants across Michigan.
2. **Community Connect** | Develop recommendations on how to expand the States network of community partners and support community liaisons.

This work has the potential to improve the unemployment experience in Michigan. Expected outcomes include:

- Reduced: phone calls and customer service requests
- Reduced: errors and incomplete cases
- Reduced: case processing time
- Improved: user experience for claimants and navigators
- Improved: satisfaction for claimants and navigators
- Improved: self service

In the long term, this work will establish a new standard for the States service delivery and customer experience nationwide.

# Process

The Contractor and the State have built a strong foundation for this work. The team has established a high-level project plan with two primary phases:

- 1. Phase 1 | Research and Recommendations:** Contractor and the State will facilitate an agency-wide Project Kick-off, develop a work plan, establish a core working team and conduct best practice research. Next, Contractor will conduct human-centered research to deeply understand the needs of navigators across the state. The team will hold 1:1 interviews with relevant leadership, staff and navigators to identify the primary pain points and make recommendations on how to develop online resources for navigators and expand UIA’s network of community partners
- 2. Phase 2 | Design and Testing:** Based on recommendations from research, Contractor will work with the State to design and test solutions that meet user needs. Contractor will develop proofs of concepts that demonstrate how the solutions will look, work, and feel. Once developed, Contractor will test multiple iterations of the mockups ensuring the design is solving user needs and work with the internal team for policy/legal reviews. Contractor will deliver the designs to an internal team to manage implementation on the website and statewide rollout.

# Activities

Below, we have detailed the activities included in Phases 1 and 2. Contractor will take responsibility for project management, defining the work to be done, engaging the necessary stakeholders, guiding the process, and delivering the outputs - all with close support of the State.

<b>Planning + Project Management</b>	Contractor will facilitate planning meetings with State Leadership + Core team.  These meetings will 1) confirm the project strategy and work plan 2) establish clear roles and responsibilities for Contractor 3) finalize the sequencing for Contractor’s research.
--------------------------------------	---

	<p>Contractor will also meet with the State at regularly scheduled intervals to provide an overview of the project status, lift up critical successes and roadblocks, add/re-prioritize activities based on user needs, and ensure close communication with project stakeholders.</p>
<b>Baseline Data Evaluation</b>	<p>Contractor will review existing documentation and baseline data to observe how community navigators are currently working, generate informed research questions, and ensure our efforts are focused on high-value improvements.</p>
<b>Defining our Audience</b>	<p>Contractor will identify the spectrum of people who will need to be engaged in research.</p>
<b>Leadership + SME Interviews</b>	<p>Contractor will conduct interviews with leadership and subject-matter experts (SMEs). This research will provide a systems-level view of the project area. It will provide the team with insights into relevant history, opportunities, challenges, and constraints. It will also be used to generate insights related to design opportunities, agency priorities etc.</p>
<b>Recruiting</b>	<p>Contractor will finalize a strategy for selecting, recruiting, and engaging user research participants.</p> <p>Contractor will source and recruit participants and coordinate the day-of details. The State will provide support for</p>

	<p>recruiting by providing Contractor with points of contact for relevant stakeholders.</p>
<b>Discovery Research</b>	<p>Contractor will conduct deep discovery research into the community navigator needs, synthesize learnings and share insights with the State that will assist in overall improvement of services.</p>
<b>Downloading</b>	<p>Contractor will download learnings to make sense of information gathered during user research.</p> <p>Downloading will focus on documenting data, ideas, and stories from research—with the goal of externalizing our individual learnings and sharing them among the team.</p>
<b>Synthesis</b>	<p>Contractor will synthesize learnings by identifying patterns and themes in the data.</p> <p>Synthesis will focus on identifying user needs and surfacing actionable recommendations that are rooted in research findings.</p>
<b>Ideation</b>	<p>Contractor will generate a wide set of ideas to address user needs, before assessing and selecting the solutions that have the greatest potential for impact.</p> <p>Contractor will bring the State into the ideation process—so that idea generation occurs not only within our design team but also alongside our partners.</p>

<p><b>Opportunity Area Analysis</b></p>	<p>Contractor will work with the State to identify opportunity areas to develop tools and resources for community navigators.</p> <p>This analysis will help the team understand the user experience, including how the service works, the high-level touchpoints, and the biggest opportunities for improvement.</p>
<p><b>Recommendations</b></p>	<p>Contractor will identify opportunities for design that are backed by research findings.</p> <p>Recommendations will focus on opportunities for development that have the greatest impact.</p>
<p><b>Proofs of Concept</b></p>	<p>Contractor will create proofs of concept to visually communicate solution ideas to the State. These proofs of concept will demonstrate how solutions look, work, and feel. They'll be used to guide development.</p>
<p><b>User testing</b></p>	<p>Contractor will conduct in-depth user testing on the new designs to understand what is working, what is not, and where improvements can be made.</p>
<p><b>Policy and Legal Reviews</b></p>	<p>Contractor will conduct 1-2 internal reviews of the new designs with the State to ensure the content meets all policy and legal requirements.</p>
<p><b>Core Team Meetings</b></p>	<p>Contractor will facilitate regular meetings with the project's Core team to provide updates, check in on work streams, and</p>

	support the day-to-day execution of the project.
<b>Design Reviews</b>	<p>Contractor will host Design Reviews for the State leadership at key junctures.</p> <p>The purpose of these reviews will be to share insights and outcomes from research. These sessions will build alignment around critical issues impacting the design of the State website, broader modernization efforts and the agency more widely.</p>

## Deliverables

- Planning Sessions**

Contractor will facilitate a series of Planning Sessions with the State. These meetings will confirm the research questions, establish clear roles and responsibilities for Contractor and maintain a close connection between Contractor’s HCD work and the States-wide initiatives.
- Research Plan**

Contractor will partner with the State to align on a Research Plan that ensures user insights are foundational to the development of the design deliverables. The plan will include a selection of qualitative and quantitative user research methods, the development of interview guides and a strategy for selecting, recruiting, and engaging user participants. This will serve as foundational context for the development of deliverables.
- User Needs, Opportunity Areas and Recommendations**

Contractor will deliver documentation that shares primary findings from discovery research. This will include user needs, opportunity areas and recommendations. Recommendations will provide a set of concrete solutions for how to equip navigators with the online tools and resources needed. Opportunity areas will include recommendations on how to evolve the Community Connect program and expand the States network of community partners. The findings will summarize the learnings and outcomes from HCD research and create a shared understanding across the working teams.

- **Proofs of Concept**

Contractor will develop proofs of concept that demonstrate how the online tools and resources for navigators will look, work and feel. The proofs of concept will represent the primary needs found in research. They'll be used to visually communicate solution ideas and will go through 1-2 rounds of testing with end users. Proofs of concept will also go through 1-2 policy/legal reviews.

- **Core Team Meetings**

Contractor will facilitate regular meetings with the Core team to provide project updates, collect input on work streams, follow up on action items, and support the day-to-day execution of the project.

- **Design Reviews**

Contractor will facilitate Design Reviews with the State agency leadership and core team. These meetings will be used to share work in progress, the final product, implementation strategy, and next steps.

## Team

Contractor will provide a team with the skill sets capable of fulfilling this work. The following are the Contractor roles and approximate hours for the project team.

Role	Estimated Hours
Partner(s)	884
Engagement Manager(s)	1428
Specialist(s)	1428
Associate(s)	1564
Administration	204

### Leadership and Management

Leadership and management for this project include a Partner and Engagement Manager. The Partner will be responsible for strategically guiding the team and holding partner relationships. The Engagement Manager will be responsible for carrying out the project plan and managing the team—identifying needs, tracking progress, measuring impact, and sharing our work back to the State.

**Research, Design, Strategy, and Recommendations**

The staff for this project includes Specialists and Associates. This team will be responsible for conducting research, synthesizing findings, and developing the proofs of concept. This team will also be responsible for coordinating partners, managing team schedules, and providing support to ensure efficient operation of the project.

**time + cost**

The project will span 8 months. The total project cost is \$1,200,000. Contractor will bill monthly based on the rate table provided below, using the following “not-to-exceed” estimate:

<b>Role</b>	<b>Hourly Rate</b>
Partner	\$400
Engagement Manager	\$220
Specialist	\$160
Associate	\$130
Administration	\$45



**STATE OF MICHIGAN  
ENTERPRISE PROCUREMENT**

Department of Technology, Management, and Budget  
320 S. Walnut Street 2nd Floor Lansing, MI 48933  
P.O. BOX 30026 LANSING, MICHIGAN 48909

**CONTRACT CHANGE NOTICE**

Change Notice Number 7  
to  
Contract Number **MA21000000883**

<b>CONTRACTOR</b>	HUMANS FIRST DETROIT, DBA CIVILLA
	440 Burroughs St. Suite 200
	Detroit MI 48202
	Michael Brennan
	313-449-1878
	michael@civilla.org
	CV0058129

<b>STATE</b>	<b>Program Manager</b>	Various	Various
<b>STATE</b>	<b>Contract Administrator</b>	Adam Ashley	DTMB
		517-855-1376	
		ashleya2@michigan.gov	

CONTRACT SUMMARY				
Human Centered Design (HCD) for Comprehensive Child Welfare Information System (CCWIS)				
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE	
May 1, 2021	April 30, 2022	4 - 12 Months	April 30, 2026	
PAYMENT TERMS		DELIVERY TIMEFRAME		
NET 45		N/A		
ALTERNATE PAYMENT OPTIONS			EXTENDED PURCHASING	
<input type="checkbox"/> P-Card <input type="checkbox"/> Direct Voucher (PRC) <input type="checkbox"/> Other			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
MINIMUM DELIVERY REQUIREMENTS				
N/A				
DESCRIPTION OF CHANGE NOTICE				
OPTION	LENGTH OF OPTION	EXTENSION	LENGTH OF EXTENSION	REVISED EXP. DATE
<input type="checkbox"/>		<input type="checkbox"/>		
CURRENT VALUE	VALUE OF CHANGE NOTICE	ESTIMATED AGGREGATE CONTRACT VALUE		
\$10,006,300.00	\$775,000.00	\$10,781,300.00		
DESCRIPTION				
Effective 8/20/24, The attached Schedule A - Statement of Work and \$775,000.00 are added to the Contract for MDHHS.				
All other terms, conditions, specifications, and pricing remain the same. Per contractor and agency agreement, DTMB Central Procurement approval, and State Administrative Board approval on 8/20/24.				

**Program Managers  
for  
Multi-Agency and Statewide Contracts**

<b>AGENCY</b>	<b>NAME</b>	<b>PHONE</b>	<b>EMAIL</b>
LEO	Julia Dale	313-456-2411	dalej2@michigan.gov
MDHHS	Beth Cooley	517-243-1328	CooleyB@michigan.gov

## **CN 7: Redesigning the Policy Navigation Experience Statement of Work: Research and Recommendation Phase**

### **BACKGROUND**

MDHHS Economic Stability Administration (ESA) local office staff determine eligibility for five public assistance programs, Food Assistance, Cash Assistance, Medicaid, State Emergency Relief, and Child Day Care, within an integrated system. Currently staff must navigate several webpages to access policy and business processes to locate information for case processing. This can lead to worker frustration, inconsistent application of policy and incorrect eligibility determinations.

The Contractor will design a knowledge management system for ESA staff to efficiently access policy, business processes, job aids, and training. The project will involve an in-depth review of current resources and knowledge management system designs utilized by other states. Using human-centered design methodology, the Contractor will understand the needs of leadership, staff and key stakeholders. Additionally, the Contractor would create a governance process for maintaining the information contained in the system.

The end goal is to produce actionable recommendations that integrate user feedback, technology optimization, and a governance process for sustainability, thus improving worker experience and operational efficiency. This work is the research and recommendations phase which is expected to lead to additional phases of design, testing, and implementation.

### **SCOPE**

In general, ESA wants to understand the following:

- The primary needs of end users and key stakeholders related to accessing policy and case processing resources,
- Best practices nationally for knowledge management systems, and
- How to streamline the governance process for sharing and maintaining the system

Upon completion of this project, ESA should have a holistic understanding of the worker experience and actionable recommendations for a knowledge management system and sustainable governance process.

### **REQUIREMENTS OF WORK AND DELIVERABLES**

1. Discovery Research:
  - a. Content audit of current policy and business process information
  - b. Best practices in knowledge management systems utilized by other states
  - c. Human-centered design research to gain understanding the primary needs of end users and key stakeholders related to accessing policy and case processing resources including, but not limited to:
    - i. One-on-one interviews with end users and stakeholders
    - ii. Diary study and surveys with front line staff
2. Deliverables:
  - a. User experience map

- b. Analysis of areas for opportunity
- c. Core team meetings to provide project updates and partner with MDHHS to assess and select solutions with the greatest potential for impact
- d. Recommendations for design and governance backed by research findings
- e. Proof of concept to visually demonstrate solutions

**TIMEFRAME FOR RESEARCH AND RECOMMENDATIONS**

Six months



**STATE OF MICHIGAN**  
**CENTRAL PROCUREMENT SERVICES**  
 Department of Technology, Management, and Budget  
 320 S. WALNUT ST., LANSING, MICHIGAN 48933  
 P.O. BOX 30026 LANSING, MICHIGAN 48909

**CONTRACT CHANGE NOTICE**

Change Notice Number **6**  
 to  
 Contract Number **210000000883**

<b>CONTRACTOR</b>	HUMANS FIRST DETROIT, DBA CIVILLA
	440 Burroughs St. Suite 200
	Detroit, MI 48202
	Michael Brennan
	313-449-1878
	michael@civilla.org
	CV0058129

<b>STATE</b>	Program Manager	Various	DTMB
	Contract Administrator	Adam Ashley (517)855-1376 ashleya2@michigan.gov	DTMB

**CONTRACT SUMMARY**

<b>HUMAN CENTERED DESIGN (HCD) FOR COMPREHENSIVE CHILD WELFARE INFORMATION SYSTEM (CCWIS)</b>			
<b>INITIAL EFFECTIVE DATE</b>	<b>INITIAL EXPIRATION DATE</b>	<b>INITIAL AVAILABLE OPTIONS</b>	<b>EXPIRATION DATE BEFORE</b>
May 1, 2021	April 30, 2022	4 - 1 Year	April 30, 2024
<b>PAYMENT TERMS</b>		<b>DELIVERY TIMEFRAME</b>	
NET 45		N/A	
<b>ALTERNATE PAYMENT OPTIONS</b>			<b>EXTENDED PURCHASING</b>
<input type="checkbox"/> P-Card <input type="checkbox"/> PRC <input type="checkbox"/> Other			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>MINIMUM DELIVERY REQUIREMENTS</b>			
N/A			

<b>DESCRIPTION OF CHANGE NOTICE</b>				
OPTION	LENGTH OF OPTION	EXTENSION	LENGTH OF EXTENSION	REVISED EXP. DATE
<input checked="" type="checkbox"/>	2 Year	<input type="checkbox"/>		April 30, 2026
CURRENT VALUE	VALUE OF CHANGE NOTICE	ESTIMATED AGGREGATE CONTRACT VALUE		
\$8,229,500.00	\$1,706,800.00	\$9,936,300.00		

**DESCRIPTION**

Effective April 23, 2024, the following changes have been hereby added to the Contract

- The Schedule A - Statements of Work for Unemployment Insurance Agency (UIA),
- The Schedule A - Statements of Work for Department of Health and Human Services (DHHS) and \$1,706,800,
- 2 option years available on this contract are hereby exercised; the revised contract expiration date is 4/30/26, and
- Please note the Contract Administrator has been changed to Adam Ashley  
ashleya2@michigan.gov  
(517) 855-1376

All other terms, conditions, specifications, and pricing remain the same. Per contractor and agency agreement, DTMB Central Procurement approval, and State Administrative Board approval on 4/23/24.

**Program Managers  
for  
Multi-Agency and Statewide Contracts**

<b>AGENCY</b>	<b>NAME</b>	<b>PHONE</b>	<b>EMAIL</b>
LEO	Julia Dale	313-456-2411	dalej2@michigan.gov
MDHHS	Beth Cooley	517-243-1328	CooleyB@michigan.gov

# CN 6: Schedule A – Statement of Work – Streamlining Unemployment for UIA

## Overview

The experience of accessing unemployment through the Michigan Unemployment Insurance Agency (UIA) is complex and time consuming for claimants and the agency. UIA will partner with Contractor to streamline the process based on user needs. This work will create a faster, simpler, and more human-centered process for interactions with claimants.

This project will focus on improving the claimant experience for UIA across two primary areas of focus:

1. **Correspondence** | Redesign key UIA correspondence to make claims easier for claimants to navigate and faster for staff to process.
2. **Website** | Design a digital roadmap on the UIA website to increase understanding of how to access and maintain UI benefits for claimants.

Contractor will also work to identify improvements to policy and process that could help support claimants and staff.

Together, these interventions have the potential to improve the unemployment process in Michigan. Expected outcomes include:

- Reduced: phone calls and customer service requests
- Reduced: errors and incomplete cases
- Reduced: case processing time
- Improved: online transactions
- Improved: user experience

In the long term, this work will establish a new standard for service delivery—creating an ongoing model that UIA can build on to improve the effectiveness of their programs.

## Process

Contractor and UIA have established a high-level project plan with three primary phases. Phase 1 + 2 are completed. Phase 3 is currently in progress and scheduled to be completed by July 2024:

1. **Phase 1 | Project Planning, Research, and Recommendations:** Contractor and UIA started by facilitating a department-wide Project Kick-of, developing a work plan, establishing a core working team and conducting best practice research. Next,

Contractor conducted human-centered research to deeply understand the needs of claimants and staff. The team held 1:1 interviews with leadership, staff, claimants, navigators, and employers to identify the primary pain points and make recommendations on how to streamline the unemployment process.

- 2. Phase 2 | Design and Proofs of Concept:** Based on recommendations from research, Contractor worked with UIA to design solutions that met user needs. Contractor developed proofs of concept that demonstrated how the solutions would look, work, and feel. Based on proofs of concept, UIA prioritized which solutions to move into implementation.
- 3. Phase 3 | User Testing and Implementation:** To prepare for rollout, Contractor and UIA will partner on implementation. The team will user test solutions and implement a streamlined process for unemployment benefits in Michigan. Implementation will include testing and finalizing solutions, conducting legal and policy reviews, and establishing an implementation plan to allow for a smooth rollout. Each step of the way, Contractor will build alignment with UIA leadership and get feedback from staff and customers. The findings and deliverables in Phase 3 will prepare UIA for statewide rollout.

## Phase 3 Activities

Through this scope of work, UIA will continue its partnership with Contractor to design and execute an implementation strategy that enables the project to successfully scale statewide.

Below, details the areas of work that are required for Phase 3 Implementation. Contractor will take responsibility for project management, defining the work to be done, engaging the necessary stakeholders, guiding the process, and delivering the outputs - all with close support of UIA.

<b>Planning + Project Management</b>	Develop a detailed work plan and user testing plan for Phase 3. Align/integrate all work streams, monitor progress, and proactively manage barriers/dependencies.
<b>User Testing</b>	Conduct in-depth user testing on the new designs to understand what is working, what is not, and where improvements can be made.

<b>Policy and Legal Reviews</b>	Conduct internal reviews of the new designs with UIA staff to ensure the content meets all policy and legal requirements for implementation.
<b>Design + Iteration</b>	<p>Work in iterative cycles with UIA to review, update and finalize designs.</p> <p>In each sprint, Contractor will make improvements to the designs based on input from claimants, employers, and staff to ensure they meet user needs.</p>
<b>Core Team Meetings</b>	Continue facilitating regular meetings with the project’s Core team to provide updates, check in on work streams, and support the day-to-day execution of the project.
<b>Leadership Meetings</b>	Meet with UIA leadership at regularly scheduled intervals to provide an overview of the project status, lift up critical successes and roadblocks, and ensure close communication with project stakeholders.
<b>Stakeholder Engagement</b>	<p>Develop a proactive stakeholder engagement strategy for implementation.</p> <p>Host tours for key team members and UIA stakeholders to help build alignment and support for the project.</p>
<b>Implementation Strategy</b>	Work with the project’s Core team to develop an implementation strategy that clarifies workstreams, timelines, stakeholders, success metrics, and the resources required to scale changes statewide.

## Phase 3 Deliverables

- **Project Plan + Timeline**

Contractor will partner with UIA to establish clear roles/responsibilities and the sequencing of Contractor's work. The Project Plan will include a detailed work plan that demonstrates where all deliverables, milestones, key events, convening, and task dependencies fit within the approved timeline.

- **User Testing + Documentation**

Contractor will conduct user testing with claimants, employers, navigators, and staff to assess and improve the new designs. After each iteration, Contractor will update the UIA Core team to share learnings and ensure solutions meet user needs as intended. Contractor will document design decisions from user testing and decision-making.

- **Redesigned Correspondence**

Contractor will redesign 5 correspondence notices, including claimant letters and fact finding forms. These letters will go through extensive user testing and review with customers and staff. Contractor will deliver 5 templates and onboard the UIA form owner to the key design decisions needed to implement the correspondence.

- **Claimant Roadmap - COMPLETED**

Contractor will deliver a complete design for a new claimant roadmap for the UIA website. The roadmap will go through in-depth user testing and review with customers and staff. Contractor will onboard UIA's technology team so they can own implementation of the design.

- **Core Team Meetings**

Contractor will facilitate regular meetings with the Core team to provide project updates, collect input on work streams, follow up on action items, and support the day-to-day execution of the project.

- **Design Reviews**

Contractor will facilitate Design Reviews with the UIA leadership and core team. These meetings will be used to share work in progress, the final product, implementation strategy, and next steps.

- **Implementation Strategy**

Contractor will work with the project's Core team to deliver a strategy for implementing the new designs statewide. This strategy will clarify the workstreams, timelines, stakeholders, success metrics, and resources required to roll out the new designs at scale.

## **Team**

Contractor will provide a team with the skill sets capable of fulfilling this work. Contractor anticipates up to six (6) team members for this project:

### **Leadership and Management**

Leadership and management for this project includes a Partner and an Engagement Manager. The Partner will be responsible for strategically guiding the team and holding partner relationships. The Engagement Manager will be responsible for carrying out the project plan and managing the team—identifying needs, tracking progress, measuring impact, and sharing our work back to UIA.

### **Research, Design, Strategy, and Recommendations**

The staff for this project includes up to two (2) Specialists and two (2) Associates. In Phase 3, this team will be responsible for conducting user testing and policy/legal reviews, synthesizing findings, developing the implementation strategy and finalizing the new designs. This team will also be responsible for coordinating partners, managing team schedules, and providing support to ensure efficient operation of the project.

## **Contractor Contact**

Michael Brennan, CEO  
[michael@Contractor.org](mailto:michael@Contractor.org)  
Contractor.org

440 Burroughs Street  
Suite 200

Detroit, MI 48202

## **Schedule B – Pricing – Streamlining Unemployment for UIA**

The scope will span until July 2024. Contractor will bill monthly using the following “not-to-exceed” estimate:

**Total projected cost** - \$865,000 - which is already approved. This contract change will add no additional cost.

# **CN 6: Schedule A – Statement of Work – Comprehensive Child Welfare System (CCWIS) for MDHHS**

## **Overview**

### **Process Improvement Support – Phase 3**

#### **1.0 Introduction**

The Michigan Department of Health and Human Services (MDHHS) has contracted with Civilla to complete Human Centered Design (HCD) activities in support of their overall CCWIS project. Subcontractor was contracted to complete process improvement and process documentation efforts for the system. As the project moves into development phases, the work shifts to helping to ensure process opportunities are translated to the technology solution, efficient processes are implemented to ease system deployment and product owners have ready access to accurate backlog of business user stories.

#### **2.0 Design, Development, and Implementation Vendor Support**

- a) When the Design, Development, and Implementation (DDI) vendor is selected, Subcontractor will provide support to transition the process flows and business requirement user stories to the design efforts including technical development user stories. We expect to conduct orientation sessions to confirm content of modules, organization of the epics, features and business requirement user stories and key aspects the envisioned CCWIS system and process design. Following the orientation, the team participates in DDI-vendor led discovery sessions to provide insight and context to improve understanding and to help with adherence to the process and capacity needs for the new CCWIS.
- b) The specific approach and cadence of engagement with the DDI team will be confirmed during project initiation, this effort assumes engagement upon vendor selection through the end of the calendar year averaging 1 FTE, with a full set of team members available for the duration to communicate and coordinate on user need, process requirements, and documentation and suggestions for development, as required and requested in accordance with the sprint schedule. The pricing assumes 6 months of support for this contract period.

#### **Deliverables:**

3.1 DDI Transition Plan – A description of tasks, responsibilities, and schedule for transition activities over the first 4-8 weeks following vendor selection.

DDI Support Monthly Status Report – Status report of activities completed and planned for the DDI support efforts. Includes any issues or risks that have been identified associated with the support.

#### **3.0 User Story Scope/Backlog Support**

- a) The Product Owners for each module/component are responsible for managing the scope of their

area. Subcontractor, as the documentation lead for the to-be processes, developed the business requirement user stories that will be used to estimate, define the complete CCWIS IT product and as the beginning traceability for the DDI vendor and overall CCWIS IT product.

- b) As business requirement user stories are refined evolve, maintaining an accurate backlog of unbuilt requirement user stories and tracking the mapping of business need and system capability is a complex task. Subcontractor Business Analysts will support the CCWIS Product Owners in this effort.
- c) User Story activities will be recorded and managed in Azure DevOps.

**Deliverables:**

4.1 Backlog Management Status Report – A short report each month of the activities associated with backlog grooming activities. Includes accomplishments, risks, and plans for the next month.

## **4.0 Process Improvement Implementation Support**

- a) Child Welfare systems need more capacity. A critical factor in the implementation of a new CCWIS system is a smooth transition where case workers have fewer changes to absorb. Many of the ideas resulting from the business process reengineering efforts provide the opportunity to improve outcomes and capacity. These efforts would implement the processes in anticipation of the new technology that will further support staff and prepare for a smooth transition.
- b) This effort has been estimated as a capacity of support from Subcontractor that can be applied as determined by the Project Manager. For each agreed change, an implementation plan is developed and submitted for approval. Each plan will require some of the allocated capacity. Unused capacity is refunded to the project at the end of the calendar year.

The list of approved changes is as follows:

**Case Management & Placement Recommendations:**

- a) Develop Intensive Case Set-up – includes Case Set-Up Specialist and Standardize/Ensure Case Aide Support During Case Set-up.
- b) Develop Decision-Based Staffing- (related to Intensive case set-up).

**Court Recommendations:**

- a) Simplify ISP and Eliminate Duplication in USP – Long Term Planning.
- b) Simplify Court Report and Eliminate Duplication from Previous Reports – Long Term Planning.
- c) Standardize Process of Requesting Department Discretion in Court Orders for Return Home with Family Reunification Program (FRP) Services.

**Services Recommendations:**

- a) Revise Contracts to Incorporate Full-Family Support Provisions in MDHHS Services – Long Term Planning Connected to other items.
- b) Simplify Service Provider Taxonomy and Service Entry Process – CCWIS.
- c) Optimize Documentation and Case Updates – Add to specialized model.
- d) Improve Transparency of Service Wait Times and Unmet Requests – CCWIS - Add to specialized model.

**Fiscal and Eligibility Recommendations:**

- a) Streamline the Chargeback Process
- b) Modify Collection Plans Post-Creation for Chargeback-Like Functionality

**Deliverables:**

5.1 Implementation Plans – Each time a set of business changes is approved to move into implementation, the Subcontractor team will submit an implementation plan that details the approach, level of effort, and requirements for the rollout of process changes across the organization. Once, approved, these plans are monitored by the assigned implementation lead from MDHHS.

5.2 Implementation Monthly Status Reports – All active implementations are included in a monthly implementation report. The report details the activities, accomplishments and plans for next period against all active implementation plans.

## **5.0 Roles and Responsibilities**

The following are the roles and responsibilities for the execution of this Statement of Work.

**Change and Innovation Agency:**

- a) Project Manager and Implementation Specialist: Kristen Wilcken - Serves as the project manager for the project, responsible for managing the tasks and reporting status. In addition, participates in and supports all SOW tasks as appropriate.
- b) Implementation/Practice Lead: Eric Younger - Supports project management and helps align implementation vision with practice considerations and brings a national perspective to the project.
- c) Change Agents: Laura Tibbets and Lisa Watkins– Provide change agent support during implementation. This includes implementation team facilitation, training, and post-implementation support.
- d) Business Analysts – Stephen Kunz and Shaun Piwowar - Responsible for documentation of formalized process flows and business user stories, working in conjunction with the Change Agents and Implementation/Practice Lead.

**MDHHS:**

- a) Leadership – Availability for meetings and to review key decisions and activities to monitor the completion of the work.
- b) Sponsors – For each change team, a sponsor should be identified who is responsible for approval and implementation of the redesigned processes.
- c) Project Management – We recommend and request a point of contact to help us manage the SOW, to support logistics, coordinate efficient deliverable review and to maintain pace of the project.
- d) Product Owners – Identify product owners for each module/component, that the team can work with for backlog support issues.
- e) Implementation Support – Staff assigned to support the change management, training, and monitoring efforts.
- f) Operations Support – Management staff that are empowered to monitor the adoption of the

redesigned business processes. May include report development to help provide visibility of process changes (either separately or in conjunction with the new CCWIS).

**Civilla:**

- a) Oversee the Subcontractor efforts.

**6.0 Schedule**

The following is the expected project schedule timeline for the identified activities. The schedule is refined during the assessment phase of the project.

The following is the schedule for each component:

- a) Design Development, and Implementation Vendor Support – Begins when DDI vendor is onboarded with anticipated 4-8 weeks of transition facilitation, followed by vendor support until the end of the calendar year.
- b) User Story Backlog Support – Begins upon contract approval and continues until the end of the calendar year.
- c) Process Improvement Implementation Support – Schedule is confirmed per implementation approval.

**Staffing:**

The following are the team members and approximate team hours for the scope defined above.

Role	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Hours
Project Manager				20	20	20	20	20	20	20	20	20	180
CW Practice Lead				40	60	80	80	80	80	80	80	80	660
Snr. Business Process Analyst				120	120	80	80	80	80	80	80	80	800
Business Process Analyst				120	120	80	80	80	80	80	80	80	800
Change Agent				40	120	120	120	120	80	120	120	120	960
Change Agent				40	120	120	120	120	80	120	120	120	960
Change Agent				40	120	120	120	120	80	120	120	80	920
<b>Totals</b>				<b>420</b>	<b>680</b>	<b>620</b>	<b>620</b>	<b>620</b>	<b>500</b>	<b>620</b>	<b>620</b>	<b>580</b>	<b>5280</b>

**Scope Assumptions:**

1. Work is completed both virtually and in-person. Budget is included for in-person leadership briefings, running change teams, and at key project milestones as situation permits.
2. Deliverables will be reviewed and either approved or revised within 10 business days of submission. If agreement isn't reached in that time, the open issues are escalated to the leadership for resolution.

# CN 6: Schedule B – Pricing - Comprehensive Child Welfare System (CCWIS) for MDHHS

## 7.0 Cost

The table below includes the fixed and variable costs of each phase of work. The payment schedule follows the key deliverables in the SOW as shown in the table below.

