



Amendment One to SSD 24-081 ALIA

This is an Amendment to an Agreement between Ramsey County, a political subdivision of the State of Minnesota, on behalf of Social Services, 160 E Kellogg Blvd, St Paul, Minnesota 55101 ("County") and Alia Innovations, 1000 University Ave W #230, St Paul, MN 55104, registered as a Nonprofit Corporation in the State of Minnesota ("Contractor").

In this Amendment, changes to pre-existing contract language will use ~~striketrough~~ for deletions and **bolding and underlining** for insertions.

1. The parties agree to amend the Agreement as follows:

Revision 1. Section 1.1. is amended as follows:

The original term of this Agreement shall be from December 9, 2024 through December 8, ~~2026~~ **2028** and may not be renewed.

Revision 2. Section 2.1. is amended as follows:

The Contractor will provide leadership and capacity-building training to Ramsey County's Social Services staff **related to the planning and implementation of the Minnesota African American Family Preservation Act and Child Welfare Disproportionality Act**. ~~Contracted services are attached and made part of this Agreement in Attachment A: Contracted Services.~~

For the term December 9, 2024 – October 21, 2025; Contracted services are attached and made a part of this Agreement in Attachment A: Contracted Services.

For the term of October 22, 2025 – December 8, 2028; Contracted services are attached and made a part of this Agreement as Attachment A-1: Contracted Services.

Revision 3. Section 3. is amended as follows:

The Contractor shall complete services no later than December 8, ~~2026~~ **2028**.

Revision 4. Section 4.1. is amended as follows:

The County shall pay the Contractor a not to exceed amount of ~~\$175,000.00~~ **\$560,750.00** over the life of the contract according to the agreed to rates.

Revision 5. Section 4.2. is amended as follows:

The County shall pay the Contractor the following unit rates:

The budget is attached and made part of this Agreement as Attachment-~~B~~ B-1: Financial.

Revision 6. Section 5.11. is amended as follows:

All notices under this Agreement, and any amendments to this Agreement, shall be in writing and shall be deemed given when delivered by certified mail, return receipt requested, postage prepaid, when delivered via personal service or when received if sent by overnight courier. All notices shall be directed to the Parties at the respective addresses set forth below. If the name and/or address of the representatives changes, notice of such change shall be given to the other Party in accordance with the provisions of this section.

County:

~~Beth Loechler, Ramsey County,~~ Contract Administration, 121 7th Place E, Mail Stop 5100, Saint Paul, Minnesota 55101

Contractor:

Chelsea Heath, Alia Innovations, 1000 University Ave W #230, St Paul, MN 55104

2.

Except as modified herein, the terms of the Agreement shall remain in full force and effect.

Attachment A-1: Contracted Services

OVERALL OBJECTIVE

The Contractor will provide targeted change management support to advance Ramsey County Children's and Family Services' (CFS) transformation initiative, focused on implementing services aligned with the Minnesota African American Family Preservation Act and the Child Welfare Disproportionality Act (MAAFPA). Building on prior planning and early implementation efforts, this phase centers on equipping staff, leadership, and community partners to apply new practices and embrace the mindset shifts needed to drive and sustain meaningful change. By focusing on the people side of transformation, the Contractor will help ensure that MAAFPAs intent is deeply embedded across the system—improving outcomes for African American and disproportionately impacted children and families.

SPECIFIC TASKS TO BE PERFORMED

The Contractor will provide strategic change management support for Manager, Supervisors, Staff and Community Partners. Services will include but are not limited to coaching, training, facilitation, and strategic guidance.

MAAFPA Change Management Phase 1**A. Managers:**

- Leadership Strategy Labs (In-person at Alia)
 - i. Description: Leadership Strategy Labs are designed to mobilize the leadership team around the work of leading and implementing change. The management team will strengthen their ability to collaboratively apply the skills of inquiry, discovery, visioning, aligning, and strategizing to support meaningful and lasting change across the organization.
 - ii. Topics: Transformation strategy, change management, organizational resilience and wellbeing, MAAFPAs implementation, community partnerships, strategic communication, team alignment and development
 - iii. Contact: Monthly, 90-min sessions (12 months); up to 30 participants per session; Manager labs are 12 sessions
 - iv. Staffing: 2 Alia facilitators; additional subject matter expert ("SME") support, as needed
 - v. Service Rate: inclusive service rate \$2,500 per session (includes all planning, preparation, coordination, scheduling, facilitation, SME support, and follow-up)
- Executive Strategic Coaching, up to 3 Executive Leaders (In-person)
 - i. Objective: Executive leaders often face complex decisions in isolation, with few opportunities for confidential reflection and strategic support. Alia's Strategic Coaching offers a trusted space for top leaders to think deeply, test ideas, and receive tailored guidance aligned with their mission. Through personalized, judgment-free sessions, leaders build clarity, resilience, and strategic foresight—strengthening their ability to lead authentically and effectively in high-stakes environments.
 - ii. Description: Leadership Coaching builds agency culture through personalized, one-on-one support that strengthens individual leadership and organizational capacity for change. Alia coaches serve as trusted thought partners, modeling equitable, relationship-based leadership while helping leaders grow in

