

**CONTRACT
CE1200702-01**

AMENDMENT NO.1

THIS Amendment is to Contract CE1200702-01 which is between Cuyahoga County, on behalf of its Division of Children and Family Services (the "County" or "CCDCFS") and **The JRS Group, Ltd.** (the "Consultant").

WHEREAS, the parties seek to amend the above identified Contract to add an additional service for leadership development, and, in addition, to increase funding in the amount of \$64,000.00. The funding of the Contract will increase from \$100,000.00 to \$164,000.00.

Amendment, part 1: Additional Funding

To increase funding, Paragraph 3.5 of CE1200702-01 must be amended. After amendment, Paragraph 3.5 will read as follows:

3.5 Maximum Dollar Amount. The amounts paid under this Contract may not exceed \$164,000.00, which is considered the "Maximum Dollar Amount" of the Contract. This Contract shall not be construed as a guarantee by CCDCFS that Provider will be paid the Maximum Dollar Amount.

Amendment, part 2: Additional Service

To add services for leadership development, Paragraph 2.2 of CE1200702-01 must be amended. After amendment, Paragraph 2.2 will read as follows:

2.2 Scope of Work. Consultant shall perform the Project in accordance with Section III & IV of the Proposal, Methodology and Project Management and Attachment 1 to this Contract. In addition, Leadership development services will also be included in the Project in accordance with the document titled "DCFS Strategic Planning Mid-Level Leadership Development (RQ23754)," which is attached as "Attachment 1 to Amendment No. 1" and is incorporated into the Contract herein. The time frames in Attachment 1 establish the final timelines and payment schedule and supersede those listed in the proposal. The parties agree that specific portions of the Proposal will be modified as follows: (a) Scope of Service Phase II: will be modified to reflect that consultative sessions will be on an eight week interval (changing the Proposal from a six week interval); (b) Phase III of the Proposal [which, as per Exhibit B, has been combined into "Phase II"], will be modified to reflect that consultative services will include "on site, electronic or telecommunication" consultative services, as applicable; (c) Section 3.3 of the Proposal, "Optional Data Analysis/Evaluation Mode" is declined by the County.

Amendment, part 3: Remainder of Contract Remains in Full Force and Effect

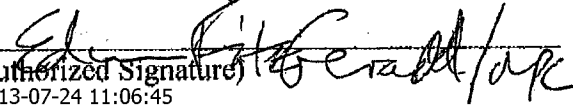
The original contract, any other Amendments which may exist, and this Amendment are subject to all other terms, conditions and obligations set forth in the original Contract that have not been modified by the terms of this Amendment or modified based upon the purpose for this Amendment.

Amendment, part 4: Electronic Signature


BY ENTERING INTO THIS AMENDMENT, CONSULTANT AGREES ON BEHALF OF THE CONTRACTING OR SUBMITTING BUSINESS ENTITY, ITS OFFICERS, EMPLOYEES, SUBCONTRACTORS, SUBGRANTEES, AGENTS OR ASSIGNS, TO CONDUCT THIS TRANSACTION BY ELECTRONIC MEANS BY AGREEING THAT ALL DOCUMENTS REQUIRING COUNTY SIGNATURES MAY BE EXECUTED BY ELECTRONIC MEANS, AND THAT THE ELECTRONIC SIGNATURES AFFIXED BY THE COUNTY TO SAID DOCUMENTS SHALL HAVE THE SAME LEGAL EFFECT AS IF THAT SIGNATURE WAS MANUALLY AFFIXED TO A PAPER VERSION OF THE DOCUMENT. CONSULTANT ALSO AGREE ON BEHALF OF THE AFOREMENTIONED ENTITIES AND PERSONS, TO BE BOUND BY THE PROVISIONS OF CHAPTERS 304 AND 1306 OF THE OHIO REVISED CODE AS THEY PERTAIN TO ELECTRONIC TRANSACTIONS, AND TO COMPLY WITH THE ELECTRONIC SIGNATURE POLICY OF CUYAHOGA COUNTY.

Wherefore, the parties have entered into Amendment No. 1 and Amendment No. 1 has been approved by the County.

County of Cuyahoga, Ohio:
Edward FitzGerald, County Executive


(Authorized Signature) _____ Date _____
2013-07-24 11:06:45

CONSULTANT:


(Authorized Signature) _____ Date 6.4.13

Jacqueline Romer-Sensky, President
Name (printed) and Title

Attachment 1 to Amendment 1

DCFS Strategic Planning Mid-Level Leadership Development (RQ23754)

DCFS wishes to enhance the scope of our current Strategic Planning contract with the JRS Group, Ltd. (CE- 1200702-01) by adding leadership enhancement activities. These activities are designed to position a cohort of 20 DCFS mid-level leaders to successfully implement the soon-to-be-completed agency Strategic Plan. There is no change to the contract period.