Activity	Quantity	Unit Price	Total Price	Notes
DDI Vendor Support	5	\$ 55,000.00	\$ 275,000.00	
User Story Backlog Support	9	\$ 35,000.00	\$ 315,000.00	
Process Improvement Implementaion Support	2600	\$ 250.00	\$ 650,000.00	Usage approved per an approved implementation plan
			\$ 1,240,000.00	

DDI Vendor Support is billed monthly following on-boarding of the DDI vendor. User Story Backlog Support is billed monthly. Process Improvement Implementation Support is billed per approved implementation plan.

### Subcontractor: \$1,240,000

- a) Contractor will sub-contract the process improvement support to Change and Innovation (CIA). A detailed overview of Subcontractors cost, team, and estimated hours begins on page 2 of this proposal. Their deliverables total \$1,240,000.

### Contractor: \$466,800

- a) To ensure a successful outcome for this scope of work, Contractor will monitor and manage the engagement between Subcontractor and MDHHS. As compensation for that administration, a 7% fee will be added to each of Subcontractors deliverables when billed to MDHHS. This fee totals \$86,800.
- b) From October through December 2023, Civilla conducted Human-centered Design Discovery Research to complete the CCWIS Case Management and Placement and Courts Modules. As compensation for that work, this scope of work includes funding of \$380,000.



**STATE OF MICHIGAN**  
**CENTRAL PROCUREMENT SERVICES**  
 Department of Technology, Management, and Budget  
 320 S. WALNUT ST., LANSING, MICHIGAN 48933  
 P.O. BOX 30026 LANSING, MICHIGAN 48909

**CONTRACT CHANGE NOTICE**

Change Notice Number **5**  
 to  
 Contract Number **21000000883**

<b>CONTRACTOR</b>	HUMANS FIRST DETROIT, DBA CIVILLA
	440 Burroughs St. Suite 200
	Detroit, MI 48202
	Michael Brennan
	313-449-1878
	michael@civilla.org
	CV0058129

<b>STATE</b>	Program Manager	Various	DTMB
	Contract Administrator	Sean Regan (517) 243-8459 regans@michigan.gov	DTMB

**CONTRACT SUMMARY**

HUMAN CENTERED DESIGN (HCD) FOR COMPREHENSIVE CHILD WELFARE INFORMATION SYSTEM (CCWIS)

INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE
May 1, 2021	April 30, 2022	4 - 1 Year	April 30, 2024

PAYMENT TERMS	DELIVERY TIMEFRAME
NET 45	

ALTERNATE PAYMENT OPTIONS	EXTENDED PURCHASING
<input type="checkbox"/> P-Card <input type="checkbox"/> PRC <input type="checkbox"/> Other	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

**MINIMUM DELIVERY REQUIREMENTS**

**DESCRIPTION OF CHANGE NOTICE**

OPTION	LENGTH OF OPTION	EXTENSION	LENGTH OF EXTENSION	REVISED EXP. DATE
<input type="checkbox"/>		<input type="checkbox"/>		N/A
CURRENT VALUE	VALUE OF CHANGE NOTICE	ESTIMATED AGGREGATE CONTRACT VALUE		
\$6,070,000.00	\$2,229,500.00	\$8,299,500.00		

**DESCRIPTION**

Effective February 27, 2023, the attached Unemployment Insurance Agency (UIA) Statement of Work (SOW) and associated pricing has been added and \$2,229,500.00 has been added for UIA use.

All other terms, conditions, specifications, and pricing remain the same. Per Contractor and Agency agreement, DTMB Central Procurement Services approval, and State Administrative Board approval on March 14, 2023.

**Program Managers  
for  
Multi-Agency and Statewide Contracts**

<b>AGENCY</b>	<b>NAME</b>	<b>PHONE</b>	<b>EMAIL</b>
DTMB	Judy Odett	517-241-5187	Odettj@Michigan.gov
LEO	Julia Dale	313-456-2411	dalej2@michigan.gov



# streamlining unemployment

Implementing a faster, simpler, and more human-centered experience for unemployment insurance in Michigan

Civilla + UIA  
December 16, 2022

## overview

The experience of navigating the unemployment system is complex and time consuming for employers, claimants and the agency. UIA has partnered with Civilla, a nonprofit design studio based in Detroit, to streamline the process based on user needs. Over the last 17 months, Civilla and UIA have built a strong foundation for this work, completing two of three phases of work focused on claimant needs. Yet, there are over 270,000 active employers registered with the UIA who employ nearly 4 million Michigan residents. By expanding the scope of work to include employers, as outlined below, we are best positioned to create a faster, simpler and more human-centered process for interactions for both employers and claimants across the state of Michigan.

This scope expansion will be organized into three phases of work.

## phases

### 1. Phase 1 | Project Planning, Discovery Research, and Recommendations

- **Timeline:** December 2022 - April 2023
- **Focus:** Civilla will conduct deep discovery research focused on a wide range of employers across Michigan. Civilla will also conduct best practice research across the U.S. in unemployment technology modernization and identify key pain points and needs in an effective technology build.
- **Deliverable:** Civilla will share research learnings including key user needs + system requirements.

### 2. Phase 2 | Design and Proofs of Concept

- **Timeline:** May 2023 - September 2023
- **Focus:** Based on research learnings, Civilla will work with UIA to design solutions that meet user needs. Civilla will develop proofs of concepts that demonstrate how the solutions will look, work, and feel. Once developed, Civilla will test early ideas with users through wireframes and mockups ensuring the design and functionality of the system is solving user needs prior to coding. Based on these proofs of concepts, UIA will prioritize which solutions to move into Phase 3: User Testing.
- **Deliverable:** Civilla will share proofs of concept with UIA and its technology development team to build prototypes for Phase 3: User Testing.

### 3. Phase 3 | User Testing

- **Timeline:** October 2023 - February 2024

- **Focus:** Civilla, alongside UIA's technology development team, will conduct user testing with employers to assess and improve the user experience of the new case management portal. Civilla will update UIA with learnings that ensure product development meets user needs.
- **Deliverable:** This will result in high quality, user tested design solutions. Civilla will also provide documentation that codifies learnings.

Together, these interventions have the potential to improve the unemployment process in Michigan. Expected outcomes include:

- **Improved:**
  - Overall employer experience and satisfaction
  - Self service
  - Awareness of and adoption of employer programs
- **Reduced:**
  - Phone calls and customer service requests
  - Errors in cases
  - Claim processing time

In the long term, this work will establish a new standard for service delivery—creating an ongoing model that UIA can build upon to improve the effectiveness of their programs.

## activities & deliverables

Below, we have detailed the activities and deliverables included in this scope expansion. For Civilla-led areas, we take responsibility for project management, defining the work to be done, engaging the necessary stakeholders, guiding the process, and delivering the outputs - all with close support of UIA colleagues. For UIA-led areas, Civilla will be ready to support and provide input but will not carry the responsibility of project management as defined above.

- **Project Plan + Timeline**  
Civilla will partner with UIA to establish clear roles/responsibilities and the sequencing of Civilla's work. The Project Plan will include a detailed work plan that demonstrates where all deliverables, milestones, key events, convening, and task dependencies fit within the approved timeline.
- **Research Insights**  
Civilla will conduct deep discovery research into employer experience and needs then synthesize learnings and share insights with UIA that will assist in overall improvement of services.

- **User Testing + Documentation**

Civilla will conduct user testing with employers and staff to assess and improve the new designs. After each iteration, Civilla will update the UIA Core team to share learnings and ensure solutions meet user needs as intended. Civilla will document design decisions from user testing and decision-making.

- **Design & Iteration**

Civilla will work in iterative cycles with UIA to review, update and finalize designs. In each sprint, Civilla will make improvements to the designs based on input from users to ensure they meet user needs.

- **Core Team Meetings**

Civilla will facilitate regular meetings with the Core team to provide project updates, collect input on workstreams, follow up on action items, and support the day-to-day execution of the project.

- **Leadership Meetings**

Civilla will meet with UIA leadership at regularly-scheduled intervals to provide an overview of the project status, lift up critical successes and roadblocks, and ensure close communication with project stakeholders.

- **Design Reviews**

Civilla will facilitate Design Reviews with the UIA leadership team. These meetings will be used to share research learnings, work in progress, the final product and next steps.

## team

Civilla will provide a team with the skill sets capable of fulfilling this work. Civilla anticipates six (6) primary team members for this project:

### **Leadership and Management**

Leadership and management for this project includes a Partner and an Engagement Manager. The Partner will be responsible for strategically guiding the team and holding partner relationships. The Engagement Manager will be responsible for carrying out the project plan and managing the team—identifying needs, tracking progress, measuring impact, and sharing our work back to UIA.

### **Research, Design, Strategy, and Recommendations**

The staff for this project includes one (1) Specialist and three (3) Associates. In Phase 3, this team will be responsible for conducting user testing and policy/legal reviews,

synthesizing findings, and finalizing the new designs. This team will also be responsible for coordinating partners, managing team schedules, and providing support to ensure efficient operation of the project.

## **time**

The scope expansion project will span 65 weeks.

## **cost**

**Total projected cost:** \$2,229,500.

## **contact**

Michael Brennan, CEO  
michael@civilla.org  
civilla.org

440 Burroughs Street  
Suite 200  
Detroit, MI 48202



**STATE OF MICHIGAN**  
**CENTRAL PROCUREMENT SERVICES**  
 Department of Technology, Management, and Budget  
 320 S. WALNUT ST., LANSING, MICHIGAN 48933  
 P.O. BOX 30026 LANSING, MICHIGAN 48909

**CONTRACT CHANGE NOTICE**

Change Notice Number **4**  
 to  
 Contract Number **21000000883**

<b>CONTRACTOR</b>	HUMANS FIRST DETROIT, DBA CIVILLA
	440 Burroughs St. Suite 200
	Detroit, MI 48202
	Michael Brennan
	313-449-1878
	michael@civilla.org
	CV0058129

<b>STATE</b>	Program Manager	Various	DTMB
	Contract Administrator	Sean Regan (517) 243-8459 regans@michigan.gov	DTMB

**CONTRACT SUMMARY**

HUMAN CENTERED DESIGN (HCD) FOR COMPREHENSIVE CHILD WELFARE INFORMATION SYSTEM (CCWIS)

INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE
May 1, 2021	April 30, 2022	4 - 1 Year	April 30, 2023

PAYMENT TERMS	DELIVERY TIMEFRAME
NET 45	

ALTERNATE PAYMENT OPTIONS	EXTENDED PURCHASING
<input type="checkbox"/> P-Card <input type="checkbox"/> PRC <input type="checkbox"/> Other	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

**MINIMUM DELIVERY REQUIREMENTS**

**DESCRIPTION OF CHANGE NOTICE**

OPTION	LENGTH OF OPTION	EXTENSION	LENGTH OF EXTENSION	REVISED EXP. DATE
<input checked="" type="checkbox"/>		<input type="checkbox"/>		April 30, 2024
CURRENT VALUE	VALUE OF CHANGE NOTICE	ESTIMATED AGGREGATE CONTRACT VALUE		
\$3,290,000.00	\$2,780,000.00	\$6,070,000.00		

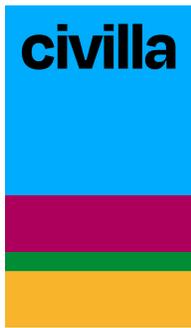
**DESCRIPTION**

Effective January 1, 2023, the attached Michigan Department of Health and Human Services (MDHHS) Statement of Work (SOW) and associated pricing has been added and \$2,780,000.00 has been added for MDHHS use. This Contract is also exercising the first option year. The revised expiration date is 4/30/2024.

All other terms, conditions, specifications, and pricing remain the same. Per Contractor and Agency agreement, DTMB Central Procurement Services approval, and State Administrative Board approval on January 17, 2023.

**Program Managers  
for  
Multi-Agency and Statewide Contracts**

<b>AGENCY</b>	<b>NAME</b>	<b>PHONE</b>	<b>EMAIL</b>
DTMB	Judy Odett	517-241-5187	Odettj@Michigan.gov
DHHS	Beth Cooley	517-243-1328	cooleyb@michigan.gov



# **comprehensive child welfare system FY23**

Human-centered design + Business process  
redesign

Civilla + MDHHS/DTMB + Change and Innovation  
October 13, 2022

## overview

The Michigan Department of Health and Human Services (MDHHS) operates Michigan's Child Welfare System. Currently, the technology infrastructure that supports child welfare – the Michigan Statewide Automated Child Welfare Information System (MiSACWIS) – has been described as past “end of life”. MDHHS and the Michigan Department of Technology, Management and Budget (DTMB) are working to modularly replace MiSACWIS using an iterative process. The purpose of this scope is to support MDHHS/DTMB in designing and implementing CCWIS (Comprehensive Child Welfare Information System) to meet the needs of end users.

## areas of focus

Through this scope of work, Civilla will support CCWIS development through:

- **Security + Administration, Case Management, Placement + Court:** Civilla will partner with MDHHS/DTMB to conduct human-centered discovery research. This research will establish a strong foundation for the Security + Administration, Case Management, Placement + Court modules.

Success will contribute to supporting Michigan's children, youth and families – ensuring their safety, permanency and well-being.

*Civilla will sub-contract Change In Innovation (CIA) to conduct business process redesign work. A detailed overview of CIA's scope and approach for business process redesign is included in the **Appendix** of this proposal.*

## approach

Civilla's project plan includes two phases of work: discovery research and wrap-up.

1. **Discovery Research:** To build a strong foundation for Security + Administration, Case Management, and Placement + Courts, Civilla will conduct Discovery Research. This research will focus on understanding the primary needs of end users and will inform HCD requirements for design and development work.
2. **Wrap-up:** In the wrap-up phase, Civilla will document the HCD learnings from Security + Administration, Case Management, and Placement + Courts (discovery research). This documentation will share HCD insights that enable

the CCWIS team to build on learnings in future modules and prepare to onboard the DDI vendor.

## activities

### All modules

<p><b>Project Management</b></p>	<p>Participate in planning sessions with MDHHS/DTMB and C!A.</p> <p>These meetings will 1) confirm the project strategy and work plan 2) establish clear roles and responsibilities for Civilla 3) finalize the sequencing for Civilla’s research.</p> <p>Civilla will also meet with MDHHS/DTMB and C!A at regularly-scheduled intervals to provide an overview of the project status, lift up critical successes and roadblocks, add/re-prioritize development activities based on user needs, and ensure close communication with project stakeholders.</p>
<p><b>Defining our Audience</b></p>	<p>Identify the spectrum of people who will need to be engaged in research.</p> <p>Identify points of contact and articulate our audience’s needs, contexts, and history to inform early research questions.</p>
<p><b>Recruiting</b></p>	<p>Finalize a strategy for selecting, recruiting, and engaging user research participants.</p> <p>Civilla will source and recruit participants and coordinate the day-of</p>

	<p>details. MDHHS will provide support for recruiting by providing Civilla with points of contact for relevant stakeholders.</p>
--	--

**Security + Administration, Case Management, Placement + Court**

<p><b>Baseline Data Evaluation</b></p>	<p>Civilla will review existing documentation and baseline data to observe how the process is currently working, generate informed research questions, and ensure our efforts are focused on high-value improvements.</p>
<p><b>Policy, Technology, and Business Process Review</b></p>	<p>Civilla will review the set of policy, technology, and business process requirements related to Security + Administration, Case Management, Placement + Court within the state of Michigan.</p>
<p><b>Leadership + SME Interviews</b></p>	<p>Civilla will conduct interviews with leadership and subject-matter experts (SMEs). This research will provide a systems-level view of the project area. It will provide the team with insights into relevant history, opportunities, challenges, and constraints. It will also be used to generate insights related to technical capabilities, policy requirements, etc.</p>
<p><b>HCD Discovery Research</b></p>	<p>Civilla will engage in 5 months of research on Security + Administration, 12 months on Case Management and 12 months on Placement + Courts. This research will focus on identifying the</p>

	<p>primary needs of end users and will inform HCD requirements for development.</p> <p>During discovery research, Civilla will conduct interviews with end users and stakeholders. User interviews will be conducted one-on-one (1:1), ranging from 60-90 minutes long. They will focus on developing a thorough understanding of the experiences of end users as well as their needs and pain points.</p> <p>Based on learnings from Discovery Research, Civilla will work with MDHHS/DTMB and C!A to identify the highest priorities for improvements to business process and technology.</p>
<p><b>User Experience Mapping + Opportunity Area Analysis</b></p>	<p>Civilla will develop an illustrated user experience map and work with MDHHS/DTMB to identify opportunity areas that can streamline the process for Case Management and Placement + Courts.</p> <p>This blueprint will help the team understand the user experience, including how the service works, the high-level touchpoints, and the biggest opportunities for improvement.</p>
<p><b>Downloading</b></p>	<p>Civilla will download learnings to make sense of information gathered during user research.</p> <p>Downloading will focus on documenting data, ideas, and stories from</p>

	<p>research—with the goal of externalizing our individual learnings and sharing them among the team.</p>
<p><b>Synthesis</b></p>	<p>Civilla will synthesize learnings by identifying patterns and themes in the data.</p> <p>Synthesis will focus on identifying user needs and surfacing actionable recommendations that are rooted in the needs of end users.</p>
<p><b>Ideation</b></p>	<p>Civilla will generate a wide set of ideas to address user needs, before assessing and selecting the solutions that have the greatest potential for impact.</p> <p>Civilla will bring MDHHS/DTMB and CIA into the ideation process—so that idea generation occurs not only within our design team but also alongside our partners.</p>
<p><b>Recommendations</b></p>	<p>Civilla will identify opportunities for design that are backed by research findings.</p> <p>Recommendations will focus on opportunities for development that have the greatest impact.</p>
<p><b>Proofs of Concept</b></p>	<p>Civilla will create proofs of concept to visually communicate solution ideas to MDHHS/DTMB, CIA, and the DDI vendor. These proofs of concept will demonstrate how solutions look, work,</p>

	and feel. They'll be used to guide development.
<b>Design Reviews</b>	<p>Civilla will host Design Reviews for MDHHS/DTMB leadership and CIA at key junctures.</p> <p>The purpose of these reviews will be to share insights and outcomes from user research. These sessions will build alignment around critical issues impacting the design of CCWIS and highlight the implications for product development and the business more widely.</p>

## deliverables

### All Modules

- Planning Sessions**

Civilla will participate in a series of Planning Sessions with MDHHS/DTMB and CIA. These meetings will establish clear roles and responsibilities for Civilla and maintain a close connection between Civilla's HCD work and CIA's business process redesign work for the CCWIS Security + Administration, Case Management, Placement + Court modules.
- Civilla Project Plan**

Civilla will partner with MDHHS/DTMB to contribute to the existing Project Plan and ensure user research and testing is effectively leveraged in the development of CCWIS. This component of the Project Plan will feature a schedule for Civilla's HCD work that demonstrates where all deliverables, milestones, key meetings, and task dependencies fit within the larger timeline.

### Security + Administration, Case Management, Placement + Court

- User Research Plan**

Civilla will create a User Research Plan for Security + Administration, Case Management, Placement + Courts. This plan will include the selection of qualitative and quantitative user research methods, the development of

interview guides, and a strategy for selecting, recruiting, and engaging user participants.

- **HCD Journey Map, User Needs, and Recommendations**

Civilla will deliver documentation that shares primary findings from discovery research. This will include a journey map, user needs, and opportunity areas. Recommendations will provide a set of concrete solutions for how to streamline Security + Administration features and the Case Management, Placement + Courts process for end users. It will summarize the learnings and outcomes from HCD research and create a shared understanding across MDHHS/DTMB, C!A, the DDI vendor, and other stakeholders.

- **Proofs of Concept**

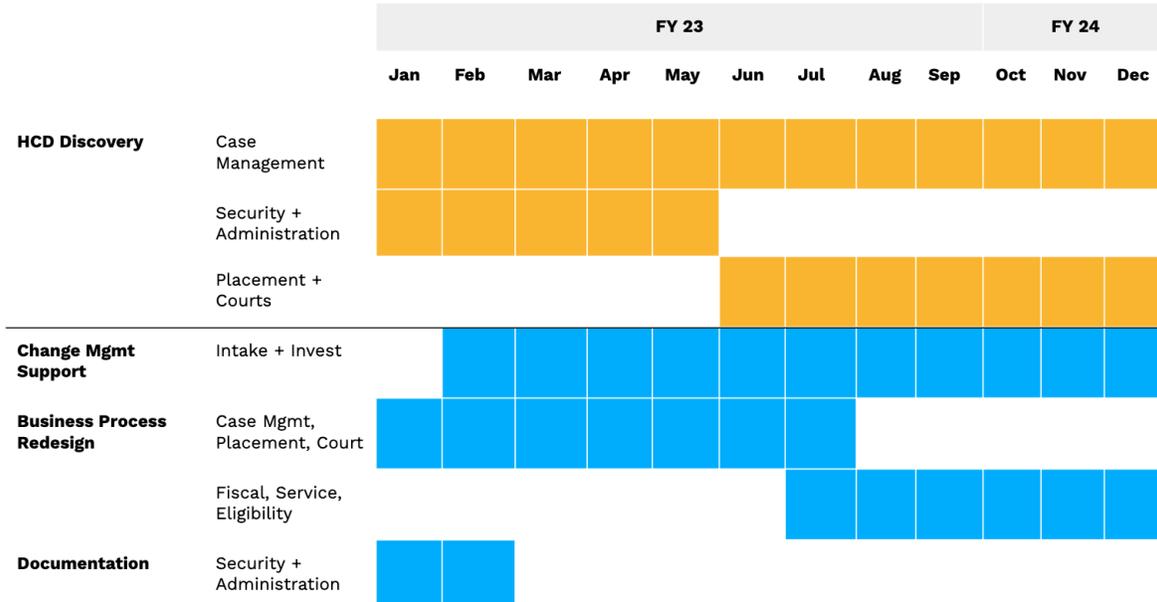
Civilla will develop proofs of concept based on MDHHS/DTMB's priorities. Proofs of concept will demonstrate how solutions look, work, and feel. They'll be used to visually communicate solution ideas to MDHHS/DTMB, C!A, and the DDI vendor and help guide development.

- **Design Reviews**

Civilla will host Design Reviews for MDHHS/DTMB leadership at key junctures. The purpose of these meetings will be to share insights and outcomes from discovery research. These sessions will build alignment around critical issues impacting Security + Administration, Case Management, Placement + Courts, and highlight implications for CCWIS development.

## preliminary high-level project plan

The following schedule will be refined during the planning phase. It will be adapted over the life of the project in collaboration with MDHHS/DTMB and CIA.



Civilla’s HCD work is visualized in yellow. CIA’s business process redesign work is visualized in blue

- The Case Management discovery research will extend into Fiscal Year 2024, with an estimated completion in December 2024
- The Placement + Courts discovery research will extend into Fiscal Year 2024, with an estimated completion in May 2024
- The Fiscal, Eligibility and Service Provision discovery research is expected to take place in Fiscal Year 2024

## team + cost

### Civilla

Civilla will bill monthly based on the roles and rate table provided in the current contract, using the following “not-to-exceed” estimates:

- **Security + Administration - Discovery Research: \$365,000**

- **FY23 Case Management - Discovery Research:** \$672,000 (*research to be funded and completed in FY 24*)
- **FY23 Placement + Courts - Discovery Research:** \$298,000 (*research to be funded and completed in FY 24*)

The following are Civilla roles, team members, and approximate hours for the scope defined above. See **Attachment 5 - Staffing Requirements and Resumes** from the original proposal for summaries and chronological resumes of each staff member.

<b>Role</b>	<b>Names</b>	<b>Estimated Hrs</b>
<b>Case Management</b>		
Partner	Michael Brennan, Lena Selzer, Florence Noël	288
Engagement Manager	Rachael Carson	720
Specialist	Rachel Rosenbaum, Ben Winter, Kari Larson	1152
Associate	Vidisha Agarwalla, Scott Everett	1152
Administration	Sonya Robinson	288
<i>Total</i>		3600
<b>Security + Administration</b>		
Partner	Michael Brennan, Lena Selzer, Florence Noël	160
Engagement Manager	Rachael Carson	400
Specialist	Rachel Rosenbaum, Ben Winter, Kari Larson	640
Associate	Vidisha Agarwalla, Scott Everett	720
Administration	Sonya Robinson	200
<i>Total</i>		2120
<b>Court + Placement</b>		
Partner	Michael Brennan, Lena Selzer, Florence Noël	128
Engagement Manager	Rachael Carson	320
Specialist	Rachel Rosenbaum, Ben Winter, Kari Larson	512
Associate	Vidisha Agarwalla, Scott Everett	512
Administration	Sonya Robinson	320
<i>Total</i>		1752

## **Change and Innovation Agency**

*Civilla will sub-contract C!A to conduct the business process redesign work for Intake and Investigation. A detailed overview of C!A's cost, team, and estimated hours is included in the **Appendix** of this proposal.*

# **appendix**

## **C!A**

### **Michigan DHHS CCWIS Project Child Welfare Process Improvement Efforts – Phase 2**

#### **1.0 Introduction**

The Michigan Department of Health and Human Services (MDHHS) has contracted with Civilla to complete Human Centered Design (HCD) activities in support of their overall CCWIS project. C!A was contracted to complete process improvement and process documentation efforts for the Intake and Investigation Modules, and this SOW documents the next phase of work.

This document describes the scope, approach, staffing and nominal schedule to complete process design for select modules for MDHHS, and to support change management efforts for process improvement and stabilization.

#### **2.0 Intake and Investigation BPR DDI Support**

No Design, Development or Implementation vendor support is included in this SOW.

#### **3.0 Change Management and Implementation Efforts**

No process change or implementation efforts are included in this SOW.

## **4.0 Case Management, Court, and Placement Module BPR Efforts**

This section describes the activities to complete the business process redesign (BPR) efforts for these related CCWIS modules. The approach is the same as the approach used for the Intake and Investigation Modules work.

### **4.1 Assessment – Capacity Baseline**

To orient our team to the existing operations of MDHHS we conduct an assessment to determine the capacity baseline of the pipelines of work. For this effort we focus on the Case Management work after Investigation, including engagement with the courts and managing placements. This should take approximately 6-8 weeks depending on the availability of staff and data. This includes both virtual and in-person meetings, and we seek to engage a variety of scale and geographic locations to get a better understanding of the operations. This effort can be coordinated with Civilla research to minimize duplication of efforts.

#### **Tasks**

1. Leadership In-brief – Meeting with leadership as appropriate to discuss current situation, available data, challenges, prior actions, and objectives for the redesign effort.
2. Staff and Supervisory Discussions – As needed, meet with groups of supervisors or managers prior to redesign to ensure understanding of the current state to identify any key issues or challenges that the redesign team should be prepared to address.
3. Data Evaluation – An analysis of current data, trends and metrics to evaluate current capacity and potential opportunities for improvement. CIA will request specific data, fully understanding that not all the data requested may be available, or regularly collected. Any data gaps will be addressed in the redesign team meetings.
4. Project Schedule – Following the assessment, a project schedule is confirmed for the process redesign teams and the pre-implementation tasks that are expected to follow, this is reviewed and updated periodically as other project decisions are finalized.

#### **Deliverables:**

4.1.1 Baseline Completion – Following the assessment baselining effort, a report is delivered including key observations and compilation of information gathered. Briefings are also included for executives or other key staff to confirm we interpreted the inputs correctly and to clarify any observations.

### **4.2 As-Is Process Documentation**

Prior to redesign activities, a set of as-is process documentation is created. The as-is documentation consists of the key process steps for these modules. The flows indicate who completes a business process, interfaces with other organization units or systems, and the outputs of the process step. The

focus is on the pathways of work through the agency through to the various decisions in case management. What is important for these flows is that they contain each key step of the work, provide a process step for each work product and that they account for the work relatively independently of any automation solution. The process flows are at a similar level of detail as those completed for Intake and Investigation. They do not replicate every practice step but provide a logical landing spot for each required action. We conduct process discovery meetings to confirm the flows with the business owners for each area.

Deliverables:

4.2.1 As-Is Process Flows – Process flows in an agreed upon process flow format, developed and reviewed in a series of Process Discovery Meetings.

### **4.3 Process Redesign**

Conduct process redesign efforts for the major case management related functions of MDHHS. These redesign efforts are completed with multi-disciplinary teams of staff, supervisors, and Sr. Managers. Team size is generally 8-12 staff, working to get a variety of perspectives into the team. Each team takes 4-6 weeks to complete. The teams meet both in person and virtually to work through our process redesign methodology.

There are three (3) redesign efforts in scope for this effort.

1. Case Management
  - a. In-Home
  - b. Out-of-Home
2. Placement
3. Courts

Based on prior efforts, we plan to cover the core processes in three teams:

1. In-Home Case Management
2. Out-of Home Case Management, including Placement
3. Courts

#### **Tasks**

1. Radical Process Improvement Training Workshop – Training session for redesign team members that introduces the concepts of radical improvement through explanation, examples and engaging discussions to help prepare them for the process redesign efforts. The workshop is one day in duration. More than one team can attend if they are operating in parallel. One training is included, if we determine we need an additional training to cover additional team members, we provide that training so that staff are prepared for redesign work.
2. Chartering – For each redesign team a single sponsor is identified by MDHHS to provide leadership for the redesign effort, establish improvement team goals, and choose team

members. Generally, this is the deputy director over the system being worked on and should be the primary person responsible for approving team recommendations and assuring implementation in that area. The sponsor is encouraged to engage with their management team to review and reflect on the redesign changes. CIA will develop a charter for each redesign team that describes the current conditions, the desired outcomes of the redesign effort, and any constraints to be placed on the team due to the current conditions.

3. Redesign Teams – Teams are formed for each area consisting of approximately 8-12 individuals that best understand the current operations and are generally inclined to find improvements. Having staff at various levels of the organization and that work in each functional area of the system is critical. We also look to include some representation of the consumers of the work. Each team meets 2 to three times over a period of 4-6 weeks in three-day sessions to complete a structured review of the current and future state and to reach consensus on a to-be business model. Throughout these discussions, emphasis to identify potential IT opportunities will be documented as recommendations that capture the concept and provides a high-level approach on how it can be implemented. This schedule is adjusted based on availability of the staff and the pace of the work. For supporting processes included in the module a workshop approach may be used to capture process, improvements and needs. The number of workshops to be conducted will be determined in consultation with the project management team.
4. Business Redesign Reports – At the conclusion of the redesign effort, a final report and presentation is documented. It contains the findings of the redesign, including specific process, technology, and organizational changes to improve capacity and outcomes. These recommendations are bucketed into separate categories for evaluation and approvals. This includes the FTE needs and forecasts and impacts to the Organization structure.
5. Sponsor Approval – Each sponsor works with our team to approve the redesign report and the specific recommendations.
6. Refine and Document – As sponsors approve changes in the Redesign Reports, there are often additional design refinements and policy and practice impact evaluations to take concept to an implementable change. This may include report design, or form/element redesign. This effort is completed in collaboration with the Human Centered Design team to help weave in the capacity improvements with the experience design. The refined designs, and the formalized process design documentation are the results of this effort.

#### Deliverables:

4.3.1 RPI Workshop – Conduct of one workshop per team.

4.3.2 Team Charters – Completion of the charter documentation for each area.

4.3.3 Business Redesign Reports – Delivery of the redesign reports. The report includes a summary, findings, methodology, to-be model and benefits, and a description of all approved changes.

## **4.4 To-Be Process Documentation**

After approval of the to-be design, the process flows are updated to reflect the changes. These changes are annotated on the process flows so that the team recognizes that there is a change of note that should be accounted for in the CCWIS. In addition, business user stories are developed for the key process steps to communicate the design decisions and to tie the process steps to the related policy and practice areas to improve traceability.