- confidence, clarity, and resilience.
 - iii. Contact: Monthly or bi-monthly 1:1 sessions for 11 months (up to 1 hour/leader/month); up to 33 hours
 - iv. Staffing: 1 Executive level Alia coach per leader (see Coaching bios attached)
 - v. Service Rate: inclusive service rate \$750 per coaching hour (includes all planning, preparation, coordination, scheduling, facilitation, and follow-up)
 - Breakthrough Sessions (Managers + Supervisors) 4 days total (In-person)
 - i. Description: Breakthrough Sessions offer a one- to three-day immersive experience designed to guide your team through the discovery and inquiry needed to address your most pressing challenges. Amidst the chaos of an ever-changing landscape, stepping away to deepen connections and think strategically through the lens of growth, innovation, and human-centered design can dramatically advance and accelerate your organizational efforts. Through this immersive experience, your team will find renewed clarity and purpose as you discover what is truly needed to achieve your most ambitious goals—catalyzing your next steps of change, together.
 - ii. Topics: Transformation strategy, change management, organizational resilience and wellbeing, MAAFPa implementation, community partnerships, strategic communication, team alignment and development
 - iii. Contact: Half-day to 3-day sessions; up to 30 participants per session; total of 4 days
 - iv. Staffing: 2-3 Alia facilitators; 2-3 Alia hospitality staff
 - v. Service Rate: inclusive service rate \$7,500/day (5 hours/day) (includes all planning, preparation, coordination, scheduling, facilitation, participant evaluations, and a brief report including key inputs, decisions, and recommendations, in addition to continental breakfast, lunch, snacks, and beverages for full-day sessions)
 - Mindset Shift Trainings with Learning Lab (In-person)
 - i. Description: Transforming systems starts with transforming mindsets. These trainings introduce foundational concepts for trauma-informed, equity-centered, and family-focused leadership, while Learning Labs provide hands-on opportunities to apply and integrate those ideas. Leaders leave with practical tools, deeper understanding, and the confidence to guide their teams through meaningful change—ensuring that new ways of work take root and endure. Time-limited recordings available upon request.
 - ii. Topics: Tailored to leadership needs; examples include Navigating Change and Readyng the Workforce
 - iii. Contact: 5 hours per session; open participant count as space allows (in-person or on-location); 3 sessions with Managers and supervisors
 - iv. Staffing: 2-3 Alia facilitators; 2-3 Alia hospitality staff
 - v. Service Rate: Inclusive service rate \$7,500 per session (includes all planning, preparation, coordination, scheduling, facilitation and evaluations, in addition to continental breakfast, lunch, snacks, and beverages)
- B. Supervisors:
- Leadership Strategy Labs (virtual with option to hold in-person)
 - i. Description: Leadership Strategy Labs are designed to mobilize the leadership team around the work of leading and implementing change. The supervisor

team will strengthen their ability to collaboratively apply the skills of inquiry, discovery, visioning, aligning, and strategizing to support meaningful and lasting change across the organization.

- ii. Topics: alignment, trust building & connection, relationship development with management team, strategic communication, wellbeing support plans, individual and collective goals, retention, and conflict resolution, and on-going challenges (building on current Leadership Strategy Labs).
 - iii. Contact: Monthly, 90-min sessions (8 months); up to 20 participants per session; 8 sessions for Supervisors labs
 - iv. Staffing: 2 Alia facilitators; additional SME support, as needed
 - v. Service Rate: inclusive service rate \$2,500 per session (includes all planning, preparation, coordination, scheduling, facilitation, SME support, and follow-up)
- Leadership Strategic Coaching, up to 3 Supervisors (virtual)
 - i. Objective: Consistent one-on-one support for leaders to cultivate their fortitude to lead change, build a healthy and equitable organizational culture, and achieve the mission of your agency.
 - ii. Description: Leadership Coaching builds agency culture through personalized, one-on-one support that strengthens individual leadership and organizational capacity for change. Alia coaches serve as trusted thought partners, modeling equitable, relationship-based leadership while helping leaders grow in confidence, clarity, and resilience. Common topics include:
 - Decreasing bias and promoting equity in your leadership style
 - Prioritizing what is important, not only what is urgent
 - Persevering through crisis
 - Gaining a greater understanding of systems change dynamics
 - Building joy and connection into your work
 - iii. Contact: Monthly or bi-monthly 1:1 sessions (up to 3 hours/month); up to 11 months; up to 33 hours total
 - iv. Staffing: 1 Alia coach per leader (see Coaching bios attached)
 - v. Service Rate: inclusive service rate \$500 per coaching hour (includes all planning, preparation, coordination, scheduling, facilitation, and follow-up)