Purposes:

1. Allow participants to gain insight into the elements and skill sets associated with leadership and begin a self-examination and affirmation of the participant's leadership assets
2. Develop leadership and management skills for application in current and future roles
3. Grasp the intersection between individual leadership and organizational leadership
4. Understand leadership strategy and the importance of strategic thinking and operational planning to obtain results
5. Motivate participants to step up as effective leaders
6. Increase working knowledge of the mechanics and interplay of county, state, and federal government in policy development and resource allocation
7. Enhance understanding of collaborative partnerships across agency divisions and in broader county settings and inter-system working dynamics.
8. Share specific administrative or practice content expertise on selected topics
9. Develop personal and group communication knowledge and skills
10. Facilitate and stimulate peer-to-peer learning
11. Foster peer networking and support
12. Executive coaching for senior management

The JRS Group, Ltd.

**PROJECT PROPOSAL: DCFS MID-LEVEL LEADERSHIP
DEVELOPMENT**

May 28, 2013

The JRS Group, Ltd. respectfully submits this proposal to add a leadership enhancement / organizational development component to assist DCFS in successfully implementing its strategic plan. The estimated cost of the proposed scope of work is \$64,000.

1. Qualifications & Experience

The JRS Group, Ltd. routinely focuses on leadership enhancement strategies with its clients. The firm's President, Ms. Jacqueline Romer-Sensky, has crafted a leadership framework and curricula used in group seminars and executive coaching. Her workshops and seminars have been attended by more than 3,000 people. These leadership explorations receive high evaluation marks for content, practicality and humor. Real-life examples of leadership, management and communication conundrums from positions in the legislature, the Governor's Office and a state agency as well as consulting situations contribute to the down-to-earth nature of learning sessions. Ms. Romer-Sensky holds a Masters of Arts in Organizational Leadership. She serves on the faculty of The Jo Ann Davidson Leadership Institute, was the Lead Faculty on Leadership for the New England Breakthrough Series Collaborative on Safety and Risk Assessment involving six state child welfare agencies and 275 participants and has taught at The Ohio University Volinovich School of Leadership and Public Affairs Executive Leadership Institutes.

Ms. Cynthia Hunt contributes her knowledge gained as a premier organizational and systems consultant to leadership sessions and executive coaching. Working with evolving organizations to help them identify and address issues with structure, strategy, processes, and resources is her specialty. Ms. Hunt excels at one-on-one executive coaching and in helping individuals see how their actions/responses contribute to an overall organizational culture. Ms. Hunt's background also includes management of large-scale IT initiatives (\$100M+) in the public sector, with special expertise in human services. Her data-system knowledge and project management expertise shine in class offerings.

Other highly-qualified faculty may assist with tasks associated with this scope of work. Together those involved with teaching and coaching will bring real-world perspective to the learning front.

2. Proposed Purpose

The proposed purpose of DCFS Leadership Fellowship is to tie the introduction of leadership concepts to pragmatic, real-world applications for a cohort of up to 30 participants who will play key roles in the implementation of the DCFS Strategic Plan.

1. Allow participants to gain insight into the elements and skill sets associated with leadership and begin a self examination and affirmation of the participant's leadership assets
2. Develop leadership and management skills for application in current and future roles
 - Grasp the intersection between individual leadership, organizational change and public influence
 - Understand leadership strategy and the importance of strategic thinking and operational planning to obtain results
 - Motivate participants to step up as effective leaders
3. Increase working knowledge of the mechanics and interplay of county, state and federal government in policy development and resource allocation

4. Enhance understanding of collaborative partnerships across agency divisions and in broader county settings and inter-system working dynamics
5. Share specific administrative or practice content expertise on selected topics
6. Develop personal and group communication knowledge and skills
7. Facilitate and stimulate peer-to-peer learning
8. Foster peer networking and support

3. The Methodology

The Leadership Fellowship's proposed 18-month format calls for an initial two-day learning session, one-day learning workshops held at scheduled intervals (total of five), self-directed Capstone Projects with deputy coaching and faculty technical assistance. By utilizing seminars, coaching and project-specific consultation, the format makes leadership skills accessible and immediately requires participants to put these skills to work.

Presenters will utilize a variety of formats to facilitate participation, intellectual absorption and individual application of the concepts and principles presented. Formats will include:

- Interactive lecture formats utilizing data, illustrations, analogies, visual illustrations and humor
- Case exercises that push participant decision making in familiar and unfamiliar roles
- Small group activities that generate challenges and opportunities for experiential learning
- DVDs, articles and books that appeal to different learning styles
- Participant presentations to hone communication skills and underscore peer learning

The proposed timeframe aligns with the development of the DCFS Strategic Plan and Initial Implementation processes in order to provide an opportunity for leadership and management concepts to immediately be put into practice.