Deliverables:

4.4.1 To-Be Process Flows – Updated process flows reflecting approved design.

4.4.2 Business User Stories – Documented business user stories in Word and/or Excel that reflect the actors, requested action and process notes that provide context for the important process elements for consideration by the DDI vendor. The improvement ideas are mapped to the business user stories for clarity and completeness. The stories will be organized by a numbering system related to each epic. The sum of the business user stories will define the business needs for each module as a product.

## **5.0 Fiscal, Service Provision, Eligibility BPR Efforts**

This section describes the activities to complete the BPR efforts for these related CCWIS modules. The approach is the same as that taken for the Intake and Investigation Modules.

### **5.1 Assessment – Capacity Baseline**

To orient our team to the existing operations of MDHHS we conduct an assessment to determine the capacity baseline of the pipelines of work. For this effort we focus on the Case Management work after Investigation, including engagement with the courts and managing placements. This should take approximately 6-8 weeks depending on the availability of staff and data. This includes both virtual and in-person meetings, and we seek to engage a variety of scale and geographic locations to get a better understanding of the operations. This effort can be coordinated with Civilla research to minimize duplication of efforts.

#### **Tasks**

1. Leadership In-brief – Meeting with leadership as appropriate to discuss current situation, available data, challenges, prior actions, and objectives for the redesign effort.
2. Staff and Supervisory Discussions – As needed, meet with groups of supervisors or managers prior to redesign to ensure understanding of the current state to identify any key issues or challenges that the redesign team should be prepared to address.
3. Data Evaluation – An analysis of current data, trends and metrics to evaluate current capacity and potential opportunities for improvement. CIA will request specific data, fully understanding

that not all the data requested may be available, or regularly collected. Any data gaps will be addressed in the redesign team meetings.

4. Project Schedule – Following the assessment, a project schedule is confirmed for the process redesign teams and the pre-implementation tasks that are expected to follow, this is reviewed and updated periodically as other project decisions are finalized.

Deliverables:

5.1.1 Baseline Completion – Following the assessment baselining effort, a report is delivered including key observations and compilation of information gathered. Briefings are also included for executives or other key staff to confirm we interpreted the inputs correctly and to clarify any observations.

## **5.2 As-Is Process Documentation**

Prior to redesign activities, a set of as-is process documentation is created. The as-is documentation consists of the key process steps for these modules. The flows indicate who completes a business process, interfaces with other organization units or systems, and the outputs of the process step. The focus is on the pathways of work through the agency through to the various decisions in case management. What is important for these flows is that they contain each key step of the work, provide a process step for each work product and that they account for the work relatively independently of any automation solution. The process flows are at a similar level of detail as those completed for Intake and Investigation. They do not replicate every practice step but provide a logical landing spot for each required action. We conduct process discovery meetings to confirm the flows with the business owners for each area.

Deliverables:

5.2.1 As-Is Process Flows – Process flows in an agreed upon process flow format, developed and reviewed in a series of Process Discovery Meetings.

## **5.3 Process Redesign**

Conduct process redesign efforts for the major case management related functions of MDHHS. These redesign efforts are completed with multi-disciplinary teams of staff, supervisors, and Sr. Managers. Team size is generally 8-12 staff, working to get a variety of perspectives into the team. Each team takes 4-6 weeks to complete. The teams meet both in person and virtually to work through our process redesign methodology.

There are three (3) redesign efforts in scope for this effort.

1. Fiscal
2. Service Provision
3. Eligibility

These will be run as two primary teams:

1. Fiscal and Eligibility
2. Service Provision

#### Tasks

7. Radical Process Improvement Training Workshop – Training session for redesign team members that introduces the concepts of radical improvement through explanation, examples and engaging discussions to help prepare them for the process redesign efforts. The workshop is one day in duration. More than one team can attend if they are operating in parallel. One training is included, if we determine we need an additional training to cover additional team members, we provide that training so that staff are prepared for redesign work.
8. Chartering – For each redesign team the sponsors will be the deputy director for the business area and the director of CCWIS, to provide leadership for the redesign effort, establish improvement team goals, and choose team members. They will be responsible for approving team recommendations and assuring implementation approaches for that area. The sponsor is encouraged to engage with their management team to review and reflect on the redesign changes. CIA will develop a charter for each redesign team that describes the current conditions, the desired outcomes of the redesign effort, and any constraints to be placed on the team due to the current conditions.
9. Redesign Teams – Teams are formed for each area consisting of approximately 8-12 individuals that best understand the current operations and are generally inclined to find improvements. Having staff at various levels of the organization and that work in each functional area of the system is critical. We also look to include some representation of the consumers of the work. Each team meets 2 to three times over a period of 4-6 weeks in three-day sessions to complete a structured review of the current and future state and to reach consensus on a to-be business model. Throughout these discussions, emphasis to identify potential IT opportunities will be documented as recommendations that capture the concept and provides a high-level approach on how it can be implemented. This schedule is adjusted based on availability of the staff and the pace of the work. For supporting processes included in the module a workshop approach may be used to capture process, improvements and needs. The number of workshops to be conducted will be determined in consultation with the project management team. The teams will focus on changes that can be made in or along with the implementation of the CCWIS IT tool.
10. Business Redesign Reports – At the conclusion of the redesign effort, a final report and presentation is documented. It contains the findings of the redesign, including specific process, technology, and organizational changes to improve capacity and outcomes. These recommendations are bucketed into separate categories for evaluation and approvals. This includes the FTE needs and forecasts and impacts to the Organization structure.
11. Sponsor Approval – Each sponsor works with our team to approve the redesign report and the specific recommendations.

12. Refine and Document – As sponsors approve changes in the Redesign Reports, there are often additional design refinements and policy and practice impact evaluations to take concept to an implementable change. This may include report design, or form/element redesign. This effort is completed in collaboration with the Human Centered Design team to help weave in the capacity improvements with the experience design. The refined designs, and the formalized process design documentation are the results of this effort.

Deliverables:

5.3.1 RPI Workshop – Conduct of one workshop per set of teams.

5.3.2 Team Charters – Completion of the charter documentation for each area.

5.3.3 Business Redesign Reports – Delivery of the redesign reports. The report includes a summary, findings, methodology, to-be model and benefits, and a description of all approved changes.

## **5.4 To-Be Process Documentation**

After approval of the to-be design, the process flows are updated to reflect the changes. These changes are annotated on the process flows so that the team recognizes that there is a change of note that should be accounted for in the CCWIS. In addition, business user stories are developed for the key process steps to communicate the design decisions and to tie the process steps to the related policy and practice areas to improve traceability.

Deliverables:

5.4.1 To-Be Process Flows – Updated process flows reflecting approved design.

5.4.2 Business User Stories – Documented business user stories in Word and/or Excel that reflect the actors, requested action and process notes that provide context for the important process elements for consideration by the DDI vendor. The improvement ideas are mapped to the business user stories for clarity and completeness. The stories will be organized by a numbering system related to each epic. The sum of the business user stories will define the business needs for each module as a product.

## **6.0 Security and Administration Module and Vision Documentation**

The Security and Administration Module forms the core of the new CCWIS solution. The features and functions are common and used across the solution. While no business process redesign is required for this module, the scope definition, HCD work, and process and business user story documentation is required. For this effort, the team facilitates meetings to confirm scope, documents core process flows/features and documents the business user stories, linking them with applicable policies or other artifacts and reviews them with the core team. To support the Security and Administration module, CIA will work with Civilla and DHHS to document an overall set of design concepts and standards that should guide the capabilities of the CCWIS.

There are some aspects of the Security and Administration module that are purely technical in nature. For these areas we rely on the MDHHS/CCWIS project team for the required details and incorporate them in the documentation, as appropriate.

#### Deliverables:

6.1 Security and Administration Module To-be Process and Feature Documentation – Process flows and/or feature lists for the Foundation Module.

6.2 Security and Administration Module Business User Stories - The Business User stories for the foundation module including links to policy or other artifacts to clarify required acceptance criteria. Documented business user stories in Word and/or Excel that reflect the actors, requested action and process notes that provide context for the important process elements for consideration by the DDI vendor. The improvement ideas are mapped to the business user stories for clarity and completeness. The stories will be organized by a numbering system related to each epic. The sum of the business user stories will define the business needs for each module as a product.

6.3 CCWIS Vision and Guiding Principles Documentation – Support the development of a set of guiding principles that can be applied for long-term consistency and decision-making when implementing the multi-phased, multi-year CCWIS systems implementation. Guiding principles are developed to provide details that further define the important values that needs to be considered for CCWIS to achieve its overall vision. Work with all members of the MDHHS/CCWIS project team to facilitate the establishment of the guiding principles for CCWIS (overall project) and for each module that can help create cohesion between the modules being implemented and provides a set of standards that can be used for consistent decision-making. Guiding principles shall be documented separately but leveraged throughout the rest of the documentation as applicable. Precise format to be determined during this effort.

## 7.0 Roles and Responsibilities

The following are the roles and responsibilities for the execution of this Statement of Work.

#### Change and Innovation Agency:

- Project Manager – Serves as the project manager for the project, responsible for managing the tasks and reporting status. In addition, participates in and supports all SOW tasks as appropriate.
- Practice Lead – Supports project management and helps align process vision with practice considerations and brings a national perspective to the project.
- Performance Improvement Lead - Leads the team chartering, training and the the process redesign efforts. Conducts the workshops and leads and/or coordinates with other Change Agents to complete the redesign reports.
- Change Agents – Provide change agent support to the team. This includes redesign team support, documentation and analysis and task support to meet the needs of the project.

- Business Analysts – Responsible for documentation of formalized process flows and business user stories, working in conjunction with the Change Agents and Performance Improvement Lead.

**MDHHS:**

- Leadership – Availability for meetings and to review key decisions and activities to monitor the completion of the work.
- Sponsors – For each change team, a sponsor should be identified who is responsible for approval and implementation of the redesigned processes.
- Project Management – We recommend and request a point of contact to help us manage the SOW, to support logistics, coordinate efficient deliverable review and to maintain pace of the project.
- Redesign Team Members – Make teams of 8-12 staff available for the redesign teams on a part-time basis.
- Implementation Support – Staff assigned to support the change management, training and monitoring efforts.
- Operations Support – Management staff that are empowered to monitor the adoption of the redesigned business processes. May include report development to help provide visibility of process changes (either separately or in conjunction with the new CCWIS).

**Civilla:**

- Oversee and manage the CIA efforts.
- Coordinate HCD activities with Process redesign efforts.
- Support coordination activities with the MDHHS team.

## 8.0 Schedule

The following is the expected project schedule timeline for the identified activities. The schedule is refined during the assessment phase of the project.

Activity	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Organizational Change Management Support												
Case Management, Court/Placement BPR												
Fiscal, Service Provision, Eligibility BPR												
Foundation Module Documentation												

## 9.0 Cost

The table below includes the fixed and variable costs of each phase of work. The payment schedule follows the key deliverables in the SOW as shown in the table below.

Each deliverable is approved by the project sponsor and provides an opportunity to evaluate the quality of the work.

<b>4.0 Case Management, Courts and Placement BPR</b>				
<b>Activity</b>	<b>Deliverable</b>	<b>Quantity</b>	<b>Unit Price</b>	<b>Extended Price</b>
Assessment - Capacity Baseline				
	4.1.1 Baseline Completion	1	\$ 50,000	\$ 50,000
As-Is Process Documentation				
	4.2.1 As-Is Process flows	1	\$ 110,000	\$ 110,000
Case Management and Placement Redesign				
	4.3.1 Case Management RPI Workshop	1	\$ 20,000	\$ 20,000
	4.3.2 Case Management Team Charter	1	\$ 25,000	\$ 25,000
	4.3.3 Case Management BPR Report	1	\$ 140,000	\$ 140,000
Court Redesign				
	4.3.1 Court RPI Workshop	1	\$ 20,000	\$ 20,000
	4.3.2 Court Team Charter	1	\$ 25,000	\$ 25,000
	4.3.3 Court Business Process Redesign Report	1	\$ 110,000	\$ 110,000
To-Be Process Documentation				
	4.4.1 To-Be Process Flows	1	\$ 50,000	\$ 50,000
	4.4.2 Business User Stories	1	\$ 150,000	\$ 150,000
	Activity Sub-Total			<b>\$ 700,000</b>
<b>5.0 Fiscal, Eligibility and Services BPR</b>				
<b>Activity</b>	<b>Deliverable</b>	<b>Quantity</b>	<b>Unit Price</b>	<b>Extended Price</b>
Assessment - Capacity Baseline				
	5.1.1 Baseline Completion	1	\$ 50,000	\$ 50,000
As-Is Process Documentation				
	5.2.1 As-Is Process flows	1	\$ 90,000	\$ 90,000
Fiscal and Eligibility Redesign				
	5.3.1 Fiscal and Eligibility RPI Workshop	1	\$ 20,000	\$ 20,000
	5.3.2 Fiscal and Eligibility Team Charter	1	\$ 25,000	\$ 25,000
	5.3.3 Fiscal and Eligibility BPR Report	1	\$ 140,000	\$ 140,000

Services Redesign				
5.3.1 Services RPI Workshop		1	\$ 20,000	\$ 20,000
5.3.2 Services Team Charter		1	\$ 25,000	\$ 25,000
5.3.3 Services BPR Report		1	\$ 110,000	\$ 110,000
To-Be Process Documentation				
5.4.1 To-Be Process Flows		1	\$ 50,000	\$ 50,000
5.4.2 Business User Stories		1	\$ 110,000	\$ 110,000
Activity Sub-Total				\$ 640,000
<b>6.0 Foundation Module Documentation</b>				
<b>Activity</b>	<b>Deliverable</b>	<b>Quantity</b>	<b>Unit Price</b>	<b>Extended Price</b>
Define and Document				
6.1 Foundation Module To-Be Processes		1	\$ 25,000	\$ 25,000
6.2 Foundation Module Business User Stories		1	\$ 55,000	\$ 55,000
6.3 CCWIS Vision Documentation		1	\$ 25,000	\$ 25,000
Activity Sub-Total				\$ 105,000
<b>Total Price</b>				<b>\$ 1,445,000</b>

**Staffing:**

The following are the team members and approximate team hours for the scope defined above.

Role	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Hours
Project Manager	80	80	80	80	80	80	40	40	40	40	40	40	720
CW Practice Lead	80	80	40	40	40	40	40	32	32	32	32	32	520
Performance Improvement Lead	120	120	120	120	120	120	120	120	32	32	32	32	1088
Business Process Analyst		120	120	120	120	120	120	120	120	120	120	120	1320
Change Agent		120	120	120	120	120	40	40	40	40			760
Change Agent					120	120	160	120	120	40	40		720

Role	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Hours
Change Agent	160	160	160	160	160	160	160	160	160	160	160	160	1920
<b>Totals</b>	<b>440</b>	<b>680</b>	<b>640</b>	<b>640</b>	<b>760</b>	<b>760</b>	<b>680</b>	<b>632</b>	<b>544</b>	<b>464</b>	<b>424</b>	<b>384</b>	<b>7048</b>

Scope Assumptions:

1. Work is completed both virtually and in-person. Budget is included for in-person leadership briefings, running change teams, and at key project milestones as situation permits.
2. Deliverables will be reviewed and either approved or revised within 10 business days of submission. If agreement isn't reached in that time, the open issues are escalated to the leadership for resolution.

## 10.0 Addendum- Documentation Deliverable Examples

As-Is Process Documentation	Proposed Module Scope	 Intake.Investigation .ModuleScope.xlsx
As-Is Process Documentation	As-Is Process Flow	 001_Complaint Processing.pdf
To-Be Process Documentation	To-Be Process Flow	 001_ComplaintProc essing.Markup.pdf
To-Be Process Documentation	Business User Stories	See below  Note- Additional documentation developed by the State or other vendors may be attached to business user stories to provide added clarification

<b>User Story</b>		Receive MORS Complaint			<i>M02-E001-01-S001</i>
<b>Module</b>	Intake	<b>Epic</b>	Complaint Processing	<b>Feature</b>	Send eMail / Fax / Portal
<b>As A(n)...</b>			<b>Acceptance Criteria</b>		
Intake Supervisor			Given: A Mandated Reporter reports a new CPS Complaint using the MORS system When: The Mandated Reporter submits their Complaint Then: The data captured by MORS is synced with CCWIS resulting in the creation of an associated Complaint in CCWIS in New status		
<b>I Want...</b>					
Complaints captured in the MORS portal to be synced with CCWIS					
<b>So That...</b>					
Complaints are processed timely					
<b>User Story</b>		Assign New Complaint to Specialist			<i>M02-E001-04-S001</i>
<b>Module</b>	Intake	<b>Epic</b>	Complaint Processing	<b>Feature</b>	Assign Intake Specialist
<b>As A(n)...</b>			<b>Acceptance Criteria</b>		
Intake Supervisor			Given: A Complaint has been created based on a MORS report When: The Intake Supervisor accesses a list of New Complaints or accesses a specific New Complaint Then: The Intake Supervisor is able to view and select an Intake Worker from a list of Intake Workers available for assignment		
<b>I Want...</b>					
To be able to assign a Complaint to an Intake Specialist					
<b>So That...</b>					
Intake Specialist responsibility is documented and the Intake Specialist can begin processing the Complaint					



**STATE OF MICHIGAN**  
**CENTRAL PROCUREMENT SERVICES**  
 Department of Technology, Management, and Budget  
 525 W. ALLEGAN ST., LANSING, MICHIGAN 48913  
 P.O. BOX 30026 LANSING, MICHIGAN 48909

**CONTRACT CHANGE NOTICE**

Change Notice Number **3**  
 to  
 Contract Number **21000000883**

<b>CONTRACTOR</b>	HUMANS FIRST DETROIT, DBA CIVILLA
	440 Burroughs St. Suite 200
	Detroit, MI 48202
	Michael Brennan
	313-449-1878
	michael@civilla.org
	CV0058129

<b>STATE</b>	Program Manager	Various	DTMB
	Contract Administrator	Courtney Powell (517) 249-0452 powellc11@michigan.gov	DTMB

**CONTRACT SUMMARY**

HUMAN CENTERED DESIGN (HCD) FOR COMPREHENSIVE CHILD WELFARE INFORMATION SYSTEM (CCWIS)

INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE
May 1, 2021	April 30, 2022	4 - 1 Year	April 30, 2023
PAYMENT TERMS		DELIVERY TIMEFRAME	
NET 45		N/A	
ALTERNATE PAYMENT OPTIONS			EXTENDED PURCHASING
<input type="checkbox"/> P-Card <input type="checkbox"/> PRC <input type="checkbox"/> Other			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

**MINIMUM DELIVERY REQUIREMENTS**

N/A

**DESCRIPTION OF CHANGE NOTICE**

OPTION	LENGTH OF OPTION	EXTENSION	LENGTH OF EXTENSION	REVISED EXP. DATE
<input type="checkbox"/>	N/A	<input type="checkbox"/>	N/A	N/A
CURRENT VALUE	VALUE OF CHANGE NOTICE	ESTIMATED AGGREGATE CONTRACT VALUE		
\$2,425,000.00	\$865,000.00	\$3,290,000.00		

**DESCRIPTION**

Effective April 13, 2022, the attached Michigan Department of Labor and Economic Opportunity (LEO) Statement of Work (SOW) and associated pricing has been added and \$865,000.00 has been added for LEO use.

All other terms, conditions, specifications, and pricing remain the same. Per Contractor and Agency agreement, DTMB Central Procurement Services approval, and State Administrative Board approval on April 12, 2022.

**Program Managers  
for  
Multi-Agency and Statewide Contracts**

<b>AGENCY</b>	<b>NAME</b>	<b>PHONE</b>	<b>EMAIL</b>
DTMB	Judy Odett	517-241-5187	Odettj@Michigan.gov
LEO	Julia Dale	313-456-2411	dalej2@michigan.gov

# Contract 210000000883 - Change Notice 3

Michigan Department of Labor and Economic Opportunity (LEO) - Unemployment Insurance Agency (UIA) - Statement of Work

## overview

The experience of accessing unemployment through the Michigan Unemployment Insurance Agency (UIA) is complex and time consuming for claimants and the agency. UIA will partner with Civilla, a nonprofit design studio based in Detroit, to streamline the process based on user needs. Ultimately, this work will create a faster, simpler and more human-centered process for interactions with claimants.

This project will focus on improving the experience across UIA's major touchpoints across three primary areas of focus:

1. **MiWAM** | Conduct in-depth user testing of the new MiWAM portal and make design updates to improve the user experience for claimants.
2. **Correspondence** | Redesign key UIA correspondence to make claims easier for residents to navigate and faster for staff to process.
3. **Website** | Design a digital roadmap on the UIA website to increase understanding of how to access and maintain UI benefits for claimants and employers.

Civilla will also work to identify improvements to policy and process that could help support claimants and staff.

Together, these interventions have the potential to improve the unemployment process in Michigan. Expected outcomes include:

- Reduced: phone calls and customer service requests
- Reduced: errors and incomplete cases
- Reduced: case processing time
- Improved: online transactions
- Improved: user experience

In the long term, this work will establish a new standard for service delivery—creating an ongoing model that UIA can build on to improve the effectiveness of their programs.

## process

Over the last five months, Civilla and UIA have built a strong foundation for this work. The team has established a high-level project plan with three primary phases. Phases 1 and 2 are currently in progress and scheduled to be completed by March 2022:

1. **Phase 1 | Project Planning, Research, and Recommendations:** Civilla and UIA started by facilitating a department-wide Project Kick-off, developing a work plan, establishing a core working team and conducting best practice research. Next, Civilla conducted human-centered research to deeply understand the needs of claimants and staff. The team held 1:1 interviews with leadership, staff, claimants, navigators and employers to identify the primary pain points and make recommendations on how to streamline the unemployment process.
  
1. **Phase 2 | Design and Proofs of Concept:** Based on recommendations from research, Civilla is working with UIA to design solutions that meet user needs. Civilla is developing proofs of concept that demonstrate how the solutions will look, work, and feel. Based on proofs of concept, UIA will prioritize which solutions to move into implementation.
  
2. **Phase 3 | User Testing and Implementation:** To prepare for rollout, Civilla and UIA will partner on implementation. The team will user test solutions and implement a streamlined process for unemployment benefits in Michigan. Implementation will include testing and finalizing solutions, conducting legal and policy reviews, and establishing an implementation plan to allow for a smooth rollout. Each step of the way, Civilla will build alignment with UIA leadership and get feedback from staff and customers. The findings and deliverables in Phase 3 will prepare UIA for statewide rollout.

## activities

Through this scope of work, UIA will continue its partnership with Civilla to design and execute an implementation strategy that enables the project to successfully scale statewide.

Below, we have detailed the areas of work that are required for Implementation—along with the leadership envisioned for each area of work (Civilla-led marked in **black**, UIA-led marked in **blue**). For Civilla-led areas, we take responsibility for project management defining the work to be done, engaging the necessary stakeholders, guiding the process, and delivering the outputs - all with close support of UIA colleagues. For UIA-led areas, Civilla will be ready to support and provide input but will not carry the responsibility of project management as defined above.

Below, we have detailed the areas of work that are required for Phase 3.

<b>Planning + Project Management</b>	Develop a detailed work plan and user testing plan for Phase 3. Align/integrate all
--------------------------------------	---

	work streams, monitor progress, and proactively manage barriers/dependencies.
<b>Core team Meetings</b>	Continue facilitating regular meetings with the project’s Core team to provide updates, check in on work streams, and support the day-to-day execution of the project.
<b>Leadership Meetings</b>	Meet with UIA leadership at regularly-scheduled intervals to provide an overview of the project status, lift up critical successes and roadblocks, and ensure close communication with project stakeholders.
<b>User testing</b>	<p>Develop a Sandbox environment for MiWAM that Civilla can use during user testing with customers.</p> <p>Conduct in-depth user testing on the new designs to understand what is working, what is not, and where improvements can be made.</p>
<b>Policy and Legal Reviews</b>	Conduct internal reviews of the new designs with UIA staff to ensure the content meets all policy and legal requirements for implementation.
<b>Design + Iteration</b>	<p>Work in iterative cycles with UIA to review, update and finalize designs.</p> <p>In each sprint, Civilla will make improvements to the designs based on input from claimants, employers and staff to ensure they meet user needs.</p>
<b>Technology Requirements</b>	<p>Onboard UIA technical team/agency services to the project.</p> <p>Identify technical requirements for implementation of updates to MIWAM, the website, and correspondence.</p>

	Scope and oversee the implementation of the technical changes that are required to enable implementation.
<b>Stakeholder Engagement</b>	<p>Develop a proactive stakeholder engagement strategy for implementation</p> <p>Host tours for key team members, select legislators, community partner organizations, advocacy groups, and other UIA stakeholders to help build alignment and support for the project.</p>
<b>Implementation Strategy</b>	Work with the project’s Core team to develop an implementation strategy that clarifies workstreams, timelines, stakeholders, success metrics, and the resources required to scale changes statewide.

## deliverables

- Project Plan + Timeline**

Civilla will partner with UIA to establish clear roles/responsibilities and the sequencing of Civilla’s work. The Project Plan will include a detailed work plan that demonstrates where all deliverables, milestones, key events, convening, and task dependencies fit within the approved timeline.
- User Testing + Documentation**

Civilla will conduct user testing with claimants, employers, navigators and staff to assess and improve the new designs. After each iteration, Civilla will update the UIA Core team to share learnings and ensure solutions meet user needs as intended. Civilla will document design decisions from user testing and decision-making.
- MiWAM Improvements**

Civilla will conduct in-depth user testing on the new MiWAM portal and make recommendations on how to improve the user experience. Recommendations will include updates to language, question flows, design of key pages, etc.

- **Redesigned Correspondence**

Civilla will redesign a core set of 5-10 correspondence notices, including claimant letters, employer letters, and fact finding forms. These letters will go through extensive user testing and review with customers and staff. Civilla will also deliver a template and train the UIA team on how to convert the remaining letters into the new format.

- **Claimant and employer roadmap**

Civilla will design a wireframe for a new claimant and employer roadmap for the UIA website. The roadmaps will go through in-depth user testing and review with customers and staff. Civilla will onboard UIA's technology team so they can guide implementation.

- **Implementation Strategy**

Civilla will work with the project's Core team to deliver a strategy for implementing the new designs statewide. This strategy will clarify the workstreams, timelines, stakeholders, success metrics, and resources required to roll out the new designs at scale.

- **Core Team Meetings**

Civilla will facilitate regular meetings with the Core team to provide project updates, collect input on work streams, follow up on action items, and support the day-to-day execution of the project.

- **Implementation Reviews**

Civilla will facilitate Implementation Reviews with the UIA leadership team. These meetings will be used to share work in progress, the final product, implementation strategy, and next steps.

## **team**

Civilla will provide a team with the skill sets capable of fulfilling this work. Civilla anticipates five (5) primary team members for this project:

### **Leadership and Management**

Leadership and management for this project includes a Partner and an Engagement Manager. The Partner will be responsible for strategically guiding the team and holding partner relationships. The Engagement Manager will be responsible for carrying out the project plan and managing the team—identifying needs, tracking progress, measuring impact, and sharing our work back to UIA.

### **Research, Design, Strategy, and Recommendations**

The staff for this project includes one (1) Specialist and two (2) Associates. In Phase 3, this team will be responsible for conducting user testing and policy/legal reviews, synthesizing findings, developing the implementation strategy and finalizing the new designs. This team will also be responsible for coordinating partners, managing team schedules, and providing support to ensure efficient operation of the project.

## **time + budget**

The project will span 9-12 months and cost \$865,000. UIA will be billed monthly based on hours in the following rate structure:

### **Project Team Staffing**

Principal: \$400/hr

Engagement Manager: \$220/hr

### **Design Services**

Specialist: \$160/hr

Associate: \$130/hr

### **Administration**

Admin Assistant: \$45/hr



**STATE OF MICHIGAN**  
**CENTRAL PROCUREMENT SERVICES**  
 Department of Technology, Management, and Budget  
 525 W. ALLEGAN ST., LANSING, MICHIGAN 48913  
 P.O. BOX 30026 LANSING, MICHIGAN 48909

**CONTRACT CHANGE NOTICE**

Change Notice Number **2**  
 to  
 Contract Number **21000000883**

<b>CONTRACTOR</b>	HUMANS FIRST DETROIT, DBA CIVILLA
	440 Burroughs St. Suite 200
	Detroit, MI 48202
	Michael Brennan
	313-449-1878
	michael@civilla.org
	CV0058129

<b>STATE</b>	Program Manager	Various	DTMB
	Contract Administrator	Courtney Powell (517) 249-0452 powellc11@michigan.gov	DTMB

**CONTRACT SUMMARY**

HUMAN CENTERED DESIGN (HCD) FOR COMPREHENSIVE CHILD WELFARE INFORMATION SYSTEM (CCWIS)

INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE
May 1, 2021	April 30, 2022	4 - 1 Year	April 30, 2022
PAYMENT TERMS		DELIVERY TIMEFRAME	
NET 45		N/A	
ALTERNATE PAYMENT OPTIONS			EXTENDED PURCHASING
<input type="checkbox"/> P-Card <input type="checkbox"/> PRC <input type="checkbox"/> Other			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

**MINIMUM DELIVERY REQUIREMENTS**

N/A

**DESCRIPTION OF CHANGE NOTICE**

OPTION	LENGTH OF OPTION	EXTENSION	LENGTH OF EXTENSION	REVISED EXP. DATE
<input checked="" type="checkbox"/>	1 Year	<input type="checkbox"/>	N/A	April 30, 2023
CURRENT VALUE	VALUE OF CHANGE NOTICE	ESTIMATED AGGREGATE CONTRACT VALUE		
\$940,000.00	\$1,485,000.00	\$2,425,000.00		

**DESCRIPTION**

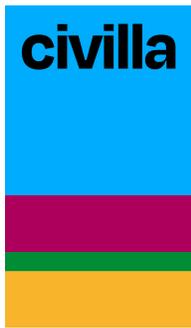
Effective May 1, 2022, the following amendments are hereby incorporated into this Contract:

- This Contract is exercising the first option year and is increased by \$1,485,000.00. The revised contract expiration date is April 30, 2023.
- Section 4.8 Subcontractors of the Statement of Work has been updated to include Change and Innovation Agency (CIA) as a Subcontractor, per the attached.
- The attached Statement of Work is hereby added to the Contract.
- The Contract Administrator has been changed to Courtney Powell: Phone: 517-249-0452; Email: powellc11@michigan.gov, per Section 2 and 3 of Standard Contract Terms.

All other terms, conditions, specifications, and pricing remain the same. Per Contractor and Agency agreement, DTMB Central Procurement Services approval, and State Administrative Board approval on February 15, 2022 and March 1, 2022.

**Program Managers  
for  
Multi-Agency and Statewide Contracts**

<b>AGENCY</b>	<b>NAME</b>	<b>PHONE</b>	<b>EMAIL</b>
DTMB	Judy Odett	517-241-5187	Odettj@Michigan.gov
LEO	Kimberly Berry	313-456-2050	berryk4@michigan.gov



# **comprehensive child welfare system**

Human-centered design + Business process  
redesign

Civilla + MDHHS/DTMB + Change and Innovation  
January 4, 2021

## overview

The Michigan Department of Health and Human Services (MDHHS) operates Michigan's Child Welfare System. Currently, the technology infrastructure that supports child welfare – the Michigan Statewide Automated Child Welfare Information System (MiSACWIS) – has been described as past “end of life”. MDHHS and the Michigan Department of Technology, Management and Budget (DTMB) are working to modularly replace MiSACWIS using an iterative process. The purpose of this scope is to support MDHHS/DTMB in designing and implementing CCWIS to meet the needs of end users.