C. Staff

- Breakthrough Sessions (Individual staff teams and cross teams) 18 days total (In-person)
 - i. Description: Breakthrough Sessions offer a one- to three-day immersive experience designed to guide your team through the discovery and inquiry needed to address your most pressing challenges. Amidst the chaos of an ever-changing landscape, stepping away to deepen connections and think strategically through the lens of growth, innovation, and human-centered design can dramatically advance and accelerate your organizational efforts. Through this immersive experience, your team will find renewed clarity and purpose as you discover what is truly needed to achieve your most ambitious goals—catalyzing your next steps of change, together.
 - ii. Topics: team culture, alignment and development, MAAFPa implementation and work plans, safety culture, change management, inter-agency relations, community partnerships
 - iii. Contact: Half-day to 3-day sessions; up to 20 participants per session; 18 total days
 - iv. Staffing: Alia facilitators; 2-3 Alia hospitality staff

- v. Service Rate: inclusive service rate \$7,500/day (5 hours per day) (includes all planning, preparation, coordination, scheduling, facilitation, participant evaluations, and a brief report including key inputs, decisions, and recommendations, in addition to continental breakfast, lunch, snacks, and beverages for full-day sessions, at Alia Offices in St. Paul)
- Mindset Shift Trainings (virtual)
 - i. Description: Alia Trainings introduce the core concepts of a new way of work—shifting mindsets and equipping teams to build trauma-informed, family-centered, and equity-driven practices. These sessions lay the foundation for lasting change, offering a launch point for deeper exploration into topics like change management, trauma-informed care, permanency, resilience, wellbeing, and equity. Time-limited recordings available upon request.
 - ii. Topics: Tailored to staff needs; change management, understanding shifts in child welfare, why change is needed, how staff roles support transformation; examples include The Human Need for Belonging and Building a New Way, Together
 - iii. Contact: 90-mins to 2 hours; up to 500 participants per training; 6 total training sessions
 - iv. Staffing: 2-3 Alia trainers; 1 Alia support staff
 - v. Service Rate: Inclusive service rate \$2,500 per training (includes all planning, preparation, coordination, scheduling, and participant evaluations)
- Bi-monthly MAAFPA Steering Committee Meeting Facilitation (virtual)
 - i. Description: Facilitation of Ramsey County MAAFPA Steering Committee to ensure that the project is on track and to adjust tactics and operations to meet objectives. This time will focus on county-specific goals, metrics, and tactical execution of MAAFPA. The committee includes directors, managers, agency partners (County Attorney's office) and coordinators from relevant departments who handle day-to-day operations. It may include representatives from partner organizations.
 - ii. Topics: Implementation of MAAFPA at the division level, partnership across the county, day-to-day implementation and adjustments for guidance
 - i. Contact: Bi-monthly, 1.5 hours per session, up to 20 participants; totaling 24 sessions (36 hours)
 - ii. Staffing: 2 Alia facilitators; additional SME support, as needed
 - iii. Service Rate: inclusive service rate \$1,500* per session (includes all planning, preparation, coordination, scheduling, facilitation, SME support, and follow-up)

(*Note: to support this request as long-term partners, we are reducing our standard rate of \$2,500 per session for 1.5 hours to \$1,500 per session for 1.5 hours)

D. Community:

- MAAFPA Advisory Committee Meeting Facilitation, Management, and Hosting (In-person at Alia Offices in St. Paul)
 - i. Description: Facilitation of the Ramsey County MAAFPA Advisory Committee to support effective, community-informed implementation of the Minnesota African American Family Preservation Act. The committee includes community leaders, lived experts, and county leadership across social services, legal, and judicial systems. As an external facilitator, Alia creates a neutral space where county partners can fully engage as contributors, fostering trust, shared

ownership, and actionable alignment to advance the success and sustainability of MAAFPA.