• Cohort Training Sessions

Following an introductory, multi-day session, cohort participants will meet approximately one-day every 8 to 10 weeks or so to further develop leadership, management and practice skill sets. Learning session content will be customized to meet the needs of the participants. Working with DCFS, it may be possible to obtain Continuing Education Units (CEUs) from licensing entities for qualifying workshops.

Tie to Strategic Plan: Introductory and ongoing workshops can be customized with topics being dealt with in real-time and by tailoring exercises or working time to strategic DCFS tasks.

Resource: Each session will be staffed by two faculty consultants and/or a guest presenter. To baseline each participant's leadership approach or skill sets, it may be productive to purchase individual assessments and appropriate reading materials.

• Capstone Project

Participants will consult with their sponsor to select a Capstone Project to pursue throughout the Leadership Academy. The Capstone Project may be an individual challenge or group initiative that will provide the individual participant with a hands-on opportunity to put new ideas and skills into play at work. The Capstone Project integrates the learning and job experience. It also underscores the need for self-directed learning, applied learning and accountability for professionals in the workplace. Individuals will be held accountable for setting goals for their projects, for their approach to achieving articulated goals and for their results of the effort. The concrete lessons learned via capstone projects will be featured in Cohort Training Sessions to ensure sessions remain pragmatic and to underscore the need for peer-to-peer learning.

Tie to Strategic Plan: Selected Capstone Projects can be Strategic Plan implementation assignments. For example, co-chairs of workgroups may use completing their assigned group charters as their

Capstone Project. Cohort sponsors will be expected to provide routine project guidance to maintain alignment with DCFS priorities.

Resource: The consulting resource associated with providing technical assistance to Capstone Projects is capped at 20 hours, assuming some multi-participant, joint projects.

- **Coaching**

To optimize skill development, The Leadership Fellowship will provide coaching opportunities to DCFS deputies.

Tie to Strategic Plan: Individual sessions will give the management team most responsible for implementing the plan direct access to outside counsel on day-to-day challenges. By checking in with deputies, the consultants may also detect agency-wide obstacles to be dealt with on the macro level.

Resource: Coaching hours for DCFS senior leadership is capped at 110 hours.

4. Potential Content

Core Content Ideas
1. An Overview: Defining Leadership, Strategy and Management <ul style="list-style-type: none"> • What effective leaders do & Why they succeed
2. Personal Leadership Assessment: Understanding your individual style and strengths
3. Teams: Why you need them & the necessary steps to produce results
4. Communications: Tools for the individual and the organization. It's a leader's primary job!
5. Accountability: Understanding performance from staff accountability to organization reports, outputs, outcomes and logic models
6. Change Management: Another way of saying Leadership...the intersection of human systems and business systems <ul style="list-style-type: none"> • How the Leader shares the vision, aligns, mobilizes • How the Manager moves an agenda...Project Management skills
7. Making your organization work for you, translating strategy into execution <ul style="list-style-type: none"> • Tables of Organization • Roles & Responsibilities • Work Flows & Business Processes • Project Management • How to Run a Meeting
8. Public Financing and Budgets <ul style="list-style-type: none"> • Getting familiar with county and state budgets & how this impacts leadership • Exploring relevant revenue sources; gaining a core knowledge of what supports what
9. Crucial Confrontations & Conflict Resolution: why illuminating a problem can be a gift
10. Collaborative Partnerships & Governance: It's a different dance and you need to learn the steps
Elective Content Ideas
1. Building Public and/or Political Will. Lessons in winning support.
2. Communicating Effectively: Let's give a presentation
3. Working with the Judiciary
4. Executive Perspective of Management Information Systems and Information Technology

5. Generations at work
6. Workplace Cultures
7. Specific Practice Content: I.e., Preparing for CFSR, Alternative Response, Trauma-Informed Care, EBP models, Disproportionality, etc.
8. Lessons from Capstone Projects

Given limited seminar time, The JRS Group, Ltd. will work with DCFS leadership to customize content topics to best support agency strategic plan implementation and address relevant operational challenges.

5. Deliverables

- Six Seminars (Seven Days)
- Master "lessons learned" report generated by Capstone Projects/Plan Implementation and resulting list of potential recommendations for organizational improvement.
- Capstone Project Technical Assistance (Up to 20 hours)
- Individual Coaching Sessions for Deputy Directors (Up to 10 hours)

6. Cost & Potential Terms

The JRS Group, Ltd. submits a cost estimate of \$64,000.00 for the deliverables listed above to be completed by December 31, 2014.