## areas of focus

Through this scope of work, Civilla will support CCWIS development through:

- **Intake and Investigation:** Civilla will partner with MDHHS/DTMB and Change and Innovation Agency (CIA) to establish a strong foundation for Intake and Investigation through human-centered research and business process redesign.

Success will contribute to supporting Michigan's children, youth and families – ensuring their safety, permanency and well-being.

## approach

Intake and Investigation will include five primary work streams: planning, user research and assessment, as-is process mapping, business process redesign, and documentation.

1. **Planning:** In the planning phase, Civilla will onboard CIA to the project, working to align the HCD and business process redesign work with the larger project plan. The team will facilitate planning sessions for the project, define the audience for user research, and recruit research participants.
2. **HCD Discovery Research + Baseline Assessment:** Civilla will conduct 12-16 weeks of discovery research for each module (Intake and Investigation). This research will focus on understanding the primary needs of end users and will inform HCD requirements for business process redesign and development. Based on learnings from discovery research, Civilla will work with MDHHS/DTMB to identify the most impactful opportunities for change. In parallel, CIA will conduct a baseline assessment (6-8 weeks) to orient to MDHHS' existing operations and determine the capacity for Intake and

Investigation. This effort will be coordinated with Civilla’s research to minimize duplication of efforts.

3. **‘As-is’ Process Mapping:** Prior to redesign activities, C!A will create a set of ‘as-is’ process documentation. The ‘as-is’ documentation will map the key process steps for Intake and Investigation. C!A will conduct process discovery meetings to confirm the flows with the business owners for each area.
4. **Business Process Redesign:** C!A will lead business process redesign for Intake and Investigation. Each redesign effort will be 4-6 weeks long and will be completed by a multi-disciplinary team of 8-12 staff, supervisors, and senior managers. After business process redesign is completed, C!A will develop recommendations and document the new ‘to-be’ process. In addition, C!A will develop ‘business user stories’ for the key steps to communicate requirements to the DDI vendor. These stories will tie the process steps to the related policy and practice areas to improve traceability. Civilla will work with C!A to incorporate learnings from HCD research and improve recommendations based on user feedback.
5. **Documentation + Implementation Planning:** In the wrap-up phase, Civilla and C!A will document learnings from Intake and Investigation and plan for implementation. Documentation will enable the DDI vendor to build on learnings during development. It will also inform wider improvements to business process and policy changes that don’t require technology changes.

*Civilla will sub-contract C!A to conduct the business process redesign work for Intake and Investigation. A more detailed overview of C!A’s approach for business process redesign is included in the **Appendix** of this proposal.*

## activities

*Civilla will sub-contract C!A to conduct the business process redesign work for Intake and Investigation. Activities that will be led by Civilla are marked in **black**. Activities that will be led by C!A are marked in **grey**. A more detailed overview of C!A’s activities for business process redesign is included in the **Appendix** of this proposal.*

<b>Project Management</b>	Civilla will participate in planning sessions with MDHHS/DTMB and C!A.
---------------------------	--

	<p>These meetings will 1) confirm the project strategy and work plan 2) establish clear roles and responsibilities across the team and 3) finalize the sequencing for Civilla and C!A's research activities.</p> <p>Civilla will also meet with MDHHS/DTMB and C!A at regularly-scheduled intervals to provide an overview of the project status, lift up critical successes and roadblocks, and ensure close communication with project stakeholders.</p>
<b>Defining our Audience</b>	<p>Civilla and C!A will identify the spectrum of people who will need to be engaged in research.</p>
<b>Recruiting</b>	<p>Civilla will finalize a strategy for selecting, recruiting, and engaging research participants.</p> <p>Civilla will source and recruit research participants and coordinate the day-of details. MDHHS/DTMB will provide support for recruiting by providing Civilla with points of contact for relevant stakeholders.</p>
<b>Baseline Data Evaluation</b>	<p>Civilla will partner with C!A to review existing documentation and baseline data to observe how the process is currently working, generate informed research questions, and ensure our efforts are focused on high-value improvements.</p>

<p><b>Policy, Technology, and Business Process Mapping</b></p>	<p>Civilla will partner with CIA to review the set of policy, technology, and business process requirements related to Intake and Investigation within the state of Michigan.</p>
<p><b>Leadership + SME Interviews</b></p>	<p>Civilla will pair with CIA to conduct interviews with leadership and subject-matter experts (SMEs). This research will provide a systems-level view of the project area. It will provide the team with insights into relevant history, opportunities, challenges, and constraints. It will also be used to generate insights related to technical capabilities, policy requirements, etc.</p>
<p><b>HCD Discovery Research</b></p>	<p>Civilla will engage in 12-16 weeks of Discovery Research for each module (Intake and Investigation). This research will focus on identifying the primary needs of end users and will inform HCD requirements for business process redesign and development.</p> <p>During discovery research, Civilla will conduct interviews with end users and stakeholders. User interviews will be conducted one-on-one (1:1), ranging from 60-90 minutes long. They will focus on developing a thorough understanding of the experiences of end users as well as their needs and pain points. CIA will pair with Civilla for a subset of these conversations to support their baseline assessment.</p>

	<p>Based on learnings from Discovery Research, Civilla will work with MDHHS/DTMB and CIA to identify the highest priorities for improvements to business process and technology.</p>
<p><b>User Experience Mapping + Opportunity Area Analysis</b></p>	<p>Civilla will develop an illustrated user experience map and work with MDHHS/DTMB to identify opportunity areas that can streamline the process for Intake and Investigation.</p> <p>This blueprint will help the team understand the user experience, including how the service works, the high-level touchpoints, and the biggest opportunities for improvement.</p>
<p><b>Downloading</b></p>	<p>Civilla will download learnings to make sense of information gathered during user research.</p> <p>Downloading will focus on documenting data, ideas, and stories from research—with the goal of externalizing our individual learnings and sharing them among the team.</p>
<p><b>Synthesis</b></p>	<p>Civilla will synthesize learnings by identifying patterns and themes in the data.</p> <p>Synthesis will focus on identifying user needs and surfacing actionable recommendations that are rooted in the needs of end users.</p>

<p><b>Ideation</b></p>	<p>Civilla will generate a wide set of ideas to address user needs, before assessing and selecting the solutions that have the greatest potential for impact.</p> <p>Civilla will bring MDHHS/DTMB and C!A into the ideation process—so that idea generation occurs not only within our design team but also alongside our partners.</p>
<p><b>Recommendations</b></p>	<p>Civilla will identify opportunities for design that are backed by research findings.</p> <p>Recommendations will focus on opportunities for business process and technology changes for greatest impact.</p>
<p><b>Proofs of Concept</b></p>	<p>Civilla will create proofs of concept to visually communicate solution ideas to MDHHS/DTMB, C!A, and the DDI vendor. These proofs of concept will demonstrate how solutions look, work, and feel. They’ll be used to guide development.</p>
<p><b>Design Reviews</b></p>	<p>Civilla will host Design Reviews for MDHHS/DTMB leadership, C!A, and the DDI vendor at key junctures.</p> <p>The purpose of these reviews will be to share insights and outcomes from user research. These sessions will build alignment around critical issues impacting the design of CCWIS and highlight the implications for product development and the business more widely.</p>

<p><b>As-is process mapping</b></p>	<p>Prior to redesign activities, C!A will create a set of as-is process documentation for Intake and Investigation. The team will conduct process discovery meetings to confirm the flows with business owners for each area.</p>
<p><b>Business Process Redesign</b></p>	<p>C!A will conduct a process improvement training workshop for redesign team members.</p> <p>For each redesign team, MDHHS/DTMB will identify a project sponsor to provide leadership for the redesign effort, establish improvement team goals, and choose team members.</p> <p>C!A will develop a charter for each redesign team that describes the current conditions, the desired outcomes of the redesign effort, and any constraints to be placed on the team due to the current conditions.</p> <p>C!A will form redesign teams for each area consisting of approximately 8-12 individuals that best understand the current operations. Each team will meet for 4-6 weeks in three-day sessions to complete a structured review of the current and future state and to reach consensus on a ‘to-be’ business model.</p> <p>At the conclusion of the redesign effort, C!A will create a final report and presentation that contains the findings of the redesign (including specific</p>

	process or organizational changes to improve capacity and outcomes).
<b>'To-be' Process Mapping + Documentation</b>	After MDHHS/DTMB approves the 'to-be' design, C!A will develop a set of 'to-be' process flows that reflect the changes. In addition, C!A will develop business user stories for the key steps to communicate the design decisions. These stories will tie the process steps to the related policy and practice areas to improve traceability.
<b>Implementation Planning</b>	C!A will partner with MDHHS/DTMB product owners and leadership to develop a detailed action plan for each process change that requires implementation work. This plan will provide the framework for how each process change can be included in the overall CCWIS plan.

**deliverables**

*Civilla will sub-contract C!A to conduct the business process redesign work for Intake and Investigation. Deliverables that will be developed by Civilla are marked in **black**. Deliverables that will be developed by C!A are marked in **grey**. A more detailed overview of C!A's deliverables for business process redesign is included in the **Appendix** of this proposal.*

- **Planning Sessions**  
Civilla will participate in a series of Planning Sessions with MDHHS/DTMB and C!A. These meetings will establish clear roles and responsibilities and maintain a close connection between Civilla's HCD research and C!A's business process redesign work.

- **Project Plan**  
Civilla will partner with MDHHS/DTMB and CIA to develop a project plan for Intake and Investigation. The Project Plan will feature a schedule for Civilla and CIA that demonstrates where all deliverables, milestones, key meetings, and task dependencies fit within the larger timeline.
- **User Research Plan**  
Civilla will create a User Research Plan for Intake and Investigation. This plan will include the selection of qualitative and quantitative user research methods, the development of interview guides, and a strategy for selecting, recruiting, and engaging user participants.
- **HCD Journey Map, User Needs, and Recommendations**  
Civilla will deliver documentation that shares primary findings from discovery research. This will include a journey map, user needs, and opportunity areas. Recommendations will provide a set of concrete solutions for how to streamline the Intake and Investigation process for end users. It will summarize the learnings and outcomes from HCD research and create a shared understanding across MDHHS/DTMB stakeholders.
- **Proofs of Concept**  
Civilla will develop proofs of concept based on MDHHS/DTMB's priorities. Proofs of concept will demonstrate how solutions look, work, and feel. They'll be used to visually communicate solution ideas to MDHHS/DTMB, CIA, and the DDI vendor and help guide development.
- **Design Reviews**  
Civilla will host Design Reviews for MDHHS/DTMB leadership and CIA at key junctures. The purpose of these meetings will be to share insights and outcomes from user research. These sessions will build alignment around critical issues impacting Intake and Investigation and highlight implications for business process redesign and product development.
- **Baseline Completion**  
Following the assessment baselining effort, CIA will develop a report including key observations and compilation of information gathered. CIA will also include briefings for executives or other key staff to confirm they interpreted the inputs correctly and to clarify any observations.
- **'As-Is' Process Flows**  
CIA will develop 'as-is' process flows in an agreed upon format. These will be reviewed in a series of Process Discovery Meetings.

- **Business Process Redesign**

C!A will conduct one workshop and one team charter for each module. C!A will also deliver a redesign report that includes a summary, findings, methodology, ‘to-be’ model and benefits, and a description of all approved process changes.

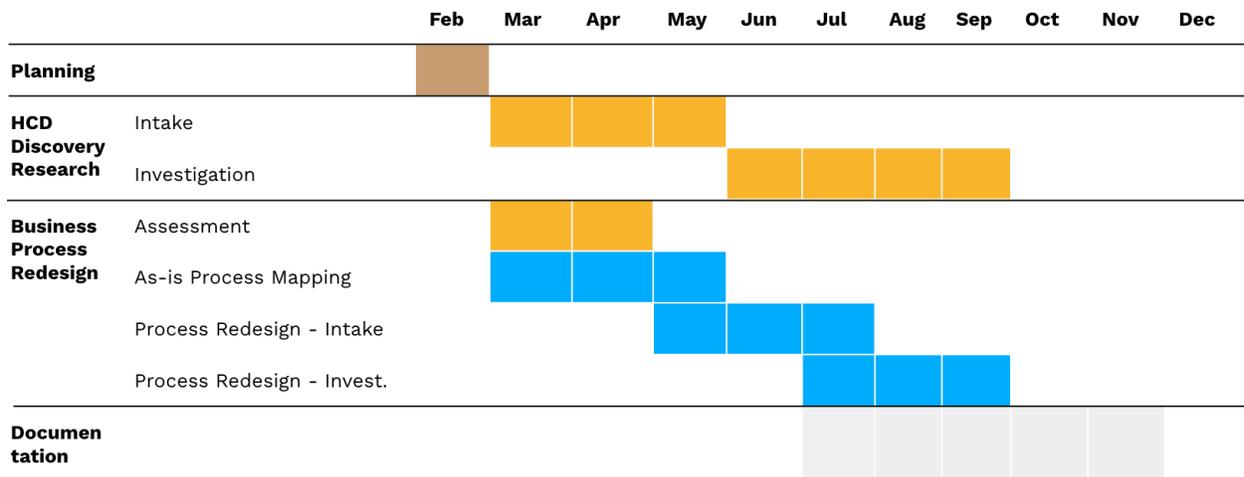
- **‘To-Be’ Process Flows + Stories**

C!A will develop new ‘to-be’ process flows reflecting approved changes. They will also document business user stories in Word that reflect the actors, requested action and process notes. These stories will provide context for the important process elements for consideration by the DDI vendor.

- **Implementation Action Plan**

C!A will develop an approach for implementation of the approved process changes for both Intake and Investigation. The plan will contain each approved change with a set of tasks, objectives, approaches and suggested timeline for effective change management, implementation, and support.

## preliminary project plan



This schedule will be refined during the first month of the contract. It will be adapted over the life of the project in collaboration with MDHHS/DTMB and C!A to adjust timelines, include dependencies, and incorporate key meetings and deliverables as the project progresses.

*Note: The current schedule has the DDI vendor award happening early October 2022. In order to account for this, we will work in parallel to complete documentation for Intake while conducting the process redesign for Investigation.*

## team + cost

### Civilla

Civilla will bill monthly based on the roles and rate table provided in the current contract, using the following “not-to-exceed” estimates:

- **Intake and Investigation - Discovery Research:** \$700,000 (~4100 hours)

The following are the Civilla roles, team members, and approximate hours for the scope defined above. See **Attachment 5 - Staffing Requirements and Resumes** from the original proposal for summaries and chronological resumes of each staff member.

<b>Role</b>	<b>Names</b>	<b>Estimated Hrs</b>
<b>Discovery Research</b>		
Partner	Michael Brennan, Lena Selzer, Florence Noël	290
Engagement Manager	Rachael Carson	790
Specialist	Rachel Rosenbaum, Kari Larson	1150
Associate	Scott Everett, Umbreen Qureshi	1580
Administration	Sonya Robinson	290
<i>Total</i>		<i>4100</i>

### Change and Innovation Agency

*Civilla will sub-contract CIA to conduct the business process redesign work for Intake and Investigation. A more detailed overview of CIA’s cost, team, and estimated hours is included in the **Appendix** of this proposal.*

CIA will bill based on fixed price costs. The payment schedule follows the key deliverables in the SOW as shown in the table below. Each deliverable will be approved by the MDHHS/DTMB project sponsor which will provide an opportunity to evaluate the quality of the work.

<b>Phase 1</b>	<b>Intake and Investigation</b>		
<b>Activity</b>	<b>Deliverable</b>	<b>Quantity</b>	<b>Extended Price</b>
Assessment - Capacity Baseline			
	2.1 Baseline Completion	1	\$ 75,000
As-Is Process Documentation			
	3.1 As-Is Process flows	1	\$ 90,000
Intake Process Redesign			
	4.1 Intake RPI Workshop	1	\$ 25,000
	4.2 Intake Team Charter	1	\$ 25,000
	4.3 Intake Business Process Redesign Report	1	\$ 140,000
Investigation Process Redesign			
	4.1 Investigation RPI Workshop	1	\$ 25,000
	4.2 Investigation Team Charter	1	\$ 25,000
	4.3 Investigation Business Process Redesign Report	1	\$ 140,000
To-Be Process Documentation			
	5.1 To-Be Process Flows - Intake	1	\$ 30,000
	5.1 To-Be Process Flows - Investigation	1	\$ 30,000
	5.2 Business User Stories - Intake	1	\$ 70,000
	5.2 Business User Stories - Investigation	1	\$ 70,000
Implementation Planning			
	6.1 Implementation Action Plan	1	\$ 40,000
			<b>\$ 785,000</b>

The following are the CIA team members and approximate team hours for the scope defined above.

<b>Role</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Hours</b>
Project Manager	40	40	40	40	32	32	32	32	32	32	352
CW Practice Lead	80	80	40	40	40	40	40	32	32	32	456
Performance Improvement Lead	40	40	40	0	0	120	120	120	32	32	544
Business Process Analyst		160	160	160	160	160	160	160	160	160	1,440
Change Agent	0	40	40	120	120	120	40	32	32	32	576
Change Agent	40	40	40	40	80	80	40				360
<b>Totals</b>	<b>200</b>	<b>400</b>	<b>360</b>	<b>400</b>	<b>432</b>	<b>552</b>	<b>432</b>	<b>376</b>	<b>288</b>	<b>288</b>	<b>3,728</b>

# appendix



## Michigan DHHS CCWIS Project Child Welfare Process Improvement Efforts

### 1.0 Introduction

The Michigan Department of Health and Human Services (MDHHS) and Michigan Department of Technology, Management and Budget (DTMB) have contracted with Civilla to complete Human Centered Design (HCD) activities in support of their overall CCWIS project. This document provides a framework for process improvement efforts.

#### Our Process Redesign Mindset

Our overall perspective for child welfare is to first focus on capacity issues, evaluating the time it takes to complete required work against the staff hours available to do the work. The capacity viewpoint helps clarify the level of pressure on the staff and is generally a better measure than caseloads. There are other critical aspects for how an agency is operating, including how they manage case flow, their visibility into their work, how they serve their external clients, and how they manage their customer engagements within and with external stakeholders. Each area provides opportunities and challenges. When we focus on efficiency of process, we generally focus on the gap between work time and elapsed time. We often find that child welfare agencies are focused on deadlines, and this can lead to a significant gap between a decision and the documentation of the decision – this erodes capacity and can often be addressed.

We examine the work in ‘pipelines’ of work. In child welfare those pipelines are pretty consistent, although terminology varies. They include Intake, Investigation, In-Home, Post-Custody and Provider Licensing. This doesn’t necessarily directly map to a CCWIS technical module, but we want to align with how the work is segmented in the Department rather than a technical vision.

We do not redesign policy in our work. We may observe where policy is holding a process back unnecessarily, or we may raise a topic from staff to determine if policy has flexibility, but our overall approach is that Policy is the work, and the work shouldn’t change, the structures and processes should

all support the work. When there is capacity pressure, Policy suffers, as staff are forced to cut corners. With good process, the intentions of Policy are more likely to be realized.

This document describes the scope, approach, staffing and nominal schedule to complete process design for MDHHS/DTMB.

## **2.0 Assessment – Capacity Baseline**

To orient our team to the existing operations of MDHHS we conduct an assessment to determine the capacity baseline of the pipelines of work. In this case we review Intake/Investigation. This takes approximately 6-8 weeks depending on the availability of staff and data. This includes both virtual and in-person meetings, and we seek to engage a variety of scale and geographic locations to get a better understanding of the operations. This effort can be coordinated with Civilla research to minimize duplication of efforts.

### **Tasks**

1. Leadership In-brief – Meeting with leadership as appropriate to discuss current situation, available data, challenges, prior actions, and objectives for the redesign effort.
2. Staff and Supervisory Discussions – As needed, meet with groups of supervisors or managers prior to redesign to ensure understanding of the current state to identify any key issues or challenges that the redesign team should be prepared to address.
3. Data Evaluation – An analysis of current data, trends and metrics to evaluate current capacity and potential opportunities for improvement. CIA will request specific data, fully understanding that not all the data requested may be available, or regularly collected. Any data gaps will be addressed in the redesign team meetings.
4. Project Schedule – Following the assessment, a project schedule is confirmed for the process redesign teams and the pre-implementation tasks that are expected to follow, this is reviewed and updated periodically as other project decisions are finalized.

### **Deliverables**

2.1 Baseline Completion – Following the assessment baselining effort, a report is delivered including key observations and compilation of information gathered. Briefings are also included for executives or other key staff to confirm we interpreted the inputs correctly and to clarify any observations.

## **3.0 As-Is Process Documentation**

Prior to redesign activities, a set of as-is process documentation is created. The as-is documentation consists of the key process steps for Intake and Investigation. The flows indicate who completes a business process, interfaces with other organization units or systems, and the outputs of the process step. The focus is on the most common sources of reports and the common pathways of work through

the agency through to decision. What is important for these flows is that they contain each key step of the work, provide a process step for each work product and that they account for the work relatively independently of any automation solution. The process flows do not replicate every practice step but provide a logical landing spot for each required action. We conduct process discovery meetings to confirm the flows with the business owners for each area.

### **Deliverables**

3.1 As-Is Process Flows – Process flows in an agreed upon process flow format, reviewed in a series of Process Discovery Meetings.

## **4.0 Process Redesign**

Conduct process redesign efforts for the major case management related functions of MDHHS. These redesign efforts are completed with multi-disciplinary teams of staff, supervisors, and Sr. Managers. Team size is generally 8-12 staff, working to get a variety of perspectives into the team. Each team takes 4-6 weeks to complete. The teams meet both in person and virtually to work through our process redesign methodology.

There are two (2) redesign efforts in scope for this effort.

1. Intake
2. Assessment/Investigations

Licensing is not included as it has already been designed and developed.

### **Tasks**

1. Radical Process Improvement Training Workshop – Training session for redesign team members that introduces the concepts of radical improvement through explanation, examples and engaging discussions to help prepare them for the process redesign efforts. The workshop is one day in duration. More than one team can attend if they are operating in parallel.
2. Chartering – For each redesign team a single sponsor is identified by MDHHS/DTMB to provide leadership for the redesign effort, establish improvement team goals, and choose team members. Generally, this is the deputy director over the system being worked on and should be the primary person responsible for approving team recommendations and assuring implementation in that area. The sponsor is encouraged to engage with their management team to review and reflect on the redesign changes. CIA will develop a charter for each redesign team that describes the current conditions, the desired outcomes of the redesign effort, and any constraints to be placed on the team due to the current conditions.
3. Redesign Teams – Teams are formed for each area consisting of approximately 8-12 individuals that best understand the current operations and are generally inclined to find improvements. Having staff at various levels of the organization and that work in each functional area of the

system is critical. We also look to include some representation of the consumers of the work. For example, include an investigator with the Intake team, and a permanency worker with the investigation team. Each team meets 2 to three times over a period of 4-6 weeks in three-day sessions to complete a structured review of the current and future state and to reach consensus on a to-be business model. This schedule is adjusted based on availability of the staff and the pace of the work. For supporting processes included in the module, such as ICPC, a workshop approach is used to capture process, improvements and needs. These would be run sequentially for MDHHS. The teams produce as-is process mapping, to-be process mapping and a listing of ideas for improvement, with associated benefits. The number of workshops to be conducted will be determined in consultation with the project management team.

4. Business Redesign Reports – At the conclusion of the redesign effort, a final report and presentation is documented. It contains the findings of the redesign, including specific process, technology, and organizational changes to improve capacity and outcomes. These recommendations are bucketed into separate categories for evaluation and approvals. This includes the FTE needs and forecasts and impacts to the Organization structure.
5. Sponsor Approval – Each sponsor works with our team to approve the redesign report and the specific recommendations.
6. Refine and Document – As sponsors approve changes in the Redesign Reports, there are often additional design refinements and policy and practice impact evaluations to take concept to an implementable change. This may include report design, or form/element redesign. This effort is completed in collaboration with the Human Centered Design team to help weave in the capacity improvements with the experience design. The refined designs, and the formalized process design documentation are the results of this effort.

### **Deliverables**

- 4.1 RPI Workshop – Conduct of one workshop per set of teams.
- 4.2 Team Charters – Completion of the charter documentation for each area.
- 4.3 Business Redesign Reports – Delivery of the redesign reports. The report includes a summary, findings, methodology, to-be model and benefits, and a description of all approved changes.
- 4.4 Design Documentation – Collaboration to refine and document redesign elements sufficiently for an input to the DDI team.

## **5.0 To-Be Process Documentation**

After approval of the to-be design, the process flows are updated to reflect the changes. These changes are annotated on the process flows so that the team recognizes that there is a change of note that should be accounted for in the CCWIS. In addition, business user stories are developed for the key process steps to communicate the design decisions and to tie the process steps to the related policy and practice areas to improve traceability.

## **Deliverables**

5.1 To-Be Process Flows – Updated process flows reflecting approved design.

5.2 Business User Stories – Documented user stories in Word that reflect the actors, requested action and process notes that provide context for the important process elements for consideration by the DDI vendor. The improvement ideas are mapped to the business user stories for clarity and completeness.

## **6.0 Implementation Planning**

To plan for the implementation of the approved process changes, a detailed action plan is created for each change that requires change management and implementation work. Adoption and acceptance of change is critical to acceptance, so this planning activity can provide the framework for how each change can be included in the overall CCWIS plan. A single deliverable is created that contains each approved change with a set of tasks, objectives, approaches and suggested timeline for effective change management, implementation, and support. Tightly related changes are grouped together for implementation planning purposes. Suggested timing of the change management and implementation is included to determine if process change should be implemented in preparation for CCWIS, to provide capacity improvements to help improve the success of CCWIS rollout, or if the change needs to be coordinated with a specific rollout of the CCWIS. This deliverable is developed in conjunction with product owners and leadership to develop consensus on approach.

## **Deliverables**

6.1 Implementation Action Plan – Approach for implementation of the approved process changes for both Intake and Investigation.

## **7.0 Follow-on Activities**

Based on discussions to date, the activities above comprise the initial scope of this effort. The following is a description of activities that MDHHS/DTMB may include at their option.

### **7.1 Change Management and Implementation Support**

To support effective adoption of improved processes, the team conducts change management and rollout support services to implement changes. This includes developing a detailed implementation plan for a related set of changes, determining the appropriate communication plan, determining metrics to be used to confirm that the expected benefits are realized, and the specific training. Following implementation, regardless if this is completed in conjunction with DDI efforts, or separately, monitoring is included to help address any post-implementation issues that may arise.

## **Deliverables**

7.1.1 – Change Management Plan – A plan for how change will be managed. This focuses on the overall timeline of change management and implementation activities for successful rollout. This includes an audience analysis, the stakeholders affected by the implementation and other factors that need to be considered as a part of change management.

7.1.2 – Communication Plan – A plan for the communications required to support the implementation of change. Types of communication, timings, audience per communication and approach to track understanding during the change journey are all addressed.

7.1.3 – Training Plan – The specific plan for executing training, including delivery schedule, training modules and owners, and the staff plan to deliver the training at the pace and scale for the schedule.

7.1.4 – Rollout Completion – Confirmation that the training plan was completed and that the process has been implemented.

7.1.5 – Monitoring and Support – Monthly reports regarding the status of the rollout, with actions items for any corrective actions and lessons learned to feed into additional implementations.

## **7.2 DDI Process Support**

Following hand-off activities with the DDI vendor, the process team should remain engaged with the development team to provide support and to retain the approved process vision. DDI sprints can benefit from engagement from staff that led the redesign efforts to be certain that designers understand the process intent, and often new ideas can emerge that could cause an approved idea to be reconsidered, expanded, or altered in some way. This effort is highly dependent on the DDI approach and timeline. A capacity of hours can provide MDHHS with flexibility to obtain the support, and to keep the CIA team engaged while implementation plans are developed.

### **Deliverables**

7.2.1 – Monthly DDI Support – A report of activities completed in support of DDI, along with plans for the next period, and any risks or issues being tracked by the business process redesign team.

## **8.0 Roles and Responsibilities**

The following are the roles and responsibilities for the execution of this Statement of Work.

Change and Innovation Agency:

- Project Manager – Serves as the project manager for the project, responsible for managing the tasks and reporting status. In addition, participates in and supports all SOW tasks as appropriate.
- Practice Lead – Supports project management and helps align process vision with practice considerations and brings a national perspective to the project.
- Performance Improvement Lead - Leads the team chartering, training and the the process redesign efforts. Conducts the workshops and leads and/or coordinates with other Change

Agents to complete the redesign reports.

- Change Agents – Provide change agent support to the team. This includes redesign team support, documentation and analysis and task support to meet the needs of the project.
- Business Analyst – Responsible for documentation of formalized process flows and business user stories, working in conjunction with the Change Agents and Performance Improvement Lead.

**MDHHS/DTMB:**

- Leadership – Availability for meetings and to review key decisions and activities to monitor the completion of the work.
- Sponsors – For each change team, a sponsor should be identified who is responsible for approval and implementation of the redesigned processes.
- Project Management – We recommend and request a point of contact to help us manage the SOW, to support logistics, coordinate efficient deliverable review and to maintain pace of the project.
- Redesign Team Members – Make teams of 8-12 staff available for the redesign teams on a part-time basis.
- Implementation Support – Staff assigned to support the change management, training and monitoring efforts.
- Operations Support – Management staff that are empowered to monitor the adoption of the redesigned business processes. May include report development to help provide visibility of process changes.

**Civilla:**

- Oversee and manage the CIA efforts.
- Support coordination activities with the MDHHS team.

**9.0 Schedule**

The following is the expected project schedule timeline for the identified activities. The schedule is refined during the assessment phase of the project.

	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
<b>Intake/Investigation</b>	1	2	3	4	5	6	7	8	9	10
Assessment - Capacity Baseline	█									
As-Is Process Documentation		█								
Process Redesign - Intake				█						
Process Redesign - Investigation						█				
To-Be Process Documentation						█				
Implementation Planning									█	

## 10.0 Cost

The following are the fixed price costs of each phase of work. The payment schedule follows the key deliverables in the SOW as shown in the table below.

Each deliverable is approved by the project sponsor and provides an opportunity to evaluate the quality of the work.

<b>Phase 1</b>	<b>Intake and Investigation</b>		
<b>Activity</b>	<b>Deliverable</b>	<b>Quantity</b>	<b>Extended Price</b>
Assessment - Capacity Baseline			
	2.1 Baseline Completion	1	\$ 75,000
As-Is Process Documentation			
	3.1 As-Is Process flows	1	\$ 90,000
Intake Process Redesign			
	4.1 Intake RPI Workshop	1	\$ 25,000
	4.2 Intake Team Charter	1	\$ 25,000
	4.3 Intake Business Process Redesign Report	1	\$ 140,000
Investigation Process Redesign			
	4.1 Investigation RPI Workshop	1	\$ 25,000
	4.2 Investigation Team Charter	1	\$ 25,000
	4.3 Investigation Business Process Redesign Report	1	\$ 140,000
To-Be Process Documentation			
	5.1 To-Be Process Flows - Intake	1	\$ 30,000
	5.1 To-Be Process Flows - Investigation	1	\$ 30,000
	5.2 Business User Stories - Intake	1	\$ 70,000
	5.2 Business User Stories - Investigation	1	\$ 70,000
Implementation Planning			
	6.1 Implementation Action Plan	1	\$ 40,000
			<b>\$ 785,000</b>

On-Going Activities are not priced at this time due to the wide range of potential outcomes, however DDI Process Support could be provided hourly at \$200/hr, or a monthly retainer amount could be negotiated.

### Staffing:

The following are the team members and approximate team hours for the scope defined above.

Role	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Hours
Project Manager	40	40	40	40	32	32	32	32	32	32	352
CW Practice Lead	80	80	40	40	40	40	40	32	32	32	456
Performance Improvement Lead	40	40	40	0	0	120	120	120	32	32	544
Business Process Analyst		160	160	160	160	160	160	160	160	160	1,440
Change Agent	0	40	40	120	120	120	40	32	32	32	576
Change Agent	40	40	40	40	80	80	40				360
<b>Totals</b>	<b>200</b>	<b>400</b>	<b>360</b>	<b>400</b>	<b>432</b>	<b>552</b>	<b>432</b>	<b>376</b>	<b>288</b>	<b>288</b>	<b>3,728</b>

Scope Assumptions:

1. Work is completed both virtually and in-person. Budget is included for in-person leadership briefings at key project milestones if situation permits.
2. Deliverables will be reviewed and either approved or revised within 10 business days of submission. If agreement isn't reached in that time, the open issues are escalated to the leadership for resolution.



**STATE OF MICHIGAN  
CENTRAL PROCUREMENT SERVICES**

Department of Technology, Management, and Budget  
525 W. ALLEGAN ST., LANSING, MICHIGAN 48913  
P.O. BOX 30026 LANSING, MICHIGAN 48909

**CONTRACT CHANGE NOTICE**

Change Notice Number **1**

to

Contract Number **210000000883**

<b>CONTRACTOR</b>	HUMANS FIRST DETROIT, DBA CIVILLA
	440 Burroughs St. Suite 200
	Detroit, MI 48202
	Michael Brennan
	313-449-1878
	michael@civilla.org
	CV0058129

<b>STATE</b>	Program Manager	Various	MULTI
	Contract Administrator	Courtney Powell	DTMB
		(517) 249-0452 samuelb@michigan.gov	

**CONTRACT SUMMARY**

HUMAN CENTERED DESIGN (HCD) FOR COMPREHENSIVE CHILD WELFARE INFORMATION SYSTEM (CCWIS)

INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE
May 1, 2021	April 30, 2022	4 - 1 Year	April 30, 2022
PAYMENT TERMS		DELIVERY TIMEFRAME	
Net 45		N/A	
ALTERNATE PAYMENT OPTIONS			EXTENDED PURCHASING
<input type="checkbox"/> P-Card <input type="checkbox"/> PRC <input type="checkbox"/> Other			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

**MINIMUM DELIVERY REQUIREMENTS**

N/A

**DESCRIPTION OF CHANGE NOTICE**

OPTION	LENGTH OF OPTION	EXTENSION	LENGTH OF EXTENSION	REVISED EXP. DATE
<input type="checkbox"/>		<input type="checkbox"/>		N/A
CURRENT VALUE	VALUE OF CHANGE NOTICE	ESTIMATED AGGREGATE CONTRACT VALUE		
\$465,000.00	\$475,000.00	\$940,000.00		

**DESCRIPTION**

Effective October 1, 2021 this contract is amended to allow for the use by Labor and Economic Opportunity (LEO) Unemployment Insurance Agency with the additional funding of \$475,000. See attached statement of work.

LEO Program Manager is Kimberly Berry (berryk4@michigan.gov; 313-456-2050)

All other terms, conditions, specifications and pricing remain the same. Per contractor and agency agreement, DTMB Central Procurement Services approval, and State Administrative Board approval on 9/28/21.

**Program Managers  
for  
Multi-Agency and Statewide Contracts**

<b>AGENCY</b>	<b>NAME</b>	<b>PHONE</b>	<b>EMAIL</b>
DTMB	Judy Odett	517-241-5187	Odettj@Michigan.gov
LEO	Kimberly Berry	313-456-2050	berryk4@michigan.gov

This project will focus on improving the experience across UIA's major touchpoints with claimants. In order to deliver on this vision, Contractor will conduct human-centered research with three primary areas of focus:

1. **Correspondence** | Redesign key UIA correspondence to make claims easier for residents to navigate and faster for staff to process.
2. **Online Experience** | Improve awareness and usability of the website and online portal to increase use of select components and streamline the process.
3. **Call Center** | Streamline the experience of the call center to resolve issues as quickly and efficiently as possible

Together, these interventions have the potential to improve the unemployment process in Michigan. Expected outcomes include:

- Reduced: phone calls and customer service requests
- Reduced: errors and incomplete cases
- Reduced: case processing time
- Improved: online transactions
- Improved: user experience

In the long term, this work will establish a new standard for service delivery-creating an ongoing model that UIA can build on to improve the effectiveness of their programs.

## **process**

Using the successful blueprint from Contractor's work with the Michigan Department of Health and Human Services, UIA will partner with Contractor to streamline the unemployment process and improve the usability of the end-to-end experience. Contractor will follow a human-centered design approach: conducting research with end users and designing solutions that best meet their needs.

Contractor has established a high-level project plan with three primary phases of work:

1. **Phase 1 | Project Planning, Research, and Recommendations:** Contractor and UIA will build a strong foundation for the project by developing a comprehensive work plan, onboarding the team, and conducting best practice research. Contractor will then begin human-centered research to deeply understand the needs of claimants and staff. Based on user research, Contractor will make recommendations on how to streamline the unemployment process. Contractor will identify the largest opportunities for changes in both the short and long term.
1. **Phase 2 | Design and Proofs of Concept:** Based on recommendations from research, Contractor and UIA will work together to design solutions that meet user needs. Contractor will develop proofs of concept that demonstrate how the solutions will look, work, and feel. Based on proofs of concept, UIA will prioritize which solutions to move into implementation.
2. **Phase 3 | User Testing and Implementation:** Contractor and UIA will work together to user test solutions and implement a streamlined process for unemployment benefits in Michigan. Implementation will include testing and finalizing solutions, conducting legal and policy reviews, developing a training and communications plan for staff, and establishing an implementation plan to allow for a smooth rollout.

## activities

Below, are the detailed areas of work that are required for Phases 1 and 2.

Contractor will scope Phase 3 (Testing and Implementation) at a later date, based on the outcomes and priorities determined by UIA during the first two phases.

<p><b>Project Management</b></p>	<p>Participate in planning sessions with UIA leadership.</p> <p>These meetings will 1) confirm the project strategy and work plan 2) establish clear roles and responsibilities for Contractor 3) finalize the sequencing for Contractor’s research and user testing activities.</p>
<p><b>Research Planning</b></p>	<p>Develop a detailed research and user testing plan. Align/integrate all work</p>

	streams, monitor progress, and proactively manage barriers/dependencies.
<b>Onboarding + Project Kick-off</b>	<p>Onboard the Leadership team and Core team from UIA to participate in the project.</p> <p>The onboarding and kick-off will provide an overview of the project as well as an introduction to the human-centered design process.</p>
<b>Defining our audience</b>	<p>Identify all relevant parties who will need to be engaged in research and user testing.</p> <p>Identify points of contact and articulate users' needs, contexts, and history to inform research questions.</p>
<b>Recruiting participants</b>	Finalize a strategy for selecting, recruiting, and engaging research participants.
<b>Technology Policy, and Business Process Review</b>	Review policy, technology, and business process requirements related to unemployment in Michigan and work with UIA to build alignment around user needs.
<b>Best Practice Research</b>	Collect and synthesize research on best practices for unemployment from across the US (focusing specifically on the user experience).
<b>Baseline Data Analysis</b>	Review existing data from UIA to observe how the unemployment process is currently working, generate research

	<p>questions, and ensure the team’s efforts are focused on high-value improvements.</p>
<p><b>Specialist Interviews</b></p>	<p>Conduct specialist interviews with select UIA leadership and staff.</p> <p>Specialist interviews will surface existing insights, history, opportunities, challenges, and constraints related to the unemployment process.</p> <p>Specialist interviews will be designed to provide a systems-level view of the project area and offer perspectives on how this work fits into UIA’s wider priorities.</p> <p>Specialist interviews will also be used to provide specific insight on the technical capabilities, policy requirements, and legal requirements related to unemployment insurance delivery.</p>
<p><b>User Research</b></p>	<p>Conduct research with end users.</p> <p>User research will focus on developing a deeper understanding of how to improve the unemployment process for claimants and staff - identifying their needs, pain points, and ideas for how to improve the experience.</p>
<p><b>Download + Synthesis</b></p>	<p>Download learnings to make sense of information gathered during research.</p> <p>Synthesize data to develop insight statements and design principles that build a common understanding of user needs.</p>

<b>User Experience Mapping</b>	Develop a user experience map that visualizes the current unemployment process from beginning to end. Work with UIA to identify opportunity areas to streamline the experience.
<b>Ideation</b>	<p>Generate a diverse set of ideas to address user needs, before assessing and selecting the solutions that have the greatest potential for impact.</p> <p>Contractor will bring users into the ideation process so that idea generation occurs alongside claimants and UIA staff.</p>
<b>Recommendations</b>	<p>Develop recommendations that are backed by research findings.</p> <p>Recommendations will focus on the biggest improvements for streamlining the unemployment process and improving the experience for claimants and staff.</p>
<b>Proofs of Concept</b>	<p>Create proofs of concept for design ideas.</p> <p>The proofs of concept will focus on taking the team from promising design ideas to concrete solutions that demonstrate how they will look, work, and feel.</p>
<b>Core team Meetings</b>	Facilitate regular meetings with the project's Core team to provide updates, check in on work streams, and support the day-to-day execution of the project.
<b>Design Reviews</b>	Conduct Design Reviews with UIA leadership to share insights and seek

	<p>strategic guidance. Contractor will host five Design Reviews:</p> <ol style="list-style-type: none"> <li>1) Planning Meeting</li> <li>2) Project Kick-off</li> <li>3) Mid-Point Review</li> <li>4) Recommendation Review</li> <li>5) Proof of Concept Review</li> </ol>
--	--

## deliverables

- **Project Plan + Timeline**  
Contractor will partner with UIA to establish clear roles/responsibilities and the sequencing of Contractor's work. The Project Plan will include a detailed work plan that demonstrates where all deliverables, milestones, key events, convening, and task dependencies fit within the approved timeline.
- **Research Plan**  
Contractor will collaborate with UIA to create a Research Plan that ensures user insights guide improvements to the unemployment insurance process. This plan will include the selection of research methods, the development of interview guides, and a strategy for selecting, recruiting, and engaging research participants.
- **User Experience Map + Opportunity Area Analysis**  
Contractor will develop a user experience map - identifying how users experience the current unemployment process from beginning to end. This map will assist UIA in identifying where the biggest opportunities exist to streamline the process and improve the experience for end users.
- **Recommendations**  
Contractor will develop a set of recommendations that are backed by research findings. Recommendations will provide a set of concrete solutions for how to streamline the unemployment process for claimants and staff. Contractor will identify the largest opportunities for changes in both the short and long term.
- **Proofs of Concept**  
Contractor will develop proofs of concept based on UIA's priorities. Proofs of concept will demonstrate how the solution will look, work, and feel prior to moving into implementation.
- **Core Team Meetings + Project Status Reports**

Contractor will facilitate regular meetings with the Core team to provide project updates, collect input on work streams, follow up on action items, and support the day-to-day execution of the project.

- **Design Reviews**

Contractor will conduct a sequence of Design Reviews with the Leadership team from UIA to share insights and recommendations that emerge from the work.

## **team**

Contractor will provide a team with the skill sets capable of fulfilling this work. Contractor anticipates five (5) team members for this project:

### **Leadership and Management**

Leadership and management for this project includes a Partner and an Engagement Manager. The Partner will be responsible for strategically guiding the team and holding partner relationships. The Engagement Manager will be responsible for carrying out the project plan and managing the team-identifying needs, tracking progress, measuring impact, and sharing our work back to UIA.

### **Research, Design, Strategy, and Recommendations**

The staff for this project includes one (1) Specialist and two (2) Associates. This team will be responsible for conducting research and user testing, synthesizing findings, leading ideation, crafting strategy, and developing recommendations. This team will also be responsible for coordinating partners, managing team schedules, and providing support to ensure efficient operation of the project.

## **time + budget**

The project will span 20 weeks and cost \$475,000. UIA will be billed monthly based on hours in the following rate structure:

### **Project Team Staffing**

Principal: \$400/hr

Engagement Manager: \$220/hr

### **Design Services**

Specialist: \$160/hr

Associate: \$130/hr

### **Administration**

Admin Assistant: \$45/hr



**STATE OF MICHIGAN PROCUREMENT**  
 Department of Technology Management and Budget  
 525 W. Allegan 1st Floor, Lansing, MI 48913  
 P.O. BOX 30026 Lansing, MI 48909

**NOTICE OF CONTRACT**

NOTICE OF CONTRACT NO. **21000000883**  
 between  
 THE STATE OF MICHIGAN  
 and

<b>CONTRACTOR</b>	Humans First Detroit, DBA Civilla
	440 Burroughs St. Suite 200
	Detroit, MI 48202
	Michael Brennan
	313-449-1878
	michael@civilla.org
	CV0058129

<b>STATE</b>	Program Manager	Judy Odett	DTMB
		517-242-0122	
	Odettj@Michigan.gov		
	Contract Administrator	Steven Motz	DTMB
517-331-6086			
MotzS1@michigan.gov			

<b>CONTRACT SUMMARY</b>			
<b>DESCRIPTION: Human Centered Design (HCD) for Comprehensive Child Welfare Information System (CCWIS)</b>			
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE CHANGE(S) NOTED BELOW
05/01/2021	04/30/2022	4 – 1 Year	N/A
PAYMENT TERMS		DELIVERY TIMEFRAME	
Net 45		N/A	
ALTERNATE PAYMENT OPTIONS			EXTENDED PURCHASING
<input type="checkbox"/> P-card <input type="checkbox"/> Payment Request (PRC) <input type="checkbox"/> Other			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
MINIMUM DELIVERY REQUIREMENTS			
N/A			
MISCELLANEOUS INFORMATION			
This Contract was established from RFS RFP# 171-21000000905.			
ESTIMATED CONTRACT VALUE AT TIME OF EXECUTION			<b>\$ 465,000.00</b>

**FOR THE CONTRACTOR:**

**Humans First Detroit, DBA Civilla**

\_\_\_\_\_  
**Company Name**

\_\_\_\_\_  
**Authorized Agent Signature**

\_\_\_\_\_  
**Authorized Agent**

\_\_\_\_\_  
**Date**

**FOR THE STATE:**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Name & Title**

\_\_\_\_\_  
**Agency**

\_\_\_\_\_  
**Date**

# STANDARD CONTRACT TERMS

This STANDARD CONTRACT (“**Contract**”) is agreed to between the State of Michigan (the “**State**”) and Humans First Detroit, DBA Civilla (“**Contractor**”), a Michigan non-profit exempt corporation under IRS code 501c3 This Contract is effective on May 1, 2021 (“**Effective Date**”), and unless terminated, expires on April 30, 2022.

This Contract may be renewed for up to four (4) additional one (1) year period(s). Renewal is at the sole discretion of the State and will automatically extend the Term of this Contract. The State will document its exercise of renewal options via Contract Change Notice.

The parties agree as follows:

1. **Duties of Contractor.** Contractor must perform the services and provide the deliverables described in **Schedule A – Statement of Work** (the “**Contract Activities**”). An obligation to provide delivery of any commodity is considered a service and is a Contract Activity.

Contractor must furnish all labor, equipment, materials, and supplies necessary for the performance of the Contract Activities, and meet operational standards, unless otherwise specified in Schedule A.

Contractor must: (a) perform the Contract Activities in a timely, professional, safe, and workmanlike manner consistent with standards in the trade, profession, or industry; (b) meet or exceed the performance and operational standards, and specifications of the Contract; (c) provide all Contract Activities in good quality, with no material defects; (d) not interfere with the State’s operations; (e) obtain and maintain all necessary licenses, permits or other authorizations necessary for the performance of the Contract; (f) cooperate with the State, including the State’s quality assurance personnel, and any third party to achieve the objectives of the Contract; (g) return to the State any State-furnished equipment or other resources in the same condition as when provided when no longer required for the Contract; (h) not make any media releases without prior written authorization from the State; (i) assign to the State any claims resulting from state or federal antitrust violations to the extent that those violations concern materials or services supplied by third parties toward fulfillment of the Contract; (j) comply with all State physical and IT security policies and standards which will be made available upon request; and (k) provide the State priority in performance of the Contract except as mandated by federal disaster response requirements. Any breach under this paragraph is considered a material breach.

Contractor must also be clearly identifiable while on State property by wearing identification issued by the State, and clearly identify themselves whenever making contact with the State.

2. **Notices.** All notices and other communications required or permitted under this Contract must be in writing and will be considered given and received: (a) when verified by written receipt if sent by courier; (b) when actually received if sent by mail without verification of receipt; or (c) when verified by automated receipt or electronic logs if sent by facsimile or email.

If to State:	If to Contractor:
Steven Motz 525 W Allegan St Lansing, MI 4893 <a href="mailto:MotzS1@Michigan.gov">MotzS1@Michigan.gov</a> 517-331-6086	Kari Larson 440 Burroughs St. Suite 200 Detroit, MI 48202 kari@civilla.org 734-730-8884

3. **Contract Administrator.** The Contract Administrator for each party is the only person authorized to modify any terms of this Contract, and approve and execute any change under this Contract (each a “**Contract Administrator**”):

State:	Contractor:

**STANDARD CONTRACT TERMS**

Steven Motz 525 W Allegan St Lansing, MI 48933 <a href="mailto:MotzS1@Michigan.gov">MotzS1@Michigan.gov</a> 517-331-6086	Michael Brennan 440 Burroughs St. Suite 200 Detroit, MI 48202 michael@civilla.org 313-449-1878
--	--

4. **Program Manager.** The Program Manager for each party will monitor and coordinate the day-to-day activities of the Contract (each a “Program Manager”):

State:	Contractor:
Judy Odett 222 N Washington Square Lansing, MI 48933 <a href="mailto:Odettj@Michigan.gov">Odettj@Michigan.gov</a> 517-242-0122	Rachael Carson 440 Burroughs St. Suite 200 Detroit, MI 48202 rachael@civilla.org 908-809-8480

5. **Performance Guarantee.** Contractor must at all times have financial resources sufficient, in the opinion of the State, to ensure performance of the Contract and must provide proof upon request. The State may require a performance bond (as specified in Schedule A – Statement of Work) if, in the opinion of the State, it will ensure performance of the Contract.

6. **Insurance Requirements.** Contractor, at its sole expense, must maintain the insurance coverage identified below. All required insurance must: (i) protect the State from claims that arise out of, are alleged to arise out of, or otherwise result from Contractor's or subcontractor's performance; (ii) be primary and non-contributing to any comparable liability insurance (including self-insurance) carried by the State; and (iii) be provided by a company with an A.M. Best rating of "A-" or better, and a financial size of VII or better.

Required Limits	Additional Requirements
<b>Commercial General Liability Insurance</b>	
<u>Minimum Limits:</u> \$1,000,000 Each Occurrence \$1,000,000 Personal & Advertising Injury \$2,000,000 Products/Completed Operations \$2,000,000 General Aggregate	Policy must be endorsed to add “the State of Michigan, its departments, divisions, agencies, offices, commissions, officers, employees, and agents” as additional insureds using endorsement CG 20 10 11 85, or both CG 20 10 12 19 and CG 20 37 12 19.
<b>Automobile Liability Insurance</b>	
If a motor vehicle is used in the performance of the Contract, Contractor must maintain motor vehicle liability coverage for bodily injury and property damage, as required by law.	
<b>Workers' Compensation Insurance</b>	
<u>Minimum Limits:</u> Coverage according to applicable laws governing work activities	Waiver of subrogation, except where waiver is prohibited by law.
<b>Employers Liability Insurance</b>	
<u>Minimum Limits:</u> \$500,000 Each Accident \$500,000 Each Employee by Disease \$500,000 Aggregate Disease	
<b>Privacy and Security Liability (Cyber Liability) Insurance</b>	

**STANDARD CONTRACT TERMS**

<p><u>Minimum Limits:</u>          \$1,000,000 Each Occurrence          \$1,000,000 Annual Aggregate</p>	<p>Policy must cover information security and privacy liability, privacy notification costs, regulatory defense and penalties, and website media content liability.</p>
<b>Professional Liability (Errors and Omissions) Insurance</b>	
<p><u>Minimum Limits:</u>          \$3,000,000 Each Occurrence          \$3,000,000 Annual Aggregate</p>	

If any required policies provide claims-made coverage, the Contractor must: (i) provide coverage with a retroactive date before the Effective Date of the Contract or the beginning of Contract Activities; (ii) maintain coverage and provide evidence of coverage for at least three (3) years after completion of the Contract Activities; and (iii) if coverage is cancelled or not renewed, and not replaced with another claims-made policy form with a retroactive date prior to the Effective Date of this Contract, Contractor must purchase extended reporting coverage for a minimum of three (3) years after completion of work.

Contractor must: (i) provide insurance certificates to the Contract Administrator, containing the agreement or delivery order number, at Contract formation and within twenty (20) calendar days of the expiration date of the applicable policies; (ii) require that subcontractors maintain the required insurances contained in this Section; (iii) notify the Contract Administrator within five (5) business days if any policy is cancelled; and (iv) waive all rights against the State for damages covered by insurance. Failure to maintain the required insurance does not limit this waiver.

This Section is not intended to and is not to be construed in any manner as waiving, restricting or limiting the liability of either party for any obligations under this Contract (including any provisions hereof requiring Contractor to indemnify, defend and hold harmless the State).

- 7. **Administrative Fee and Reporting.** Contractor must pay an **administrative fee of 1%** on all payments made to Contractor under the Contract including transactions with the State (including its departments, divisions, agencies, offices, and commissions), MiDEAL members, and other states (including governmental subdivisions and authorized entities). Administrative fee payments must be made online by check or credit card at: <https://www.thepayplace.com/mi/dtmb/adminfee>

Contractor must submit an itemized purchasing activity report, which includes at a minimum, the name of the purchasing entity and the total dollar volume in sales. Reports should be mailed to [MiDeal@michigan.gov](mailto:MiDeal@michigan.gov).

The administrative fee and purchasing activity report are due within 30 calendar days from the last day of each calendar quarter.

- 8. **Extended Purchasing Program.** This contract is extended to MiDEAL members. MiDEAL members include local units of government, school districts, universities, community colleges, and nonprofit hospitals. A current list of MiDEAL members is available at [www.michigan.gov/mideal](http://www.michigan.gov/mideal).

Upon written agreement between the State and Contractor, this contract may also be extended to: (a) other states (including governmental subdivisions and authorized entities) and (b) State of Michigan employees.

If extended, Contractor must supply all Contract Activities at the established Contract prices and terms. The State reserves the right to impose an administrative fee and negotiate additional discounts based on any increased volume generated by such extensions.

## STANDARD CONTRACT TERMS

---

Contractor must submit invoices to, and receive payment from, extended purchasing program members on a direct and individual basis.

9. **Independent Contractor.** Contractor is an independent contractor and assumes all rights, obligations and liabilities set forth in this Contract. Contractor, its employees, and agents will not be considered employees of the State. No partnership or joint venture relationship is created by virtue of this Contract. Contractor, and not the State, is responsible for the payment of wages, benefits and taxes of Contractor's employees and any subcontractors. Prior performance does not modify Contractor's status as an independent contractor.

Contractor hereby acknowledges that the State is and will be the sole and exclusive owner of all right, title, and interest in the Contract Activities and all associated intellectual property rights, if any. Such Contract Activities are works made for hire as defined in Section 101 of the Copyright Act of 1976. To the extent any Contract Activities and related intellectual property do not qualify as works made for hire under the Copyright Act, Contractor will, and hereby does, immediately on its creation, assign, transfer and otherwise convey to the State, irrevocably and in perpetuity, throughout the universe, all right, title and interest in and to the Contract Activities, including all intellectual property rights therein.

10. **Subcontracting.** Contractor may not delegate any of its obligations under the Contract without the prior written approval of the State. Contractor must notify the State at least 90 calendar days before the proposed delegation and provide the State any information it requests to determine whether the delegation is in its best interest. If approved, Contractor must: (a) be the sole point of contact regarding all contractual matters, including payment and charges for all Contract Activities; (b) make all payments to the subcontractor; and (c) incorporate the terms and conditions contained in this Contract in any subcontract with a subcontractor. Contractor remains responsible for the completion of the Contract Activities, compliance with the terms of this Contract, and the acts and omissions of the subcontractor. The State, in its sole discretion, may require the replacement of any subcontractor.
11. **Staffing.** The State's Contract Administrator may require Contractor to remove or reassign personnel by providing a notice to Contractor.
12. **Background Checks.** Pursuant to Michigan law, all agencies subject to IRS Pub. 1075 are required to ask the Michigan State Police to perform fingerprint background checks on all employees, including Contractor and Subcontractor employees, who may have access to any database of information maintained by the federal government that contains confidential or personal information, including, but not limited to, federal tax information. Further, pursuant to Michigan law, any agency described above is prohibited from providing Contractors or Subcontractors with the result of such background check. For more information, please see Michigan Public Act 427 of 2018. Upon request, or as may be specified in Schedule A, Contractor must perform background checks on all employees and subcontractors and its employees prior to their assignment. The scope is at the discretion of the State and documentation must be provided as requested. Contractor is responsible for all costs associated with the requested background checks. The State, in its sole discretion, may also perform background checks.
13. **Assignment.** Contractor may not assign this Contract to any other party without the prior approval of the State. Upon notice to Contractor, the State, in its sole discretion, may assign in whole or in part, its rights or responsibilities under this Contract to any other party. If the State determines that a novation of the Contract to a third party is necessary, Contractor will agree to the novation and provide all necessary documentation and signatures.
14. **Change of Control.** Contractor will notify within 30 days of any public announcement or otherwise once legally permitted to do so, the State of a change in Contractor's organizational structure or ownership. For purposes of this Contract, a change in control means any of the following: (a) a sale of

## STANDARD CONTRACT TERMS

---

more than 50% of Contractor's stock; (b) a sale of substantially all of Contractor's assets; (c) a change in a majority of Contractor's board members; (d) consummation of a merger or consolidation of Contractor with any other entity; (e) a change in ownership through a transaction or series of transactions; (f) or the board (or the stockholders) approves a plan of complete liquidation. A change of control does not include any consolidation or merger effected exclusively to change the domicile of Contractor, or any transaction or series of transactions principally for bona fide equity financing purposes.

In the event of a change of control, Contractor must require the successor to assume this Contract and all of its obligations under this Contract.

15. **Ordering.** Contractor is not authorized to begin performance until receipt of authorization as identified in Schedule A.
16. **Acceptance.** Contract Activities are subject to inspection and testing by the State within 30 calendar days of the State's receipt of them ("**State Review Period**"), unless otherwise provided in Schedule A. If the Contract Activities are not fully accepted by the State, the State will notify Contractor by the end of the State Review Period that either: (a) the Contract Activities are accepted but noted deficiencies must be corrected; or (b) the Contract Activities are rejected. If the State finds material deficiencies, it may: (i) reject the Contract Activities without performing any further inspections; (ii) demand performance at no additional cost; or (iii) terminate this Contract in accordance with Section 23, Termination for Cause.

Within 10 business days from the date of Contractor's receipt of notification of acceptance with deficiencies or rejection of any Contract Activities, Contractor must cure, at no additional cost, the deficiency and deliver unequivocally acceptable Contract Activities to the State. If acceptance with deficiencies or rejection of the Contract Activities impacts the content or delivery of other non-completed Contract Activities, the parties' respective Program Managers must determine an agreed to number of days for re-submission that minimizes the overall impact to the Contract. However, nothing herein affects, alters, or relieves Contractor of its obligations to correct deficiencies in accordance with the time response standards set forth in this Contract.

If Contractor is unable or refuses to correct the deficiency within the time response standards set forth in this Contract, the State may cancel the order in whole or in part. The State, or a third party identified by the State, may perform the Contract Activities and recover the difference between the cost to cure and the Contract price plus an additional 10% administrative fee.

17. **RESERVED**
18. **RESERVED**
19. **RESERVED**
20. **Terms of Payment.** Invoices must conform to the requirements communicated from time-to-time by the State. All undisputed amounts are payable within 45 days of the State's receipt. Contractor may only charge for Contract Activities performed as specified in Schedule A. Invoices must include an itemized statement of all charges. The State is exempt from State sales tax for direct purchases and may be exempt from federal excise tax, if Services purchased under this Agreement are for the State's exclusive use. All prices are exclusive of taxes, and Contractor is responsible for all sales, use and excise taxes, and any other similar taxes, duties and charges of any kind imposed by any federal, state, or local governmental entity on any amounts payable by the State under this Contract.

The State has the right to withhold payment of any disputed amounts until the parties agree as to the validity of the disputed amount. The State will notify Contractor of any dispute within a reasonable time. Payment by the State will not constitute a waiver of any rights as to Contractor's continuing obligations, including claims for deficiencies or substandard Contract Activities. Contractor's

## STANDARD CONTRACT TERMS

---

acceptance of final payment by the State constitutes a waiver of all claims by Contractor against the State for payment under this Contract, other than those claims previously filed in writing on a timely basis and still disputed.

The State will only disburse payments under this Contract through Electronic Funds Transfer (EFT). Contractor must register with the State at <http://www.michigan.gov/SIGMAVSS> to receive electronic fund transfer payments. If Contractor does not register, the State is not liable for failure to provide payment. Without prejudice to any other right or remedy it may have, the State reserves the right to set off at any time any amount then due and owing to it by Contractor against any amount payable by the State to Contractor under this Contract.

21. **Liquidated Damages.** Liquidated damages, will be assessed as described in Schedule A.
22. **Stop Work Order.** The State may suspend any or all activities under the Contract at any time. The State will provide Contractor a written stop work order detailing the suspension. Contractor must comply with the stop work order upon receipt. Within 90 calendar days, or any longer period agreed to by Contractor, the State will either: (a) issue a notice authorizing Contractor to resume work, or (b) terminate the Contract or delivery order. The State will not pay for Contract Activities, Contractor's lost profits, or any additional compensation during a stop work period.
23. **Termination for Cause.** The State may terminate this Contract for cause, in whole or in part, if Contractor, as determined by the State: (a) endangers the value, integrity, or security of any location, data, or personnel; (b) becomes insolvent, petitions for bankruptcy court proceedings, or has an involuntary bankruptcy proceeding filed against it by any creditor; (c) engages in any conduct that may expose the State to liability; (d) breaches any of its material duties or obligations; or (e) fails to cure a breach within the time stated in a notice of breach. Any reference to specific breaches being material breaches within this Contract will not be construed to mean that other breaches are not material.

If the State terminates this Contract under this Section, the State will issue a termination notice specifying whether Contractor must: (a) cease performance immediately, or (b) continue to perform for a specified period. If it is later determined that Contractor was not in breach of the Contract, the termination will be deemed to have been a Termination for Convenience, effective as of the same date, and the rights and obligations of the parties will be limited to those provided in Section 24, Termination for Convenience.

The State will only pay for amounts due to Contractor for Contract Activities accepted by the State on or before the date of termination, subject to the State's right to set off any amounts owed by the Contractor for the State's reasonable costs in terminating this Contract. The Contractor must pay all reasonable costs incurred by the State in terminating this Contract for cause, including administrative costs, attorneys' fees, court costs, transition costs, and any costs the State incurs to procure the Contract Activities from other sources.