Milestone	Major Deliverables	Estimated Date	Payment
Deliverable 1	Cohort Participant selection Introductory Seminar conducted Coaching	10-31-13	\$15,000.00
Deliverable 2	Seminar 2 & 3 conducted Coaching	1-31-14	\$15,000.00
Deliverable 3	Seminar 4 conducted Coaching	4-30-14	\$10,000.00
Deliverable 4	Seminar 5 conducted Coaching	8-31-14	\$10,000.00
Deliverable 5	Seminar 6 conducted Coaching Master "Lessons Learned" Report	12-31-14	\$14,000.00
TOTAL			\$64,000.00

The JRS Group, Ltd. has an established Leadership Curricula and retains its rights to any intellectual property associated with the curricula, teaching materials and process tools.

Thank you for considering The JRS Group, Ltd. for this engagement. If you need additional information or clarification, please do not hesitate to contact me directly at (614) 794-1181 or at jrsensky@aol.com.

Respectfully submitted,



Jacqueline Romer-Sensky
President

Attachment 2 to Amendment 1

CUYAHOGA COUNTY

The JRS Group, Ltd. Insurance Language

The contractor shall procure, maintain and pay premiums for the insurance coverage and limits of liability indicated below with respect to products, services, work and/or operations performed in connection with this Contract.

1. Mandatory Insurance Requirements

The following three items (Worker's Compensation Insurance, Commercial General Liability Insurance, and Business Automobile Liability Insurance) are all mandatory requirements unless otherwise specified.

(a) **Worker's Compensation Insurance** as required by the State of Ohio. Such insurance requirement may be met by either purchasing coverage from the Ohio State Insurance Fund or by maintaining Qualified Self-Insurer status as granted by the Ohio Bureau of Workers Compensation (BWC).

For Contractors with employees working outside of Ohio, Worker's Compensation Insurance as required by the various state and Federal laws as applicable including Employers' Liability coverage with limits of liability not less than:

\$1,000,000 each accident for bodily injury by accident;
\$1,000,000 each employee for bodily injury by disease;
\$1,000,000 policy limit for bodily injury by disease.

Such insurance shall be written on the National Council on Compensation Insurance (NCCI) form or its equivalent.

(b) **Commercial General Liability Insurance** with limits of liability not less than:

\$1,000,000 each occurrence bodily injury & property damage;
\$1,000,000 personal & advertising injury;
\$2,000,000 general aggregate;
\$2,000,000 products/completed operations aggregate.

Such insurance shall be written on an occurrence basis on the Insurance Services Office (ISO) form or its equivalent.

(c) **Business Automobile Liability Insurance** covering all owned, non-owned, hired, and leased vehicles. Such insurance shall provide a limit of not less than \$1,000,000 combined single limit (bodily injury & property damage) each accident; Such insurance shall be written on an occurrence basis on the Insurance Services Office (ISO) form or its equivalent;

or

Personal Automobile Liability Insurance. Such insurance shall provide a limit of not less than \$250,000 per person and \$500,000 per accident for bodily injury; and

Attachment 2 to Amendment 1
CUYAHOGA COUNTY
The JRS Group, Ltd. Insurance Language
\$100,000 for property damage each accident.

Insurance Coverage Terms and Conditions

1. The insurance policy for commercial general liability for the Contractor required for this contract shall name the "County of Cuyahoga, Ohio and its employees" as an Additional Insured and shall contain the following provisions:
 - (i) Thirty (30) days prior notice of cancellation or material change;
 - (ii) A waiver of subrogation wherein the insurer(s) waives all rights of recovery against the County.
2. The insurance required for this contract shall be provided by insurance carrier(s) licensed to transact business and write insurance in the state(s) where operations are performed and shall carry a minimum A.M. Best's rating of A VII or above.
3. These insurance provisions shall not affect or limit the liability of the Contractor stated elsewhere in this Contract or as provided by law.
4. The Contractor shall require any and all of its subcontractors to procure, maintain, and pay premiums for the insurance coverages and limits of liability outlined above with respect to products, services, work and/or operations performed in connection with this Contract.
5. The County reserves the right to require insurance coverages in various amounts or to modify or waive insurance requirements on a case-by-case basis whenever it is determined to be in the best interest of the County.
6. If the Bid/Proposal/RFQ specifies the need for higher limits of liability for any applicable insurance provision, the Bid/Proposal/RFQ specifications shall govern.
7. The Contractor shall furnish a Worker's Compensation Certificate and Certificate of Insurance evidencing the insurance coverages required herein are in full force and effect. Acceptance of a non-conforming certificate of insurance by the County shall not constitute a waiver of any rights of the parties under this Contract.