24. **Termination for Convenience.** The State may immediately terminate this Contract in whole or in part without penalty and for any reason, including but not limited to, appropriation or budget shortfalls. The termination notice will specify whether Contractor must: (a) cease performance of the Contract Activities immediately, or (b) continue to perform the Contract Activities in accordance with Section 25, Transition Responsibilities. If the State terminates this Contract for convenience, the State will pay all reasonable costs, as determined by the State, for State approved Transition Responsibilities.
25. **Transition Responsibilities.** Upon termination or expiration of this Contract for any reason, Contractor must, for a period of time specified by the State (not to exceed **180** calendar days), provide all reasonable transition assistance requested by the State, to allow for the expired or terminated portion of the Contract Activities to continue without interruption or adverse effect, and to facilitate the orderly transfer of such Contract Activities to the State or its designees. Such transition assistance may include, but is not limited to: (a) continuing to perform the Contract Activities at the established

## STANDARD CONTRACT TERMS

---

Contract rates; (b) taking all reasonable and necessary measures to transition performance of the work, including all applicable Contract Activities, training, equipment, software, leases, reports and other documentation, to the State or the State's designee; (c) taking all necessary and appropriate steps, or such other action as the State may direct, to preserve, maintain, protect, or return to the State all materials, data, property, and confidential information provided directly or indirectly to Contractor by any entity, agent, vendor, or employee of the State; (d) transferring title in and delivering to the State, at the State's discretion, all completed or partially completed deliverables prepared under this Contract as of the Contract termination date; and (e) preparing an accurate accounting from which the State and Contractor may reconcile all outstanding accounts (collectively, "**Transition Responsibilities**"). This Contract will automatically be extended through the end of the transition period.

26. **General Indemnification.** Contractor must defend, indemnify and hold the State, its departments, divisions, agencies, offices, commissions, officers, and employees harmless, without limitation, from and against any and all actions, claims, losses, liabilities, damages, costs, attorney fees, and expenses (including those required to establish the right to indemnification), arising out of or relating to: (a) any breach by Contractor (or any of Contractor's employees, agents, subcontractors, or by anyone else for whose acts any of them may be liable) of any of the promises, agreements, representations, warranties, or insurance requirements contained in this Contract; (b) any infringement, misappropriation, or other violation of any intellectual property right or other right of any third party; (c) any bodily injury, death, or damage to real or tangible personal property occurring wholly or in part due to action or inaction by Contractor (or any of Contractor's employees, agents, subcontractors, or by anyone else for whose acts any of them may be liable); and (d) any acts or omissions of Contractor (or any of Contractor's employees, agents, subcontractors, or by anyone else for whose acts any of them may be liable).

The State will notify Contractor in writing if indemnification is sought; however, failure to do so will not relieve Contractor, except to the extent that Contractor is materially prejudiced. Contractor must, to the satisfaction of the State, demonstrate its financial ability to carry out these obligations.

The State is entitled to: (i) regular updates on proceeding status; (ii) participate in the defense of the proceeding; (iii) employ its own counsel; and to (iv) retain control of the defense if the State deems necessary. Contractor will not, without the State's written consent (not to be unreasonably withheld), settle, compromise, or consent to the entry of any judgment in or otherwise seek to terminate any claim, action, or proceeding. To the extent that any State employee, official, or law may be involved or challenged, the State may, at its own expense, control the defense of that portion of the claim.

Any litigation activity on behalf of the State, or any of its subdivisions under this Section, must be coordinated with the Department of Attorney General. An attorney designated to represent the State may not do so until approved by the Michigan Attorney General and appointed as a Special Assistant Attorney General.

27. **Infringement Remedies.** If, in either party's opinion, any piece of equipment, software, commodity, or service supplied by Contractor or its subcontractors, or its operation, use or reproduction, is likely to become the subject of a copyright, patent, trademark, or trade secret infringement claim, Contractor must, at its expense: (a) procure for the State the right to continue using the equipment, software, commodity, or service, or if this option is not reasonably available to Contractor, (b) replace or modify the same so that it becomes non-infringing; or (c) accept its return by the State with appropriate credits to the State against Contractor's charges and reimburse the State for any losses or costs incurred as a consequence of the State ceasing its use and returning it.
28. **Limitation of Liability and Disclaimer of Damages. IN NO EVENT WILL THE STATE'S AGGREGATE LIABILITY TO CONTRACTOR UNDER THIS CONTRACT, REGARDLESS OF THE**

## STANDARD CONTRACT TERMS

**FORM OF ACTION, WHETHER IN CONTRACT, TORT, NEGLIGENCE, STRICT LIABILITY OR BY STATUTE OR OTHERWISE, FOR ANY CLAIM RELATED TO OR ARISING UNDER THIS CONTRACT, EXCEED THE MAXIMUM AMOUNT OF FEES PAYABLE UNDER THIS CONTRACT.**

The State is not liable for consequential, incidental, indirect, or special damages, regardless of the nature of the action.

29. **Disclosure of Litigation, or Other Proceeding.** Contractor must notify the State within 14 calendar days of receiving notice of any litigation, investigation, arbitration, or other proceeding (collectively, "**Proceeding**") involving Contractor, a subcontractor, or an officer or director of Contractor or subcontractor, that arises during the term of the Contract, including: (a) a criminal Proceeding; (b) a parole or probation Proceeding; (c) a Proceeding under the Sarbanes-Oxley Act; (d) a civil Proceeding involving: (1) a claim that might reasonably be expected to adversely affect Contractor's viability or financial stability; or (2) a governmental or public entity's claim or written allegation of fraud; or (e) a Proceeding involving any license that Contractor is required to possess in order to perform under this Contract.
30. **State Data.**
- a. **Ownership.** The State's data ("**State Data**," which will be treated by Contractor as Confidential Information) includes: (a) the State's data collected, used, processed, stored, or generated as the result of the Contract Activities; (b) personally identifiable information ("**PII**") collected, used, processed, stored, or generated as the result of the Contract Activities, including, without limitation, any information that identifies an individual, such as an individual's social security number or other government-issued identification number, date of birth, address, telephone number, biometric data, mother's maiden name, email address, credit card information, or an individual's name in combination with any other of the elements here listed; and, (c) personal health information ("**PHI**") collected, used, processed, stored, or generated as the result of the Contract Activities, which is defined under the Health Insurance Portability and Accountability Act (HIPAA) and its related rules and regulations. State Data is and will remain the sole and exclusive property of the State and all right, title, and interest in the same is reserved by the State. This Section survives the termination of this Contract.
  - b. **Contractor Use of State Data.** Contractor is provided a limited license to State Data for the sole and exclusive purpose of providing the Contract Activities, including a license to collect, process, store, generate, and display State Data only to the extent necessary in the provision of the Contract Activities. Contractor must: (a) keep and maintain State Data in strict confidence, using such degree of care as is appropriate and consistent with its obligations as further described in this Contract and applicable law to avoid unauthorized access, use, disclosure, or loss; (b) use and disclose State Data solely and exclusively for the purpose of providing the Contract Activities, such use and disclosure being in accordance with this Contract, any applicable Statement of Work, and applicable law; and (c) not use, sell, rent, transfer, distribute, or otherwise disclose or make available State Data for Contractor's own purposes or for the benefit of anyone other than the State without the State's prior written consent. This Section survives the termination of this Contract.
  - c. **Extraction of State Data.** Contractor must, within five (5) business days of the State's request, provide the State, without charge and without any conditions or contingencies whatsoever (including but not limited to the payment of any fees due to Contractor), an extract of the State Data in the format specified by the State.
  - d. **Backup and Recovery of State Data.** Unless otherwise specified in Schedule A, Contractor is responsible for maintaining a backup of State Data and for an orderly and timely recovery of such

## STANDARD CONTRACT TERMS

---

data. Unless otherwise described in Schedule A, Contractor must maintain a contemporaneous backup of State Data that can be recovered within two (2) hours at any point in time.

- e. Loss or Compromise of Data.** In the event of any act, error or omission, negligence, misconduct, or breach on the part of Contractor that compromises or is suspected to compromise the security, confidentiality, or integrity of State Data or the physical, technical, administrative, or organizational safeguards put in place by Contractor that relate to the protection of the security, confidentiality, or integrity of State Data, Contractor must, as applicable: (a) notify the State as soon as practicable but no later than twenty-four (24) hours of becoming aware of such occurrence; (b) cooperate with the State in investigating the occurrence, including making available all relevant records, logs, files, data reporting, and other materials required to comply with applicable law or as otherwise required by the State; (c) in the case of PII or PHI, at the State's sole election, (i) with approval and assistance from the State, notify the affected individuals who comprise the PII or PHI as soon as practicable but no later than is required to comply with applicable law, or, in the absence of any legally required notification period, within five (5) calendar days of the occurrence; or (ii) reimburse the State for any costs in notifying the affected individuals; (d) in the case of PII, provide third-party credit and identity monitoring services to each of the affected individuals who comprise the PII for the period required to comply with applicable law, or, in the absence of any legally required monitoring services, for no less than twenty-four (24) months following the date of notification to such individuals; (e) perform or take any other actions required to comply with applicable law as a result of the occurrence; (f) pay for any costs associated with the occurrence, including but not limited to any costs incurred by the State in investigating and resolving the occurrence, including reasonable attorney's fees associated with such investigation and resolution; (g) without limiting Contractor's obligations of indemnification as further described in this Contract, indemnify, defend, and hold harmless the State for any and all claims, including reasonable attorneys' fees, costs, and incidental expenses, which may be suffered by, accrued against, charged to, or recoverable from the State in connection with the occurrence; (h) be responsible for recreating lost State Data in the manner and on the schedule set by the State without charge to the State; and (i) provide to the State a detailed plan within ten (10) calendar days of the occurrence describing the measures Contractor will undertake to prevent a future occurrence. Notification to affected individuals, as described above, must comply with applicable law, be written in plain language, not be tangentially used for any solicitation purposes, and contain, at a minimum: name and contact information of Contractor's representative; a description of the nature of the loss; a list of the types of data involved; the known or approximate date of the loss; how such loss may affect the affected individual; what steps Contractor has taken to protect the affected individual; what steps the affected individual can take to protect himself or herself; contact information for major credit card reporting agencies; and, information regarding the credit and identity monitoring services to be provided by Contractor. The State will have the option to review and approve any notification sent to affected individuals prior to its delivery. Notification to any other party, including but not limited to public media outlets, must be reviewed and approved by the State in writing prior to its dissemination. The parties agree that any damages relating to a breach of this **Section 31** are to be considered direct damages and not consequential damages. This section survives termination or expiration of this Contract.
- f. State's Governance, Risk and Compliance (GRC) platform.** Contractor is required to assist the State with its security accreditation process through the development, completion and ongoing updating of a system security plan using the State's automated GRC platform and implement any required safeguards or remediate any security vulnerabilities as identified by the results of the security accreditation process.

## STANDARD CONTRACT TERMS

---

31. **Non-Disclosure of Confidential Information.** The parties acknowledge that each party may be exposed to or acquire communication or data of the other party that is confidential, privileged communication not intended to be disclosed to third parties. The provisions of this Section survive the termination of this Contract.
- a. Meaning of Confidential Information.** For the purposes of this Contract, the term “**Confidential Information**” means all information and documentation of a party that: (a) has been marked “confidential” or with words of similar meaning, at the time of disclosure by such party; (b) if disclosed orally or not marked “confidential” or with words of similar meaning, was subsequently summarized in writing by the disclosing party and marked “confidential” or with words of similar meaning; and, (c) should reasonably be recognized as confidential information of the disclosing party. The term “Confidential Information” does not include any information or documentation that was: (a) subject to disclosure under the Michigan Freedom of Information Act (FOIA); (b) already in the possession of the receiving party without an obligation of confidentiality; (c) developed independently by the receiving party, as demonstrated by the receiving party, without violating the disclosing party’s proprietary rights; (d) obtained from a source other than the disclosing party without an obligation of confidentiality; or, (e) publicly available when received, or thereafter became publicly available (other than through any unauthorized disclosure by, through, or on behalf of, the receiving party). For purposes of this Contract, in all cases and for all matters, State Data is deemed to be Confidential Information.
- b. Obligation of Confidentiality.** The parties agree to hold all Confidential Information in strict confidence and not to copy, reproduce, sell, transfer, or otherwise dispose of, give or disclose such Confidential Information to third parties other than employees, agents, or subcontractors of a party who have a need to know in connection with this Contract or to use such Confidential Information for any purposes whatsoever other than the performance of this Contract. The parties agree to advise and require their respective employees, agents, and subcontractors of their obligations to keep all Confidential Information confidential. Disclosure to a subcontractor is permissible where: (a) use of a subcontractor is authorized under this Contract; (b) the disclosure is necessary or otherwise naturally occurs in connection with work that is within the subcontractor’s responsibilities; and (c) Contractor obligates the subcontractor in a written contract to maintain the State’s Confidential Information in confidence. At the State’s request, any employee of Contractor or any subcontractor may be required to execute a separate agreement to be bound by the provisions of this Section.
- c. Cooperation to Prevent Disclosure of Confidential Information.** Each party must use its best efforts to assist the other party in identifying and preventing any unauthorized use or disclosure of any Confidential Information. Without limiting the foregoing, each party must advise the other party immediately in the event either party learns or has reason to believe that any person who has had access to Confidential Information has violated or intends to violate the terms of this Contract and each party will cooperate with the other party in seeking injunctive or other equitable relief against any such person.
- d. Remedies for Breach of Obligation of Confidentiality.** Each party acknowledges that breach of its obligation of confidentiality may give rise to irreparable injury to the other party, which damage may be inadequately compensable in the form of monetary damages. Accordingly, a party may seek and obtain injunctive relief against the breach or threatened breach of the foregoing undertakings, in addition to any other legal remedies which may be available, to include, in the case of the State, at the sole election of the State, the immediate termination, without liability to the State, of this Contract or any Statement of Work corresponding to the breach or threatened breach.

## STANDARD CONTRACT TERMS

---

- e. **Surrender of Confidential Information upon Termination.** Upon termination of this Contract or a Statement of Work, in whole or in part, each party must, within 5 calendar days from the date of termination, return to the other party any and all Confidential Information received from the other party, or created or received by a party on behalf of the other party, which are in such party's possession, custody, or control; provided, however, that Contractor must return State Data to the State following the timeframe and procedure described further in this Contract. Should Contractor or the State determine that the return of any Confidential Information is not feasible, such party must destroy the Confidential Information and must certify the same in writing within 5 calendar days from the date of termination to the other party. However, the State's legal ability to destroy Contractor data may be restricted by its retention and disposal schedule, in which case Contractor's Confidential Information will be destroyed after the retention period expires.

### 32. Data Privacy and Information Security.

- a. **Undertaking by Contractor.** Without limiting Contractor's obligation of confidentiality as further described, Contractor is responsible for establishing and maintaining a data privacy and information security program, including physical, technical, administrative, and organizational safeguards, that is designed to: (a) ensure the security and confidentiality of the State Data; (b) protect against any anticipated threats or hazards to the security or integrity of the State Data; (c) protect against unauthorized disclosure, access to, or use of the State Data; (d) ensure the proper disposal of State Data; and (e) ensure that all employees, agents, and subcontractors of Contractor, if any, comply with all of the foregoing. In no case will the safeguards of Contractor's data privacy and information security program be less stringent than the safeguards used by the State, and Contractor must at all times comply with all applicable State IT policies and standards, which are available to Contractor upon request.
- b. **Audit by Contractor.** No less than annually, Contractor must conduct a comprehensive independent third-party audit of its data privacy and information security program and provide such audit findings to the State.
- c. **Right of Audit by the State.** Without limiting any other audit rights of the State, the State has the right to review Contractor's data privacy and information security program prior to the commencement of Contract Activities and from time to time during the term of this Contract. During the providing of the Contract Activities, on an ongoing basis from time to time and without notice, the State, at its own expense, is entitled to perform, or to have performed, an on-site audit of Contractor's data privacy and information security program. In lieu of an on-site audit, upon request by the State, Contractor agrees to complete, within 45 calendar days of receipt, an audit questionnaire provided by the State regarding Contractor's data privacy and information security program.
- d. **Audit Findings.** Contractor must implement any required safeguards as identified by the State or by any audit of Contractor's data privacy and information security program.
- e. **State's Right to Termination for Deficiencies.** The State reserves the right, at its sole election, to immediately terminate this Contract or a Statement of Work without limitation and without liability if the State determines that Contractor fails or has failed to meet its obligations under this Section.

### 33. RESERVED

### 34. RESERVED

- 35. **Records Maintenance, Inspection, Examination, and Audit.** The State or its designee may audit Contractor to verify compliance with this Contract. Contractor must retain and provide to the State or

## STANDARD CONTRACT TERMS

---

its designee and the auditor general upon request, all financial and accounting records related to the Contract through the term of the Contract and for 4 years after the latter of termination, expiration, or final payment under this Contract or any extension (“**Audit Period**”). If an audit, litigation, or other action involving the records is initiated before the end of the Audit Period, Contractor must retain the records until all issues are resolved.

Within 10 calendar days of providing notice, the State and its authorized representatives or designees have the right to enter and inspect Contractor's premises or any other places where Contract Activities are being performed, and examine, copy, and audit all records related to this Contract. Contractor must cooperate and provide reasonable assistance. If any financial errors are revealed, the amount in error must be reflected as a credit or debit on subsequent invoices until the amount is paid or refunded. Any remaining balance at the end of the Contract must be paid or refunded within 45 calendar days.

This Section applies to Contractor, any parent, affiliate, or subsidiary organization of Contractor, and any subcontractor that performs Contract Activities in connection with this Contract.

- 36. Warranties and Representations.** Contractor represents and warrants: (a) Contractor is the owner or licensee of any Contract Activities that it licenses, sells, or develops and Contractor has the rights necessary to convey title, ownership rights, or licensed use; (b) all Contract Activities are delivered free from any security interest, lien, or encumbrance and will continue in that respect; (c) the Contract Activities will not infringe the patent, trademark, copyright, trade secret, or other proprietary rights of any third party; (d) Contractor must assign or otherwise transfer to the State or its designee any manufacturer's warranty for the Contract Activities; (e) the Contract Activities are merchantable and fit for the specific purposes identified in the Contract; (f) the Contract signatory has the authority to enter into this Contract; (g) all information furnished by Contractor in connection with the Contract fairly and accurately represents Contractor's business, properties, finances, and operations as of the dates covered by the information, and Contractor will inform the State of any material adverse changes; (h) all information furnished and representations made in connection with the award of this Contract is true, accurate, and complete, and contains no false statements or omits any fact that would make the information misleading; and that (i) Contractor is neither currently engaged in nor will engage in the boycott of a person based in or doing business with a strategic partner as described in 22 USC 8601 to 8606. A breach of this Section is considered a material breach of this Contract, which entitles the State to terminate this Contract under Section 23, Termination for Cause.
- 37. Conflicts and Ethics.** Contractor will uphold high ethical standards and is prohibited from: (a) holding or acquiring an interest that would conflict with this Contract; (b) doing anything that creates an appearance of impropriety with respect to the award or performance of the Contract; (c) attempting to influence or appearing to influence any State employee by the direct or indirect offer of anything of value; or (d) paying or agreeing to pay any person, other than employees and consultants working for Contractor, any consideration contingent upon the award of the Contract. Contractor must immediately notify the State of any violation or potential violation of these standards. This Section applies to Contractor, any parent, affiliate, or subsidiary organization of Contractor, and any subcontractor that performs Contract Activities in connection with this Contract.
- 38. Compliance with Laws.** Contractor must comply with all federal, state and local laws, rules and regulations.
- 39. RESERVED**
- 40. RESERVED**
- 41. Nondiscrimination.** Under the Elliott-Larsen Civil Rights Act, 1976 PA 453, MCL 37.2101, *et seq.*, the Persons with Disabilities Civil Rights Act, 1976 PA 220, MCL 37.1101, *et seq.*, and [Executive Directive](#)

## STANDARD CONTRACT TERMS

2019-09. Contractor and its subcontractors agree not to discriminate against an employee or applicant for employment with respect to hire, tenure, terms, conditions, or privileges of employment, or a matter directly or indirectly related to employment, because of race, color, religion, national origin, age, sex (as defined in Executive Directive 2019-09), height, weight, marital status, partisan considerations, any mental or physical disability, or genetic information that is unrelated to the person’s ability to perform the duties of a particular job or position. Breach of this covenant is a material breach of this Contract.

- 42. **Unfair Labor Practice.** Under MCL 423.324, the State may void any Contract with a Contractor or subcontractor who appears on the Unfair Labor Practice register compiled under MCL 423.322.
- 43. **Governing Law.** This Contract is governed, construed, and enforced in accordance with Michigan law, excluding choice-of-law principles, and all claims relating to or arising out of this Contract are governed by Michigan law, excluding choice-of-law principles. Any dispute arising from this Contract must be resolved in Michigan Court of Claims. Contractor consents to venue in Ingham County, and waives any objections, such as lack of personal jurisdiction or *forum non conveniens*. Contractor must appoint agents in Michigan to receive service of process.
- 44. **Non-Exclusivity.** Nothing contained in this Contract is intended nor will be construed as creating any requirements contract with Contractor. This Contract does not restrict the State or its agencies from acquiring similar, equal, or like Contract Activities from other sources.
- 45. **Force Majeure.** Neither party will be in breach of this Contract because of any failure arising from any disaster or acts of god that are beyond their control and without their fault or negligence. Each party will use commercially reasonable efforts to resume performance. Contractor will not be relieved of a breach or delay caused by its subcontractors. If immediate performance is necessary to ensure public health and safety, the State may immediately contract with a third party.
- 46. **Dispute Resolution.** The parties will endeavor to resolve any Contract dispute in accordance with this provision. The dispute will be referred to the parties' respective Contract Administrators or Program Managers. Such referral must include a description of the issues and all supporting documentation. The parties must submit the dispute to a senior executive if unable to resolve the dispute within 15 business days. The parties will continue performing while a dispute is being resolved, unless the dispute precludes performance. A dispute involving payment does not preclude performance.  
  
Litigation to resolve the dispute will not be instituted until after the dispute has been elevated to the parties' senior executive and either concludes that resolution is unlikely or fails to respond within 15 business days. The parties are not prohibited from instituting formal proceedings: (a) to avoid the expiration of statute of limitations period; (b) to preserve a superior position with respect to creditors; or (c) where a party makes a determination that a temporary restraining order or other injunctive relief is the only adequate remedy. This Section does not limit the State’s right to terminate the Contract.
- 47. **Media Releases.** News releases (including promotional literature and commercial advertisements) pertaining to the Contract or project to which it relates must not be made without prior written State approval, and then only in accordance with the explicit written instructions of the State.
- 48. **Website Incorporation.** The State is not bound by any content on Contractor’s website unless expressly incorporated directly into this Contract.
- 49. **Schedules.** All Schedules, Attachments and Exhibits that are referenced herein and attached hereto are hereby incorporated by reference. The following Schedules are attached hereto and incorporated herein:

Schedule ID	Schedule Name
Schedule A	Statement of Work

**STANDARD CONTRACT TERMS**

<b>Schedule B</b>	Pricing Schedule
<b>Attachment 1</b>	Contractor Solution

- 50. **Entire Agreement and Order of Precedence.** This Contract, which includes Schedule A – Statement of Work, and schedules and exhibits which are hereby expressly incorporated, is the entire agreement of the parties related to the Contract Activities. This Contract supersedes and replaces all previous understandings and agreements between the parties for the Contract Activities. If there is a conflict between documents, the order of precedence is: (a) first, this Contract, excluding its schedules, exhibits, and Schedule A – Statement of Work; (b) second, Schedule A – Statement of Work as of the Effective Date; and (c) third, schedules expressly incorporated into this Contract as of the Effective Date. NO TERMS ON CONTRACTOR’S INVOICES, ORDERING DOCUMENTS, WEBSITE, BROWSE-WRAP, SHRINK-WRAP, CLICK-WRAP, CLICK-THROUGH OR OTHER NON-NEGOTIATED TERMS AND CONDITIONS PROVIDED WITH ANY OF THE CONTRACT ACTIVITIES WILL CONSTITUTE A PART OR AMENDMENT OF THIS CONTRACT OR IS BINDING ON THE STATE FOR ANY PURPOSE. ALL SUCH OTHER TERMS AND CONDITIONS HAVE NO FORCE AND EFFECT AND ARE DEEMED REJECTED BY THE STATE, EVEN IF ACCESS TO OR USE OF THE CONTRACT ACTIVITIES REQUIRES AFFIRMATIVE ACCEPTANCE OF SUCH TERMS AND CONDITIONS.
- 51. **Severability.** If any part of this Contract is held invalid or unenforceable, by any court of competent jurisdiction, that part will be deemed deleted from this Contract and the severed part will be replaced by agreed upon language that achieves the same or similar objectives. The remaining Contract will continue in full force and effect.
- 52. **Waiver.** Failure to enforce any provision of this Contract will not constitute a waiver.
- 53. **Survival.** The provisions of this Contract that impose continuing obligations, including warranties and representations, termination, transition, insurance coverage, indemnification, and confidentiality, will survive the expiration or termination of this Contract.
- 54. **Contract Modification.** This Contract may not be amended except by signed agreement between the parties (a “**Contract Change Notice**”). Notwithstanding the foregoing, no subsequent Statement of Work or Contract Change Notice executed after the Effective Date will be construed to amend this Contract unless it specifically states its intent to do so and cites the section or sections amended.

## FEDERAL PROVISIONS ADDENDUM

---

This addendum applies to purchases that will be paid for in whole or in part with funds obtained from the federal government. The provisions below are required, and the language is not negotiable. If any provision below conflicts with the State's terms and conditions, including any attachments, schedules, or exhibits to the State's Contract, the provisions below take priority to the extent a provision is required by federal law; otherwise, the order of precedence set forth in the Contract applies. Hyperlinks are provided for convenience only; broken hyperlinks will not relieve Contractor from compliance with the law.

### 1. Equal Employment Opportunity

If this Contract is a "**federally assisted construction contract**" as defined in [41 CFR Part 60-1.3](#), and except as otherwise may be provided under [41 CFR Part 60](#), then during performance of this Contract, the Contractor agrees as follows:

- a. The Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The Contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.
- b. The Contractor will, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.
- c. The Contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the Contractor's legal duty to furnish information.
- d. The Contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the Contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- e. The Contractor will comply with all provisions of [Executive Order 11246](#) of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.
- f. The Contractor will furnish all information and reports required by [Executive Order 11246](#) of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.

## FEDERAL PROVISIONS ADDENDUM

---

- g. In the event of the Contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this Contract may be canceled, terminated, or suspended in whole or in part and the Contractor may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in [Executive Order 11246](#) of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in [Executive Order 11246](#) of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.
- h. The Contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (8) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of [Executive Order 11246](#) of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The Contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance:

Provided, however, that in the event a Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency, the Contractor may request the United States to enter into such litigation to protect the interests of the United States.

The applicant further agrees that it will be bound by the above equal opportunity clause with respect to its own employment practices when it participates in federally assisted construction work: *Provided*, that if the applicant so participating is a State or local government, the above equal opportunity clause is not applicable to any agency, instrumentality or subdivision of such government which does not participate in work on or under the contract.

The applicant agrees that it will assist and cooperate actively with the administering agency and the Secretary of Labor in obtaining the compliance of contractors and subcontractors with the equal opportunity clause and the rules, regulations, and relevant orders of the Secretary of Labor, that it will furnish the administering agency and the Secretary of Labor such information as they may require for the supervision of such compliance, and that it will otherwise assist the administering agency in the discharge of the agency's primary responsibility for securing compliance.

The applicant further agrees that it will refrain from entering into any contract or contract modification subject to Executive Order 11246 of September 24, 1965, with a contractor debarred from, or who has not demonstrated eligibility for, Government contracts and federally assisted construction contracts pursuant to the Executive Order and will carry out such sanctions and penalties for violation of the equal opportunity clause as may be imposed upon contractors and subcontractors by the administering agency or the Secretary of Labor pursuant to Part II, Subpart D of the Executive Order. In addition, the applicant agrees that if it fails or refuses to comply with these undertakings, the administering agency may take any or all of the following actions: Cancel, terminate, or suspend in whole or in part this grant (contract, loan, insurance, guarantee); refrain from extending any further assistance to the applicant under the program with respect to which the failure or refund occurred until satisfactory assurance of future compliance has been received from such applicant; and refer the case to the Department of Justice for appropriate legal proceedings.

### 2. **Davis-Bacon Act (Prevailing Wage)**

If this Contract is a **prime construction contract** in excess of \$2,000, the Contractor (and its Subcontractors) must comply with the Davis-Bacon Act ([40 USC 3141-3148](#)) as supplemented by Department of Labor regulations ([29 CFR Part 5](#), "Labor Standards Provisions Applicable to Contracts

## FEDERAL PROVISIONS ADDENDUM

Covering Federally Financed and Assisted Construction”), and during performance of this Contract the Contractor agrees as follows:

- a. All transactions regarding this contract shall be done in compliance with the Davis-Bacon Act (40 U.S.C. 3141- 3144, and 3146-3148) and the requirements of 29 C.F.R. pt. 5 as may be applicable. The contractor shall comply with 40 U.S.C. 3141-3144, and 3146-3148 and the requirements of 29 C.F.R. pt. 5 as applicable.
- b. Contractors are required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor.
- c. Additionally, contractors are required to pay wages not less than once a week.

### 3. Copeland “Anti-Kickback” Act

If this Contract is a contract for construction or repair work in excess of \$2,000 where the Davis-Bacon Act applies, the Contractor must comply with the Copeland “Anti-Kickback” Act ([40 USC 3145](#)), as supplemented by Department of Labor regulations ([29 CFR Part 3](#), “Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States”), which prohibits the Contractor and subrecipients from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled, and during performance of this Contract the Contractor agrees as follows:

- a. **Contractor.** The Contractor shall comply with 18 U.S.C. §874, 40 U.S.C. § 3145, and the requirements of 29 C.F.R. pt. 3 as may be applicable, which are incorporated by reference into this contract.
- b. **Subcontracts.** The Contractor or Subcontractor shall insert in any subcontracts the clause above and such other clauses as FEMA or the applicable federal awarding agency may by appropriate instructions require, and also a clause requiring the Subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for the compliance by any subcontractor or lower tier subcontractor with all of these contract clauses.
- c. **Breach.** A breach of the contract clauses above may be grounds for termination of the contract, and for debarment as a Contractor and Subcontractor as provided in 29 C.F.R. § 5.12.

### 4. Contract Work Hours and Safety Standards Act

If the Contract is **in excess of \$100,000** and **involves the employment of mechanics or laborers**, the Contractor must comply with [40 USC 3702](#) and [3704](#), as supplemented by Department of Labor regulations ([29 CFR Part 5](#)), as applicable, and during performance of this Contract the Contractor agrees as follows:

- a. **Overtime requirements.** No Contractor or Subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.
- b. **Violation; liability for unpaid wages; liquidated damages.** In the event of any violation of the clause set forth in paragraph (1) of this section the Contractor and any Subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such Contractor and Subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated

## FEDERAL PROVISIONS ADDENDUM

damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (1) of this section, in the sum of \$27 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (1) of this section.

- c. **Withholding for unpaid wages and liquidated damages.** The State shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the Contractor or Subcontractor under any such contract or any other Federal contract with the same prime contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section.
  - d. **Subcontracts.** The Contractor or Subcontractor shall insert in any subcontracts the clauses set forth in paragraph (1) through (4) of this section and also a clause requiring the Subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (1) through (4) of this section.
5. **Rights to Inventions Made Under a Contract or Agreement**  
 If the Contract is funded by a federal “funding agreement” as defined under [37 CFR §401.2 \(a\)](#) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that “funding agreement,” the recipient or subrecipient must comply with [37 CFR Part 401](#), “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency.
6. **Clean Air Act and the Federal Water Pollution Control Act**  
 If this Contract is **in excess of \$150,000**, the Contractor must comply with all applicable standards, orders, and regulations issued under the Clean Air Act ([42 USC 7401-7671g](#)) and the Federal Water Pollution Control Act ([33 USC 1251-1387](#)), and during performance of this Contract the Contractor agrees as follows:

### Clean Air Act

1. The Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq.
2. The Contractor agrees to report each violation to the State and understands and agrees that the State will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency or the applicable federal awarding agency, and the appropriate Environmental Protection Agency Regional Office.
3. The Contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA or the applicable federal awarding agency.

### Federal Water Pollution Control Act

1. The Contractor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.

## FEDERAL PROVISIONS ADDENDUM

---

2. The Contractor agrees to report each violation to the State and understands and agrees that the State will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency or the applicable federal awarding agency, and the appropriate Environmental Protection Agency Regional Office.
3. The Contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA or the applicable federal awarding agency.

### 7. Debarment and Suspension

A “contract award” (see [2 CFR 180.220](#)) must not be made to parties listed on the government-wide exclusions in the [System for Award Management](#) (SAM), in accordance with the OMB guidelines at [2 CFR 180](#) that implement [Executive Orders 12549](#) (51 FR 6370; February 21, 1986) and 12689 (54 FR 34131; August 18, 1989), “Debarment and Suspension.” SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than [Executive Order 12549](#).

- a. This Contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such, the Contractor is required to verify that none of the Contractor’s principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).
- b. The Contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.
- c. This certification is a material representation of fact relied upon by the State. If it is later determined that the contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to the State, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment
- d. The bidder or proposer agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.

### 8. Byrd Anti-Lobbying Amendment

Contractors who apply or bid for an award of **\$100,000 or more** shall file the required certification in Exhibit 1 – Byrd Anti-Lobbying Certification below. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a Member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency.

### 9. Procurement of Recovered Materials

Under [2 CFR 200.322](#), Contractors must comply with section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act.

- a. In the performance of this contract, the Contractor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired:

## FEDERAL PROVISIONS ADDENDUM

---

- i. Competitively within a timeframe providing for compliance with the contract performance schedule;
  - ii. Meeting contract performance requirements; or
  - iii. At a reasonable price.
- b. Information about this requirement, along with the list of EPA- designated items, is available at EPA's Comprehensive Procurement Guidelines web site, <https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program>.
- c. The Contractor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act.

### 10. **Additional FEMA Contract Provisions.**

The following provisions apply to purchases that will be paid for in whole or in part with funds obtained from the Federal Emergency Management Agency (FEMA):

1. **Access to Records.** The following access to records requirements apply to this contract:
  - a. The Contractor agrees to provide the State, the FEMA Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions
  - b. The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed
  - c. The Contractor agrees to provide the FEMA Administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract

In compliance with the Disaster Recovery Act of 2018, the State and the Contractor acknowledge and agree that no language in this contract is intended to prohibit audits or internal reviews by the FEMA Administrator or the Comptroller General of the United States.

### 2. **Changes.**

See the provisions regarding modifications or change notice in the Contract Terms.

### 3. **DHS Seal Logo and Flags.**

The Contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific FEMA pre-approval.

### 4. **Compliance with Federal Law, Regulations, and Executive Orders.**

This is an acknowledgement that FEMA financial assistance will be used to fund all or a portion of the contract. The Contractor will comply with all applicable Federal law, regulations, executive orders, FEMA policies, procedures, and directives.

### 5. **No Obligation by Federal Government.**

The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the State, Contractor, or any other party pertaining to any matter resulting from the Contract."

### 6. **Program Fraud and False or Fraudulent Statements or Related Acts**

The Contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the Contractor's actions pertaining to this contract.

# EXHIBIT 1

## BYRD ANTI-LOBBYING CERTIFICATION

---

Contractor must complete this certification if the purchase will be paid for in whole or in part with funds obtained from the federal government and the purchase is greater than \$100,000.

### APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Contractor, Humans First Detroit, DBA Civilla, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

---

Signature of Contractor's Authorized Official

---

Name and Title of Contractor's Authorized Official

---

Date

# STATE OF MICHIGAN

**Contract No. 21000000883**

Human Centered Design (HCD) for  
Comprehensive Child Welfare Information System (CCWIS)

## **SCHEDULE A STATEMENT OF WORK - CONTRACT ACTIVITIES**

### **PROJECT DESCRIPTION**

The Michigan Department of Health and Human (MDHHS) has begun the replacement of the Michigan Statewide Automated Child Welfare Information System (MiSACWIS), with a system that complies with the Comprehensive Child Welfare Information System (CCWIS) federal regulations. The replacement of MiSACWIS is being completed through Contract #21000000511. The CCWIS system will be developed using modern technology utilizing a modular approach with Child Welfare Licensing being the first module. It is anticipated that at completion the new Michigan CCWIS system will include 9 modules that will incrementally replace MiSACWIS completely.

MDHHS recognizes the value Human Centered Design (HCD) brings to technology implementation and business process change, and therefore is committed to a user and stakeholder focus to drive the design of the technology. The Contractor will provide HCD for the CCWIS Licensing Module within the current implementation schedule and includes options for the continuation of HCD for the future modules. Please see Schedule A for a full description of the work that will be provided through this Contract.

This Contract includes a 1-year base term with four (4) additional 1-year optional renewal period(s).

The Contractor is precluded from being awarded the Design, Development, and Implementation of future CCWIS Modules.

### **CONTRACT OVERVIEW**

This Contract was awarded through a competitive Request for Solution (RFS). The Contractor has proposed a solution for how to implement and manage HCD for the CCWIS Licensing Module and has described how they will approach future optional modules. The Contractor will engage with MDHHS and the selected development vendor selected through Contract #21000000511, to create and manage a robust HCD process.

The HCD Contractor will engage with MDHHS and the selected development vendor to

- Review the documentation that has been collected in the past 2+ years in preparation for CCWIS implementation,
- Work with the State and development vendor to understand where the development currently is (it is assumed that the development vendor contract will begin prior to the HCD contract).
- Implement and manage the HCD work for the CCWIS Licensing module with the option/plan to continue HCD for additional modules. The HCD work needed for CCWIS should include all elements of HCD determined necessary, including but not limited to,
  - customer research,
  - user insight process,
  - identify and document policy and process impact to user centric design,
  - complete design interactions,
  - ensure positive user experience with the technology solution,
  - testing, prototyping, and
  - performing outcome analysis.
- Engage and manage a diverse group of stakeholders including partners internal to the State of Michigan, external partners, legislators, and citizens.

**Attachment 1 – Contractor Solution** provides additional detail on the solution.

## **1. General Requirements**

### **1.1. Training**

Civilla will train the MDHHS team and IT vendor in human-centered design, research and testing. Training will take place through the following activities:

**HCD Overview.** Civilla will provide HCD training for key stakeholders, MDHHS staff, transition team members, and the IT vendor involved in this project. This training will build a shared understanding of the HCD process, how it will be used in the CCWIS Licensing Module, and how it will intersect with the development work. This training will be 90-120 minutes long and can be held virtually or in-person.

**HCD Research Methodology and Best Practices.** Civilla will train MDHHS staff and the IT vendor involved in this project on human-centered research, testing, and design best practices. This training will include:

- **HCD research methods:** An overview of the HCD methods that will be used for user research and testing for this project, including discovery research and user testing. For discovery research, Civilla will train the team on how to conduct in-depth interviews. These interviews are typically 90-120 minutes and will focus on identifying underlying values, needs and pain points for users. Civilla will also train the team on how to conduct user testing sessions. These sessions are shorter in length (45-60 minutes) and will involve testing prototypes to get feedback on how to improve the user experience, design patterns, and features.
- **User testing and notetaking:** Civilla will train the team on how to prepare for user testing sessions and on notetaking techniques. This training will enable MDHHS and the IT vendor to join Civilla in the field for user testing sessions to hear direct feedback from end users.
- **Download and synthesis:** Civilla will train the team on how to download notes and synthesize the key takeaways. This training will include how to identify key quotes, needs, pain points, and design opportunities that were lifted up during interviews. This training will enable the team to work collaboratively to identify insights/patterns across interviews, draw quick sketches to visualize ideas, and brainstorm solutions.

**Best practices in user experience design.** Civilla will train the team on how to apply best practices in user experience design to the CCWIS Licensing module. Civilla will lift up best practices from the MI Bridges redesign – including design patterns in navigation, content, and visual design. These design patterns will ensure the CCWIS team is able to build off of key learnings and best practices from MDHHS' previous work.

## 1.2. Documentation

Civilla will document key learnings, recommendations and outcomes from the HCD research and testing. This documentation will support CCWIS design and development. It will also enable MDHHS staff and stakeholders to stay up-to-date on the project and apply the HCD learnings more widely. Civilla's documentation will include:

1. **User-testing summaries.** Following each round of user testing, Civilla will write a summary of the key learnings and recommendations. These summaries will provide an overview of learnings as well as detailed feedback on each screen/feature of prototype – including what's working, what's not, and new design ideas. The summary will also include raw notes and photos from the team's download/synthesis session for reference. The purpose of the user testing summaries is to share learnings across the team with staff that did not participate in the research. It will also provide recommendations for the IT vendor—guiding their improvements to the product's features, flow, design patterns, copywriting, or overall user experience. These summaries will be delivered within 48 hours of user testing to give the IT vendor enough time to update the prototypes before the next round of user testing.
2. **Sprint summaries.** In the user testing phase, Civilla will work with MDHHS and the IT vendor to lead four user testing sprints. Each sprint will be one month long – consisting of two rounds of user testing and iteration. Following each sprint, Civilla will summarize the key themes from user research and testing. This summary will capture higher-level learnings from the entire sprint, such as what features were most valuable for users, how to arrange a sequence of questions to be simple for users to understand, or how to incentivize users to complete a requirement. The sprint summary will deliver recommendations and learnings that are applicable to future CCWIS modules and can be used to improve other aspects of the child welfare system. These summaries will be delivered at the end of each sprint.
3. **Sketches, wireframes and high-resolution digital mock-ups.** Civilla will design sketches, wireframes and high-resolution mock-ups as necessary during discovery research and user-testing. These will visually communicate solution ideas to MDHHS and the IT vendor team to help guide design and development. Civilla will work with MDHHS and the IT vendor to determine when sketches, wireframes and mock-ups are needed for the project.
4. **Final report.** At the end of the CCWIS Licensing module, Civilla will deliver a final report that documents the project overview, research and testing methods, primary user needs, key findings, outcomes and recommendations. This report will provide MDHHS with an enduring record of HCD learnings for the project. It will also provide stakeholders with a summary of the project learnings, recommendations, and impact.

### 1.3 Specific Standards

#### **IT Policies, Standards and Procedures (PSP)**

Contractors are advised that the State has methods, policies, standards and procedures that have been developed over the years. Contractors are expected to provide proposals that conform to State IT policies and standards. All services and products provided through this Contract must comply with all applicable State IT policies and standards. Contractor is required to review all applicable links provided below and state compliance in their response.

Public IT Policies, Standards and Procedures (PSP):

[https://www.michigan.gov/dtmb/0,5552,7-358-82547\\_56579\\_56755---,00.html](https://www.michigan.gov/dtmb/0,5552,7-358-82547_56579_56755---,00.html)

#### **Acceptable Use Policy**

To the extent that Contractor has access to the State's computer system, Contractor must comply with the State's Acceptable Use Policy, see [1340.00.130.02 Acceptable Use of Information Technology \(michigan.gov\)](#). All Contractor Personnel will be required, in writing, to agree to the State's Acceptable Use Policy before accessing the State's system. The State reserves the right to terminate Contractor's access to the State's system if a violation occurs.

#### **ADA Compliance**

The State is required to comply with the Americans with Disabilities Act of 1990 (ADA), and has adopted a formal policy regarding accessibility requirements for websites and software applications. The State is requiring that Contractor's proposed Solution, where relevant, to level AA of the World Wide Web Consortium (W3C) Web Content Accessibility Guidelines (WCAG) 2.0. Contractor may consider, where relevant, the W3C's Guidance on Applying WCAG 2.0 to Non-Web Information and Communications Technologies (WCAG2ICT) for non-web software and content. The State may require that Contractor complete a Voluntary Product Accessibility Template for WCAG 2.0 (WCAG 2.0 VPAT) or other comparable document for the proposed Solution.

[http://www.michigan.gov/documents/dmb/1650.00\\_209567\\_7.pdf?20151026134621](http://www.michigan.gov/documents/dmb/1650.00_209567_7.pdf?20151026134621)

### 1.4 SUITE Documentation

In managing its obligation to meet the above milestones and deliverables, the Contractor is required to utilize the applicable [State Unified Information Technology Environment \(SUITE\)](#) methodologies, or an equivalent methodology proposed by the Contractor.

SUITE's primary goal is the delivery of on-time, on-budget, quality systems that meet customer expectations. SUITE is based on industry best practices, including those identified in the Project Management Institute's PMBoK and the Capability Maturity Model Integration for Development. It was designed and implemented to standardize methodologies, processes, procedures, training, and tools for project management and systems development lifecycle management. It offers guidance for efficient, effective improvement across multiple process disciplines in the organization, improvements to best practices incorporated from earlier models, and a common, integrated vision of improvement for all project and system related elements.

While applying the SUITE framework through its methodologies is required, SUITE was not designed to add layers of complexity to project execution. There should be no additional costs from the Contractor, since it is expected that they are already following industry best practices which are at least similar to those that form SUITE's foundation.

SUITE's companion templates are used to document project progress or deliverables. In some cases, the Contractor may have in place their own set of templates for similar use. Because SUITE can be tailored to fit specific projects, project teams and State Program Managers may decide to use the Contractor's provided templates, as long as they demonstrate fulfillment of the SUITE methodologies.

The Contractor is required to review <http://www.michigan.gov/suite> and demonstrate how each PMM/SEM requirement will be met. If the Contractor wishes to use their own documents, they must submit an example of the document that will be substituted. If the Contractor deems a document to be non-applicable, they must provide reasons for the determination. The State reserves the right to give final approval of substituted documents and items marked as non-applicable.

#### **Contractor Approach to Project Management**

Civilla will use the PM and SE methodology from [State Unified Information Technology Environment \(SUITE\)](#) to support successful implementation of the project.

## Project Management Methodology (PMM)

**Initiation.** The project request and authorization requirement will be met with approval of the final contract.

**Planning.** The preliminary project plan will be refined during the first month of the project and adapted over the life of the project in collaboration with the MDHHS Program Manager. It will include the scope, cost, human resources, training/communication plan, and overview of the stakeholder engagement plan. To ensure smooth coordination and communication between the MDHHS team, IT vendor and the HCD partner, Civilla proposes the following project management activities:

- **Project Planning Sessions.** During the first month of the project, Civilla will participate in project planning sessions with MDHHS and the IT vendor. The purpose of these sessions will be to develop a shared project plan and confirm Civilla's responsibilities and project methodology.
- **Project Kick-Off.** Civilla will host an HCD Project Kick-off with MDHHS and the IT vendor. The purpose of this meeting will be to make sure key stakeholders are aware of high-level project information. The kick-off will include: an overview of the project and its goals, constraints, and assumptions; the HCD research and testing methodology; primary stakeholders and user groups; the project plan, key milestones and roles/responsibilities.
- **Develop a Research plan.** Civilla will partner with MDHHS to finalize a Research Plan that ensures user insights are foundational to the design. This plan will include the selection of research methods, the development of interview guides, and a strategy for selecting, recruiting, and engaging research participants. Civilla will work with the IT vendor to ensure the research plan aligns with the development timeline so that all dependencies are accounted for.
- **Develop a User Testing Plan.** Civilla will draft a detailed user testing plan that includes the weekly research schedule, team meetings, and key dates. This plan will be reviewed with MDHHS and the IT vendor prior to each Sprint.

**Execution.** To carry out the project plan, Civilla suggests the following intersection points to manage coordination between the HCD and development work:

- **Sprint planning.** At the beginning of each sprint, Civilla will facilitate a meeting with the MDHHS Program Manager and IT vendor. The purpose of this meeting is to align on the goals for each sprint and identify the highest priority questions for user research and testing. During this meeting, the team will review the priorities, align on the primary research questions, and discuss what features/requirements are fixed vs. flexible.
- **User testing prep and alignment.** Prior to each round of user testing, Civilla will meet with MDHHS and the IT vendor team to review the prototypes that will be user tested. The purpose of this meeting is to give the IT vendor initial feedback on the designs and align on the plan for user testing. This call will occur 2-3 days before each user testing session.
- **User testing (interviews, download and synthesis).** Civilla will pair with a member of the MDHHS team and/or IT vendor to conduct user testing with end-users. Civilla will source the interviews and coordinate the day-of details. Civilla will facilitate the download and synthesis session with the team. Downloading will focus on capturing data, ideas, and stories—with the goal of externalizing our individual learnings and sharing them across the team. Synthesis will focus on identifying patterns, consistent challenges, and design solutions. By engaging MDHHS and the IT vendor in this work, Civilla will build alignment around user needs and ensure that HCD learnings are shared across the team.
- **Final review of designs before development.** Prior to releasing designs for development, Civilla will meet with MDHHS and the IT vendor to revisit research findings and ensure the final designs meet user needs as intended.
- **Requirements documentation.** Civilla will submit user testing summaries and sprint summaries (detailed in **Section 1.2** above) to document input that has been received through user research and testing. This documentation will help MDHHS and the IT vendor align on design requirements and any relevant change requests for development.

**Monitoring and Control.** Civilla will partner with MDHHS and the IT vendor to carry out and manage all activities described in the project management plan. Civilla suggests the following intersection points to support monitoring and control between the HCD and development work:

- **Weekly project management check-in.** Civilla will meet with the Program Manager from MDHHS and/or the IT vendor on a weekly basis to check-in on the project timeline, team, design work, and development schedule. This meeting will enable the team to maintain a strong working relationship and proactively identify any updates that need to be made to the project plan.
- **Project performance updates.** Civilla will submit regular performance updates to the MDHHS Program Manager. These updates will outline any relevant changes to the project plan, scope, schedule, cost, risks and

issues, etc. These reports will also document learnings from the HCD work on key metrics in order to track improvements to the user experience over time.

**Closeout.** After all the project objectives have been met, Civilla proposes the following activities:

- **Design reviews.** At the end of each user testing sprint, Civilla will facilitate a final review of the designs with MDHHS leadership and the IT vendor. The purpose of this meeting is to share insights and outcomes from user research and testing.
- **Final report.** At the end of the CCWIS Licensing module, Civilla will deliver a final report (detailed in **Section 1.2** above) that shares primary findings from HCD activities. The purpose of the report is to summarize key learnings, recommendations, and impact from the project – creating shared understanding across MDHHS and its stakeholders.

### Systems Engineering Methodology (SEM)

Civilla’s expertise in human-centered research and testing will provide critical support to the IT vendor at each stage of the project, especially during the Requirements Definition, Functional Design and System Design stage.

**Requirements Definition.** Civilla’s research will provide inputs for MDHHS and the IT vendor on requirements for the design solution. Once the IT vendor translates the business process into formal requirements, Civilla and the IT vendor will plan user testing activities. The team will review the business requirements, identify assumptions that need to be tested, and determine the scope and sequencing for each user testing sprint.

**Functional Design.** Civilla will support MDHHS and the IT vendor in designing a user experience map, which is a high level visual representation of how the user will move through the CCWIS Licensing module. Civilla will work with the IT vendor to ensure the business and technology requirements align with the user experience map. Civilla will support the IT vendor as they design wireframes and mock-ups to test individual functions and features within the product.

**System Design.** This is a critical stage where the product is defined through extensive research and user testing. Civilla will lead research, download and synthesis to ensure the designs meet user needs as intended. Civilla will also review the product to ensure it reflects best practices in user experience (UX) design. Civilla will champion the user voice to ensure business requirements are met while still meeting customer needs.

For the remaining stages, Construction, UAT Testing and Implementation, Civilla will serve as a partner to support MDHHS + the IT vendor as needed.

## **2. RESERVED**

### **3. Acceptance**

#### **3.1. Acceptance, Inspection and Testing**

The State will use the criteria provided in Section 16 of the Contract Terms to determine acceptance of the Contract Activities.

### **4. Staffing**

#### **4.1. Contractor Representative**

The Contractor must appoint a **Contractor Representative**, specifically assigned to this Contract, that will respond to State inquiries regarding the Contract Activities, answering questions related to ordering and delivery, etc. (the “Contractor Representative”).

The Contractor must notify the State Contract Administrator at least 30 calendar days before removing or assigning a new Contractor Representative.

#### **4.2 Contract Administrator**

The Contract Administrator for each party is the only person authorized to modify any terms of this Contract, and approve and execute any change under this Contract (each a “**Contract Administrator**”):

State:	Contractor:
--------	-------------

Steven Motz 525 W Allegan St Lansing, MI 48933 <a href="mailto:MotzS1@Michigan.gov">MotzS1@Michigan.gov</a> 517-331-0167	Michael Brennan 440 Burroughs St. Suite 200 Detroit, MI 48202 <a href="mailto:michael@civilla.org">michael@civilla.org</a> 313-449-1878
--	---

**4.3 Program Manager**

The Program Manager for each party will monitor and coordinate the day-to-day activities of the Contract (each a “Program Manager”):

State:	Contractor:
Judy Odett 222 N Washington Square Lansing, MI 48933 <a href="mailto:Odettj@Michigan.gov">Odettj@Michigan.gov</a> 517-242-0122	Rachael Carson 440 Burroughs St Suite 200 Detroit, MI 48202 <a href="mailto:rachael@civilla.org">rachael@civilla.org</a> 908-809-8480

**4.4. Work Hours and Work Location**

The Contractor must provide Contract Activities during the State’s normal working hours Monday – Friday, 7:00 a.m. to 6:00 p.m. EST and possible night and weekend hours depending on the requirements of the project.

The State anticipates that much of the work could be conducted remotely, however there may be requirements for in person meetings. Onsite work will be primarily in the Lansing / Metro Detroit area. Travel to additional locations in Michigan may be required in limited circumstances.

**4.5. Key Personnel**

The Contractor must appoint an individual who will be directly responsible for the day-to-day operations of the Contract, as well as a staffing team who will be committed to this project (“Key Personnel”). Key Personnel must be specifically assigned to the State account, be knowledgeable on the contractual requirements, and respond to State inquires within 24 hours.

The State has the right to recommend and approve in writing the initial assignment, as well as any proposed reassignment or replacement, of any Key Personnel. Before assigning an individual to any Key Personnel position, Contractor will notify the State of the proposed assignment, introduce the individual to the State’s Program Manager, and provide the State with a resume and any other information about the individual reasonably requested by the State. The State reserves the right to interview the individual before granting written approval. In the event the State finds a proposed individual unacceptable, the State will provide a written explanation including reasonable detail outlining the reasons for the rejection. The State may require a 30-calendar day training period for replacement personnel.

Contractor will not remove any Key Personnel from their assigned roles on this Contract without the prior written consent of the State. The Contractor’s removal of Key Personnel without the prior written consent of the State is an unauthorized removal (“Unauthorized Removal”). An Unauthorized Removal does not include replacing Key Personnel for reasons beyond the reasonable control of Contractor, including illness, disability, leave of absence, personal emergency circumstances, resignation, or for cause termination of the Key Personnel’s employment. Any Unauthorized Removal may be considered by the State to be a material breach of this Contract, in respect of which the State may elect to terminate this Contract for cause under Termination for Cause in the Standard Terms. It is further acknowledged that an Unauthorized Removal will interfere with the timely and proper completion of this Contract, to the loss and damage of the State, and that it would be impracticable and extremely difficult to fix the actual damage sustained by the State as a result of any Unauthorized Removal. Therefore, Contractor and the State agree that in the case of any Unauthorized Removal in respect of which the State does not elect to exercise its rights under Termination for Cause, Contractor will issue to the State the corresponding credits set forth below (each, an “Unauthorized Removal Credit”):

- (i) For the Unauthorized Removal of any Key Personnel designated in the applicable Statement of Work, the credit amount will be \$25,000.00 per individual if Contractor identifies a replacement approved by the State and assigns the

replacement to shadow the Key Personnel who is leaving for a period of at least 30 calendar days before the Key Personnel's removal.

(ii) If Contractor fails to assign a replacement to shadow the removed Key Personnel for at least 30 calendar days, in addition to the \$25,000.00 credit specified above, Contractor will credit the State \$833.33 per calendar day for each day of the 30 calendar-day shadow period that the replacement Key Personnel does not shadow the removed Key Personnel, up to \$25,000.00 maximum per individual. The total Unauthorized Removal Credits that may be assessed per Unauthorized Removal and failure to provide 30 calendar days of shadowing will not exceed \$50,000.00 per individual.

Contractor acknowledges and agrees that each of the Unauthorized Removal Credits assessed above: (i) is a reasonable estimate of and compensation for the anticipated or actual harm to the State that may arise from the Unauthorized Removal, which would be impossible or very difficult to accurately estimate; and (ii) may, at the State's option, be credited or set off against any fees or other charges payable to Contractor under this Contract.

The Contractor must identify the Key Personnel, indicate where they will be physically located, describe the functions they will perform, and provide current chronological résumés.

<b>Key Personnel Position Title</b>	<b>Assigned Resource Name</b>
Contractor Representative and Specialist	Kari Larson
Program Manager/Engagement Manager	Rachael Carson
Principal	Michael Brennan
Principal	Lena Selzer
Specialist	Rachel Rosenbaum
Associate	Umbreen Qureshi
Associate	Scott Everett

#### **4.6. Background Checks**

Upon request, Contractor must perform background checks on all employees and subcontractors and its employees prior to their assignment. The scope is at the discretion of the State and documentation must be provided as requested. Contractor is responsible for all costs associated with the requested background checks. The State, in its sole discretion, may also perform background checks.

Contractor must present certifications evidencing satisfactory Michigan State Police Background checks ICHAT and drug tests for all staff identified for assignment to this project.

In addition, proposed Contractor personnel will be required to complete and submit an RI-8 Fingerprint Card for the National Crime Information Center (NCIC) Fingerprints, if required by project.

Contractor will pay for all costs associated with ensuring their staff meets all requirements.

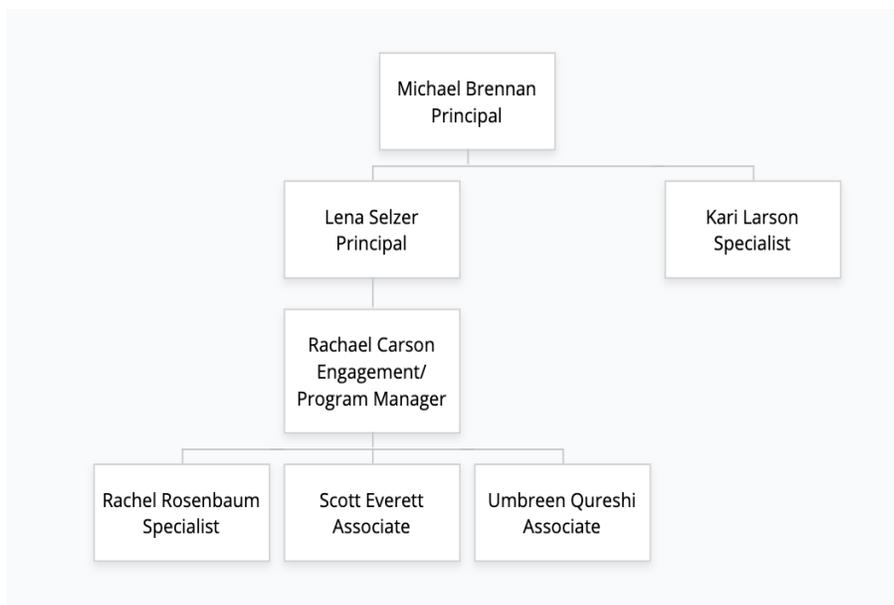
Contractor staff must attend MDHHS orientation, security awareness training and any other relevant security and/or confidentiality training. Contractor staff must sign any appropriate agreements or training certifications.

Contractor staff assigned to work with restricted, sensitive data have an obligation to safeguard and protect the confidentiality of such data. Further, if the staff member accidentally or purposefully releases restricted or sensitive data, the contractor assumes full responsibility for any resulting penalties, such as those described in the Identity Theft Protection Act (Act 452 P.A. 2004, amended July 2007).

#### **4.7. Organizational Chart**

The Contractor must provide an overall organizational chart that details staff members, by name and title, and subcontractors upon State request.

**The Organization Structure (current as of Contract start date) is as follows:**



#### 4.8. Disclosure of Subcontractors

The Contractor does not intend to utilize subcontractors.

### 5. Project Management

#### 5.1. Project Plan

Contractor must provide project management plan.

The Contractor will carry out this project under the direction and control of the Program Manager. Within 10 calendar days of the Effective Date, the Contractor must submit a project plan to the Program Manager for final approval. The plan must include: (a) the Contractor's organizational chart with names and title of personnel assigned to the project, which must align with the staffing stated in accepted proposals; and (b) the project breakdown showing sub-projects, tasks, and resources required.

#### 5.2. Meetings

The State may request meetings as it deems appropriate.

#### 5.3. Reporting

The Contractor must submit reports to the Program Manager.

Civilla will partner with the MDHHS Program Manager to support monitoring and control (detailed in Section 1.4). Civilla will submit monthly project performance updates to MDHHS throughout the project. These updates will outline any relevant changes to the project plan, scope, schedule, cost, risks and issues, etc. These reports will also document learnings from the HCD work on key metrics in order to track improvements to the user experience over time.

In addition to monthly performance reports, Civilla suggests meeting with the Program Manager from MDHHS and/or the IT vendor on a weekly basis to check-in on the project timeline, team, design work, and development schedule. This meeting will enable the team to maintain a strong working relationship and proactively identify any updates that need to be made to the project plan.

### 6. Pricing

#### 6.1. Price Term

Pricing is firm for the entire length of the Contract.

See **Schedule B – Pricing** for pricing details.

## **7. Ordering**

### **7.1. Authorizing Document**

The appropriate authorizing document for the Contract will be a Purchase Order (PO) or Delivery Order (DO).

## **8. Invoice and Payment**

### **8.1. Invoice Requirements**

All invoices submitted to the State must include: (a) date; (b) purchase order; (c) quantity of records/units; (d) price per record/unit (e) description of the Contract Activities; (f) shipping cost (if any); and (g) total price. Overtime, holiday pay, and travel expenses will not be paid.

### **8.2. Payment Methods**

The State will make payment for Contract Activities via EFT.

## **9. Liquidated Damages**

Late or improper completion of the Contract Activities will cause loss and damage to the State and it would be impracticable and extremely difficult to fix the actual damage sustained by the State. Therefore, if there is late or improper completion of the Contract Activities the State is entitled to collect liquidated damages in the amount of \$5,000 and an additional \$100 per day for each day Contractor fails to remedy the late or improper completion of the Work.

# STATE OF MICHIGAN

**Contract No. 21000000883**  
 Human Centered Design (HCD) for  
 Comprehensive Child Welfare Information System (CCWIS)

## SCHEDULE B PRICING

The Pricing Table in Schedule B, includes all costs that may be charged to the State.

**Table 1: Child Welfare Licensing Module**

No. <i>(Column 1)</i>	Deliverables <i>(Column 2)</i>	Estimated Contractor Resource Roles <i>(Column 3)</i>	Total Estimated Hours for all Contractor Resources <i>(Column 4)</i>	Firm Fixed Cost (\$) <i>(Column 5)</i>
1	<b>Project Planning</b> - Civilla Project Plan - User Research and Testing Plan	Principals (2) Program/Engagement Manager Specialists (2) Associates (2) Administrative Support	325	\$50,000
2	<b>Sprint 1</b> - User Testing Summaries (2) - Sprint Summary (1)	Principals (2) Program/Engagement Manager Specialists (2) Associates (2) Administrative Support	520	\$80,000
3	<b>Sprint 2</b> - User Testing Summaries (2) - Sprint Summary (1)	Principals (2) Program/Engagement Manager Specialists (2) Associates (2) Administrative Support	520	\$80,000
4	<b>Sprint 3</b> - User Testing Summaries (2) - Sprint Summary (1)	Principals (2) Program/Engagement Manager Specialists (2) Associates (2) Administrative Support	520	\$80,000
5	<b>Sprint 4</b> - User Testing Summaries (2) - Sprint Summary (1)	Principals (2) Program/Engagement Manager Specialists (2) Associates (2) Administrative Support	520	\$80,000
6	<b>Sprint 5</b> - User Testing Summaries (2) - Sprint Summary (1)	Principals (2) Program/Engagement Manager Specialists (2) Associates (2) Administrative Support	520	\$80,000
7	<b>Wrap-up</b> - Final Report	Principals (2) Program/Engagement Manager Specialists (2) Associates (2) Administrative Support	100	\$15,000

<b>No.</b> <i>(Column 1)</i>	<b>Deliverables</b> <i>(Column 2)</i>	<b>Estimated Contractor Resource Roles</b> <i>(Column 3)</i>	<b>Total Estimated Hours for all Contractor Resources</b> <i>(Column 4)</i>	<b>Firm Fixed Cost (\$)</b> <i>(Column 5)</i>
N/A	<b>Total Cost</b>	N/A		\$465,000

**Notes:**

1. Columns 1 and 2 coincide with proposal numbering for deliverables and payment milestones.
2. Columns 3 and 4 above are included for estimation purposes only.
3. Column 5 includes the firm fixed price for the deliverables.

**Table 2: Additional HCD services for additional CCWIS Modules**

The State may engage the contractor to complete additional HCD services for additional CCWIS modules. The rate table provides the hourly rates for the resources available through the resulting Contract. If additional modules are sought through the Contract, the State anticipates using the hourly rates to negotiate a firm-fixed price and payment milestones and deliverables.

<b>Position Type</b> <i>(Column 1)</i>	<b>Hourly Rate (\$)</b> <i>(Column 2)</i>
1. Principal	\$400
2. Program/Engagement Manager	\$220
3. Specialist	\$160
4. Associate	\$130
5. Administrative Support	\$45

**Notes:**

1. Column 1: Lists all positions that are expected to be used for the duration of the contract.
2. Column 2: Provides a Firm Fixed Hourly Rate for each Position Type specified in the table. Contractor will be allowed to charge less than these rates, but rates shall not exceed those specified for the term of the Contract. This rate will be firm for the duration of the contract.

## Attachment 1



### Contractor Solution

#### **Comprehensive Child Welfare System**

Designing a human-centered comprehensive child welfare information system to **decrease the time to licensure**

#### **Overview**

Currently, the complex child welfare system in Michigan creates a barrier for providers seeking to get licensed and places an unnecessary burden on MDHHS workers. Building on the successful redesign of Michigan's MI Bridges portal, MDHHS will partner with Civilla, a nonprofit design studio based in Detroit, to design a new comprehensive child welfare information system. The Licensing module will focus on streamlining the licensing process – with the goal of **decreasing time to licensure**. Success will contribute to supporting Michigan's children, youth and families – ensuring their safety, permanency and well-being.

#### **Context**

The Michigan Department of Health and Human Services (MDHHS) operates Michigan's Child Welfare System. Currently, the technology infrastructure that supports child welfare – the Michigan Statewide Automated Child Welfare Information System (MiSACWIS) – has been described as past "end of life". MDHHS seeks to incrementally and modularly replace MiSACWIS using an iterative process – focusing first on child welfare licensing.

The purpose of this project is to support MDHHS in designing and implementing the child welfare system to meet the needs of end users – starting first with the licensing module.

#### **Approach**

Civilla carries a deep expertise in human-centered design. Our team's methodology puts people at the center of the process to ensure that solutions are designed to meet the needs of end users. Our approach is rooted in human-centered principles:

- **Take time to build trust**–All of Civilla's research starts and ends with trust. We are deliberate in the way that we build trust with the people who participate in our research and recognize that this part of the process cannot be rushed. We spend time understanding people's perspectives and lived experiences, viewing end users as experts who can provide insight into the solutions that best meet their needs. We use our skills as facilitators to make sure that end users and all relevant stakeholders feel

included in the process. Building trust in this way keeps the needs of end users at the center of the process and helps everyone feel ownership over the end result.

- **Commit to equity and community**—Without building trust with the people we're designing for, HCD would fail every time. For this reason, we lead an approach to HCD that is rooted in equity by building meaningful relationships with the people who are most impacted by our work. All of our team members live in the communities where we work – enabling us to build long-term relationships with the end users and stakeholders who are foundational to a project's success. We make ourselves accountable to those who offer us their time and expertise—engaging them for the full lifespan of a project. HCD is a practice with deep ethical implications, and we believe that all HCD practitioners should make an ethical commitment to the wellbeing of the people they work to understand and serve. This commitment is even more crucial for those of us designing health and human services, where we engage with the causes and consequences of systemic inequality every day.
- **Design for continuous learning**—We take an iterative approach to our research and design. This means that we conduct our work in short, iterative sprints so that user voices are brought into the process every step of the way. Candid, actionable feedback from end users helps us learn what works, what doesn't, and how to design solutions that meet their needs. Civilla's approach to continuous learning ensures that we can engage users and improve on solutions until we've gotten every detail just right. An iterative approach is in contrast to the traditional waterfall approach, which has non-iterative phases of requirements gathering, design, and implementation. Because waterfall does not produce working solutions until the end of the project, there is a substantial risk that the final product will not work as intended. Working in iterative cycles reduces the risk of designing solutions that don't address real user needs.
- **Synthesize data to make it actionable**—Civilla specializes in synthesizing research and surfacing actionable recommendations that are rooted in the needs of end users. Our research generates thousands of discrete data points. Through a detailed process of synthesis, our team works to make sense of this data so that it can be put into action. From our research, we develop a cohesive understanding of the problem space and work with our partners to identify the highest value opportunities for change.
- **Engage the full team in research**—Instead of keeping the content of our research confined to our team, we train our state partners on the fundamentals of human-centered design and bring them into the field with us to participate in research. This builds group knowledge and enables everyone to contribute to final solutions. By engaging the full team in our research, we help leverage everyone's unique perspectives to uncover meaningful insights and identify solutions that no one could have come up with on their own.
- **Embrace a responsive process**—As HCD has become increasingly popular, practitioners in some settings have reduced it to a formulaic approach. In our design practice at Civilla, we embrace a more nuanced and responsive understanding of HCD. We tailor our approach to the unique needs of our partners. This is based on the knowledge that design requires deep capabilities, and often looks different from organization to organization, and project to project.

- **Commit to implementation**—At Civilla, we advocate for a deep and longstanding commitment to HCD, one that extends all the way through implementation—the work that happens after research and design is complete. Implementation includes helping our partners manage change and communication across complex institutions, planning for ongoing evaluation of solutions, and developing internal capacity and culture change at scale.

## Areas of Focus

Using the successful blueprint from the MI Bridges redesign, Civilla will partner with MDHHS and their IT vendor to provide HCD services that support CCWIS implementation, focusing first on designing a streamlined licensing process. Civilla will lead a human-centered approach: conducting user research, user testing components of the licensing module, and ensuring it meets user needs as intended.

In order to deliver on this vision, the HCD work will focus on two categories of user experiences:

1. The back-end application (DHHS Internal users and contracted and non-contracted agency, court and facility partners)
2. The public facing portion of the application (relative foster family homes, non-relative foster family homes, and group home providers)

The scope of the HCD work will be 70% focused on the back-end application and 30% on the public facing portal. Civilla and MDHHS will design solutions that simplify the licensing process from end-to-end – creating a more seamless experience. Together, these areas of focus have the potential to reshape the licensing experience and make faster processing possible in Michigan.

## Research Participants

For Module 1, research participants will include:

- **Licensed and Prospective Providers:** Families in Michigan who are navigating the licensing process, including relative foster family homes, non-relative foster family homes, and group home providers. Research participants will span a range of backgrounds and abilities, including: age, gender, race, ethnicity, geography, language, educational level, professional background, literacy, and technical abilities.
- **MDHHS Internal Users:** DHHS Internal users and contracted and non-contracted agency, court and facility partners. Research participants will span a range of users to ensure a representative sample across roles, experience levels, geographies, office sizes, and task volumes.
- **MDHHS Leadership and Subject Matter Experts (SMEs):** Leadership and SMEs at MDHHS who are familiar with the licensing process and part of the project team. Civilla will engage leadership early in the research to gather contextual knowledge, uncover high-value questions, and ensure this work remains aligned with MDHHS' wider priorities.
- **MDHHS Stakeholders:** Stakeholders such as government entities or tribes who are involved in the licensing process. Civilla will engage stakeholders as needed to understand and integrate their needs into the research

## Process

Civilla's preliminary project plan includes four phases of work: preparation, discovery research, user testing and iteration, and wrap-up. This model follows the successful blueprint from Civilla's work with MDHHS to redesign MI Bridges.

1. **Preparation:** In the preparation phase, Civilla will onboard MDHHS and the IT vendor to the project, working together to review existing documentation and align the HCD work with the larger project/development plan. The team will also define the audience for user research and testing, recruit participants, participate in policy/technology/business process mapping sessions, facilitate user experience mapping, and conduct an initial baseline data analysis to identify opportunities for improvement.
2. **Discovery Research:** Civilla will conduct twelve weeks of Discovery Research in parallel with user testing. Civilla will aim to focus 70% of the research on the back-end application and 30% on the public facing portal. This research will focus on understanding the primary needs of end users and will inform HCD requirements for design and development work. Based on learnings from discovery research, Civilla will work with MDHHS and the IT vendor to identify the highest priority requirements to design and test for during each sprint.
3. **User testing and Iteration:** In the user testing phase, Civilla will work with MDHHS and the IT vendor to lead five user testing sprints. Each sprint will consist of up to two rounds of user testing and iteration. After each round of user testing, Civilla will work with MDHHS and the IT vendor to improve the designs based on user feedback.
4. **Wrap-up:** In the wrap-up phase, Civilla will document the HCD learnings from the CCWIS Licensing module. This report will be designed for a broad audience at MDHHS. It will share HCD insights related to the licensing process while enabling the CCWIS team to build on learnings in future modules. It will also inform wider improvements to business process and policy changes across the child welfare system.

## Activities

The HCD activities for the CCWIS Licensing module will focus on iterative user research, design, and testing to ensure the licensing process meets user needs. In partnership with MDHHS and their IT vendor, Civilla will test functional prototypes to improve the design and maintain a strong, user-centered focus for the project.

While all of this work can be conducted remotely, Civilla will be available for in-person meetings in Lansing, Metro Detroit, and additional locations in Michigan as needed.

<b>Project Management</b>	Participate in planning sessions with MDHHS.  These meetings will 1) confirm the project strategy and work plan 2) establish clear roles and responsibilities for Civilla 3) finalize the sequencing for Civilla's research activities.
---------------------------	---

	<p>Civilla will also meet with MDHHS and the IT vendor at regularly-scheduled intervals to provide an overview of the project status, lift up critical successes and roadblocks, add/re-prioritize development activities based on user needs, and ensure close communication with project stakeholders.</p> <p><i>See Section 1.4 SUITE Documentation for more details.</i></p>
<p><b>HCD Training</b></p>	<p>Civilla will conduct HCD training for key stakeholders, the CCWIS transition team members, and the project team. Training will include:</p> <ul style="list-style-type: none"> <li>● <b>Overview of HCD methods</b></li> <li>● <b>User testing + note taking</b></li> <li>● <b>Download + synthesis</b></li> <li>● <b>Best practices in user experience design</b></li> </ul> <p><i>See Section 1.1 Training for more details.</i></p>
<p><b>Defining our Audience</b></p>	<p>Identify the spectrum of people who will need to be engaged in research.</p> <p>Identify points of contact and articulate our audience’s needs, contexts, and history to inform early research questions.</p>
<p><b>Recruiting</b></p>	<p>Finalize a strategy for selecting, recruiting, and engaging research participants.</p> <p>Civilla will source and recruit research participants and coordinate the day-of details. MDHHS will provide support for recruiting by providing Civilla with points of contact for relevant stakeholders.</p>
<p><b>Existing Documentation + Baseline Data Analysis</b></p>	<p>Review existing documentation and baseline data from MDHHS to observe how the licensing process is currently working, generate informed research questions, and ensure our efforts are focused on high-value improvements.</p>

<p><b>Policy, Technology, and Business Process Mapping</b></p>	<p>Review the set of policy, technology, and business process requirements related to licensing within the state of Michigan.</p>
<p><b>Discovery Research</b></p>	<p>Civilla will conduct twelve weeks of Discovery Research in parallel with user testing. This research will focus on understanding the primary needs of end users and will inform HCD requirements for design and development work.</p> <p>During discovery research, Civilla will conduct <b>user interviews</b> with MDHHS end users and stakeholders. User interviews will be conducted one-on-one (1:1), either virtually or in-person, ranging from 60-90 minutes long. They will focus on developing a thorough understanding of the experiences of end users as well as their needs and pain points related to the licensing process.</p> <p>Civilla will also conduct <b>secondary research, best practice research, and expert interviews</b>. This research will be designed to provide a systems-level view of the project area. It will bring the research team quickly up to speed on the licensing process in Michigan and provide insights into relevant history, opportunities, challenges, and constraints. It will also be used to generate insights related to technical capabilities, policy requirements, legal requirements, etc.</p> <p>Based on learnings from Discovery Research, Civilla will work with MDHHS and the IT vendor to identify the highest priority requirements to design and test during each sprint. Learnings from Discovery Research will also be shared with MDHHS leadership in order to identify opportunities for how to improve policy, business process, or other aspects of the licensing process.</p>
<p><b>User Experience Mapping + Opportunity Area Analysis</b></p>	<p>Develop an illustrated <b>user experience map</b> and work with MDHHS to identify opportunity areas that can streamline the licensing process.</p> <p>The User Experience Map will visualize the licensing process from beginning to end. This blueprint will help the team understand the entire</p>

	licensing experience, including how the service works, all of the touchpoints end users experience along the way, and the biggest opportunities for improvement.
<b>User Testing</b>	<p>In the user testing phase, Civilla will work with MDHHS and the IT vendor to lead five user <b>testing sprints</b>.</p> <p>Each sprint will consist of up to two rounds of user testing and iteration, engaging 8-12 users.</p> <p>Each user testing session will be conducted 1:1, either virtually or in-person, ranging from 60-90 minutes long. During user testing, Civilla will use clickable prototypes of wireframes and mock-ups to get user feedback on what's working, what's not, and how the solution can be improved. After each round of user testing, Civilla will work with MDHHS and the IT vendor to download and synthesize learnings and improve the designs based on user feedback.</p>
<b>Downloading</b>	<p><b>Download learnings</b> to make sense of information gathered during user research and testing.</p> <p>Downloading will focus on documenting data, ideas, and stories from research—with the goal of externalizing our individual learnings and sharing them among the team.</p>
<b>Synthesis</b>	<p><b>Synthesize learnings</b> by identifying patterns and themes in the data.</p> <p>Synthesis will focus on identifying user needs and surfacing actionable recommendations that are rooted in the needs of end users.</p> <p>Civilla will synthesize learnings from user research and testing in partnership with MDHHS and the IT vendor to inform CCWIS design/development across the project team.</p>
<b>Ideation</b>	Generate a <b>wide set of ideas</b> to address user needs, before assessing and selecting the

	<p>solutions that have the greatest potential for impact.</p> <p>Civilla will bring MDHHS and the IT vendor into the ideation process—so that idea generation occurs not only within our design team but also alongside our partners.</p>
<b>Documentation</b>	<p><b>Document learnings</b> from user research and testing.</p> <p>Civilla will document learnings from user research and testing through:</p> <ul style="list-style-type: none"> <li>• <b>User testing summaries.</b> Visual and written presentations that document user input from each round of testing.</li> <li>• <b>Sprint summaries.</b> Visual and written presentations that summarize HCD learnings from each sprint.</li> <li>• <b>Final report.</b> A visual report that documents HCD learnings at the end of the CCWIS Licensing module.</li> </ul> <p><i>See Section 1.2 Documentation for more details.</i></p>
<b>Sketches, Wireframes, and High-Resolution Mock-ups</b>	<p>Create sketches, wireframes, and mock-ups of design ideas.</p> <p>Where necessary, Civilla will develop sketches, wireframes, and/or high-resolution mock-ups. These will visually communicate solution ideas to MDHHS and the IT vendor team to help guide design and development. Civilla will work with MDHHS and the IT vendor to determine when sketches, wireframes and mock-ups are needed for the project.</p>
<b>Recommendations</b>	<p>Identify opportunities for design that are backed by research findings.</p> <p>Recommendations will focus on improvements to the CCWIS Licensing module—as well as opportunities for business process, policy, and technology changes for further impact.</p>
<b>Design Reviews</b>	<p>Civilla will host Design Reviews for MDHHS leadership and the IT vendor at the end of each sprint.</p>

	<p>The purpose of these reviews will be to share insights and outcomes from user research and testing. These sessions will build alignment around critical issues impacting the design of the CCWIS Licensing module and highlight the implications for product development and the business more widely.</p>
--	---

## Outcome Metrics

Civilla is committed to an HCD process that is guided by outcomes. In the Planning phase, Civilla will work with MDHHS and the IT vendor to identify the outcomes that can be measured and are most critical to success. Expected outcomes for the CCWIS Licensing module could include:

- Reduced: average days to licensure
- Reduced: average processing time
- Reduced: customer service complaints and calls
- Reduced: incomplete licensing applications/recertifications
- Reduced: licensing application drop-off rates
- Improved: number of licensed providers
- Improved: accuracy
- Improved: customer satisfaction
- Improved: workforce engagement

## Deliverables

- **Deliverable 1.1: Planning Sessions**  
Civilla will participate in a series of Planning Sessions with MDHHS and the IT vendor. These meetings will establish clear roles and responsibilities for Civilla and maintain a close connection between Civilla’s HCD work and the development work for the CCWIS Licensing module.
- **Deliverable 1.2: Civilla Project Plan**  
Civilla will partner with MDHHS to contribute to the existing Project Plan and ensure user research and testing is effectively leveraged in the development of the CCWIS Licensing module. This component of the Project Plan will feature a schedule for Civilla’s HCD work that demonstrates where all deliverables, milestones, key meetings, and task dependencies fit within the larger timeline.
- **Deliverable 1.3: User Research & Testing Plan**  
Civilla will partner with MDHHS and the IT vendor to create a User Research and Testing Plan for the CCWIS Licensing module. This plan will include the selection of qualitative and quantitative user research/testing methods, the development of interview guides, and a strategy for selecting, recruiting, and engaging user participants.
- **Deliverable 1.4: User Testing Sprints**  
Civilla will conduct five (5) User Testing Sprints to design and improve the user experience of the CCWIS Licensing module. Each sprint will consist of up to two rounds of user testing and iteration. After each round of user testing, Civilla will meet with MDHHS leadership and the IT vendor to share learnings and ensure product development meets user needs as intended.

- **Deliverable 1.5: User Testing Summaries**  
Following each round of user testing, Civilla will develop a User Testing Summary to document key learnings and recommendations. This summary will provide an overview of learnings as well as detailed feedback on each screen/feature of prototype – including what’s working, what’s not, and new design ideas. These summaries will enable MDHHS to share learnings across the team and provide feedback to the IT vendor—guiding improvements to the product features, flow, design patterns, copywriting, or overall experience for end users.
- **Deliverable 1.6: Sprint Summaries**  
Following each sprint, Civilla will develop a Sprint Summary that documents the key themes from user research and testing. This summary will capture high-level learnings from the entire sprint, including user stories, key themes, and emerging insights/recommendations for improvements to the licensing process. The Sprint Summaries will deliver recommendations and learnings that are applicable to future CCWIS modules and can be used to improve wider changes to policy, business process, or other aspects of the child welfare system.
- **Deliverable 1.7: Final Report**  
At the end of the CCWIS Licensing module, Civilla will deliver a report that shares primary findings from discovery research, user testing and recommendations for future modules. The purpose of the report is to summarize the learnings and outcomes from the project and create a shared understanding across MDHHS stakeholders.
- **Deliverable 1.8: Design Reviews**  
Civilla will host Design Reviews for MDHHS leadership and the IT vendor at the end of each sprint. The purpose of these meetings will be to share insights and outcomes from user research and testing. These sessions will build alignment around critical issues impacting the design of the CCWIS Licensing module and highlight implications for product development and the business more widely.

## Clarification of Contract Approach – State Questions and Contractor Responses

1. **Please clarify how you will be able to maintain your proposed approach and schedule when considering that the licensing scope includes: a) foster family and group homes b) licensing of child caring institutions, c) child placing agencies, and d) court operated facilities and includes the e) public facing, citizen portal for licensees and applicants.**

Civilla's proposed approach and schedule includes all of the stakeholders listed above.

Using the successful blueprint from the MI Bridges redesign, Civilla will lead a human-centered approach to support CCWIS implementation: conducting user research, user testing components of the licensing module, and ensuring it meets user needs as intended. For Module 1, research participants will include:

- **Licensed and Prospective Providers:** Applicants and licensees in Michigan who are navigating the licensing process, including relative foster family homes, non-relative foster family homes, and group home providers. Research participants will span a range of backgrounds and abilities, including: age, gender, race, ethnicity, geography, language, educational level, professional background, literacy, and technical abilities.
- **MDHHS Staff:** MDHHS licensing workers who are responsible for helping providers through the licensing process. Research participants will span a range of staff to ensure a representative sample across roles, experience levels, geographies, office sizes, and task volumes.
- **MDHHS Leadership and Subject Matter Experts (SMEs):** Leadership and SMEs at MDHHS who are familiar with the licensing process and part of the project team. Civilla will engage leadership early in the research to gather contextual knowledge, uncover high-value questions, and ensure this work remains aligned with MDHHS' wider priorities.
- **MDHHS Stakeholders:** Stakeholders such as child placing agencies, court operated facilities, or tribes who are involved in the licensing process. Civilla will engage stakeholders as needed to understand and integrate their needs into the research.

During the planning phase, Civilla will work with the State and the System Integrator to identify and prioritize the highest priority needs for discovery research and user testing. Civilla will engage in three weeks of discovery research prior to each user testing sprint. This research will focus on understanding the primary needs of end users and will inform HCD requirements for design and development work. Civilla will work with the State to determine which users to engage for each round of Discovery Research.

In the user testing phase, Civilla will work with MDHHS and the IT vendor to lead four user testing sprints. Each sprint will be one month long – consisting of two rounds of user testing and iteration and engaging 8-12 users. Prior to starting each sprint, Civilla will work with the team to align on the priorities for testing and which user groups need to be engaged.

Based on Civilla's current understanding of the project priorities, our team recommends focusing the HCD activities on the public-facing citizen portal for the licensing module, including: account registration, inquiry, case management, application, messaging, training, closure, fingerprinting, and incident reporting. By creating a more seamless experience that guides providers through the licensing process from end-to-end, this work will decrease time to licensure and have positive impacts on the organization more widely.

Civilla is uniquely suited to partner with the State to engage a wide range of stakeholders for this project. Through our ongoing partnership with MDHHS, Civilla has developed trusted working relationships with hundreds of people across MDHHS – from senior leaders to frontline workers, including those who work within the child welfare system. Civilla also carries relationships with an extensive network of MDHHS stakeholders (community-based organizations, advocates, unions, legislature, governor's office, etc) across the state. Additionally, our team has experience interacting and working with Michigan residents who access services through MDHHS on a weekly basis.

All of Civilla's employees are based in Michigan and are eager to partner with MDHHS to create a positive impact in our home state. The range of relationships we carry in MDHHS and in Michigan enable us to bring trust and a depth of insight that is only possible from a team whose work is rooted in the local community.

**2. Please clarify how you envision the various roles (State, HCD Vendor, System Integrator) working together during the project and how development activities will be coordinated throughout the development process.**

Building on the successful model from the MI Bridges redesign, Civilla envisions an integrated team that includes the State, the System Integrator, and the HCD Vendor. While a larger team will be engaged at key junctures throughout the project, Civilla recommends forming a small primary working team that is responsible for carrying out the day-to-day activities of the project. This team would include:

- **The State:** A program manager and 1-2 additional staff who are responsible for leading the customer experience work for the CCWIS implementation.
- **The System Integrator:** A program manager and 2-3 additional designers or business specialists/analysts who are responsible for implementing the customer experience for the CCWIS development.
- **Civilla:** A program/engagement manager and 3 additional researchers/designers who are responsible for conducting the HCD activities.

To ensure smooth coordination and communication across Civilla, the State, and the System Integrator, Civilla proposes the following intersections between the HCD and development work.

### **Planning**

In the planning phase, Civilla will onboard the State and the System Integrator to the project, working together to review existing documentation and align the HCD work with the larger project/development plan. The team will also define the audience for user research and testing, recruit participants, participate in policy/technology/business process mapping sessions, facilitate user experience mapping, and conduct an initial baseline data analysis to identify opportunities for improvement. Civilla proposes the following activities and intersections with the development work:

- **Project Planning Sessions.** During the first month of the project, Civilla will participate in project planning sessions with the State and the System Integrator. The purpose of these sessions will be to develop a shared project plan and confirm Civilla's responsibilities and project methodology. The project plan will map dependencies between the HCD and development work – ensuring that HCD research and testing activities are completed on time to deliver final designs for development.
- **Project Kick-Off.** Civilla will host an HCD Project Kick-off with the State and the System Integrator. The purpose of this meeting will be to make sure key stakeholders are aware of high-level project information. The kick-off will include: an overview of the project and its goals, constraints, and assumptions; the HCD research and testing methodology; primary stakeholders and user groups; the project plan, key milestones and roles/responsibilities.
- **HCD Training.** Civilla will host training for the State and the System Integrator in human-centered design, research and testing. Training will include an HCD overview for key stakeholders, staff, transition team members, and the System Integrator. Civilla will hold more in-depth training on HCD research methods and best practices for the smaller working team. This training will prepare the State and the System Integrator to join Civilla in the field for user testing sessions to hear direct feedback from end users. It will also ensure the CCWIS team is able to build off of key learnings and best practices from MDHHS' previous HCD work.
- **Develop a Research plan.** Civilla will partner with the State and the System Integrator to finalize a Research Plan that ensures user insights are foundational to the design. This

plan will include the selection of research methods, the development of interview guides, and a strategy for selecting, recruiting, and engaging research participants. Civilla will work with the System Integrator to ensure the research plan aligns with the development timeline so that all dependencies are accounted for.

- **Develop a User Testing Plan.** Civilla will draft a detailed user testing plan that includes the weekly research schedule, team meetings, and key dates. This plan will be reviewed with the State and the System Integrator prior to each Sprint.

### Execution

Prior to each user testing sprint, Civilla will engage in three weeks of Discovery Research. This research will focus on understanding the primary needs of end users and will inform HCD requirements for design and development work. Based on learnings from discovery research, Civilla will work with the State and the System Integrator to identify the highest priority requirements to design and test for during each sprint.

In the user testing phase, Civilla will work with the State and the System Integrator to lead four user testing sprints. Each sprint will be one month long – consisting of two rounds of user testing and iteration. After each round of user testing, Civilla will work with the State and the System Integrator to improve the designs based on user feedback.

To carry out the project plan, Civilla suggests the following intersection points to manage coordination between the State, the HCD Vendor, and the System Integrator:

- **Sprint planning.** At the beginning of each sprint, Civilla will facilitate a meeting with the Program Manager from the State and the System Integrator. The purpose of this meeting is to align on the goals for each sprint and identify the highest priority questions for user research and testing. During this meeting, the team will review the priorities, align on the primary research questions, and discuss what features/requirements are fixed vs. flexible.
- **User testing prep and alignment.** Prior to each round of user testing, Civilla will meet with the State and the System Integrator to review the prototypes that will be user tested. The purpose of this meeting is to give the System Integrator initial feedback on the designs and align on the plan for user testing. This meeting will occur 2-3 days before each user testing session.
- **User testing (interviews, download and synthesis).** Civilla will conduct user testing with end users. Civilla will source the interviews and coordinate the day-of details. Civilla will facilitate the download and synthesis session with the State and the System Integrator. Downloading will focus on capturing data, ideas, and stories—with the goal of externalizing our individual learnings and sharing them across the team. Synthesis will focus on identifying patterns, consistent challenges, and design solutions. By engaging the State and the System Integrator in this work, Civilla will build alignment around user needs and ensure that HCD learnings are shared across the team.
- **Final review of designs before development.** Prior to releasing designs for development, Civilla will meet with the State and the System Integrator to revisit research findings and ensure the final designs meet user needs as intended.

### Monitoring and Control

Civilla will partner with the State and the System Integrator to carry out and manage all activities described in the project management plan. Civilla suggests the following intersection points to support coordination between the HCD and development work:

- **Weekly project management check-in.** Civilla will meet with the Program Manager from the State and/or the System Integrator on a weekly basis to check-in on the project timeline, team, design work, and development schedule. This meeting will enable the team to maintain a strong working relationship and proactively identify any updates that need to be made to the project plan.
- **Project performance updates.** Civilla will submit regular performance updates to the State's Program Manager. These updates will outline any relevant changes to the project

plan, scope, schedule, cost, risks and issues, etc. These reports will also document learnings from the HCD work on key metrics in order to track improvements to the user experience over time.

### **Closeout**

In the wrap-up phase, Civilla will document the HCD learnings from the CCWIS Licensing module. Civilla proposes the following intersections:

- **Design reviews.** At the end of each user testing sprint, Civilla will facilitate a final review of the designs with State leadership and the System Integrator. The purpose of this meeting is to share a summary of insights and outcomes from user research and testing.

### **3. Please provide your strategy for managing HCD activities, if you are awarded other future modules.**

Civilla's strategy for managing HCD activities in future modules will follow the same model that has been proposed for the licensing module. Civilla anticipates that adjustments will need to be made to optimize the strategy based on learnings from the first module. The weekly project management check-ins will provide an opportunity to surface needs and make adjustments as they arise. Civilla will also host a retrospective with the State and the System Integrator at the end of the first module to reflect on what went well, what needs improvement, and what adjustments should be made to strengthen the strategy, collaboration, and team moving forward.