- ii. Topics: understanding MAAFPA, understanding community role in MAAFPA implementation, MAAFPA implementation support, community needs, community resources, community partnerships, strategic communications
- iii. Contact: 2 hours every other month (6 months); up to 20 participants
- iv. Staffing: 2-3 Alia facilitators; 2-3 Alia hospitality staff (after-hours to accommodate participant schedules)
- v. Service Rate: Inclusive service rate \$3,500 per meeting (includes all internal and external planning for sessions in partnership with Ramsey Co leadership, preparation, coordination, scheduling, facilitation, participant evaluations, and follow-up, in addition to dinner and beverages)

- Mindset Shift Trainings with Learning Lab (in-person)

- ii. Description: Transforming systems starts with transforming mindsets. These trainings introduce foundational concepts for trauma-informed, equity-centered, and family-focused leadership, while Learning Labs provide hands-on opportunities to apply and integrate those ideas. Leaders leave with practical tools, deeper understanding, and the confidence to guide their teams through meaningful change—ensuring that new ways of work take root and endure. Time-limited recordings available upon request.
- iii. Topics: Tailored to community needs; understanding shifts in child welfare, why change is needed, how community can support transformation; examples include Top 8 Reasons to be Optimistic about the Future of Child Welfare, The Human Need for Belonging, Families are the Solution
- iv. Contact: 5 hours per session; open participant count as space allows (in-person or on-location); 2 sessions
- v. Staffing: 2-3 Alia trainers; 2-3 Alia hospitality staff
- vi. Service Rate: inclusive service rate \$7,500 per session (includes all planning, preparation, coordination, scheduling, facilitation and evaluations, in addition to continental breakfast, lunch, snacks, and beverages)

E. Other:

- Project Onboarding and Launch (In-Person at Alia)

- i. Description: The on-boarding and launch is especially critical in bridging the leadership lag—the gap between the leadership who approved the scope of work and the teams who will be receiving and implementing the services. This onboarding ensures that those on the ground are aligned with the vision and expectations set by leadership, and that they feel informed, prepared, and supported as the work begins.
- ii. Topic: Kickoff and introductory meetings; responding to participant questions about interventions; coordination, scheduling, and alignment across teams; agency core team readiness and onboarding; Subject Matter Expert (SME) and Key Informant interviews to ensure services are targeted with the most current information; marketing and workforce messaging support for agency participation
- iii. Contact: as required to prepare the leaders and staff to feel informed and supported as the work begins
- iv. Staffing: 2 Alia staff
- v. Service Rate: one-time fee 8% of total budget (capped at \$20,000)

MANDATORY REQUIREMENTS

- A. Maintain current understanding of the Minnesota African American Family Preservation and Child Welfare Disproportionality Act: Minnesota §260.61-260.693, and any current developments and/or updates thereto.
- B. Maintain understanding of the Minnesota Child Welfare System, and any current developments and/or updates thereto.
- C. Provide a comprehensive and concise overview of all county requirements under MAAFPA as detailed by statute and DCYF.
- D. The Contractor shall ensure it has a background studies policy in place and shall perform background studies on all staff, volunteers, and sub-contractors who may interact with clients or perform community engagement with Ramsey County residents. Contractor shall maintain records of completed and passed background studies. Contractor's background studies policies and records of completion shall be made available to the County upon request.

PERFORMANCE MEASURES

Leadership Transformation (Leadership Development)

- ≥ 75% of leaders report increased awareness of systemic impacts of their work with children and families

Staff Practice Adoption (Mindset Shift)

- ≥ 70% participants report increased hope and confidence in implementing new approaches

Community Empowerment

- ≥ 75% participants express satisfaction with Advisory Committee facilitation

Systemic & Policy Change

- ≥ 80% of participants identify actionable MAAFPA implementation strategies/goals

Sustainability & Capacity Building

- ≥ 50% participants report improved MAAFPA knowledge

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Budget Period: December 9, 2024 – October 21, 2025					
Objective	Description	Quantity	Unit	Price	Total
TEAM ALIGNMENT & STRATEGY					
1	90-min Monthly Strategy Session (virtual) *Includes 2-3 Alia Staff	6	Each	\$2,500	\$15,000
INITIATIVE REVIEW & REPORT					
2	Document & data review and report (virtual) *Includes 4-5 Alia Staff	25	Hour	\$1,000	\$25,000
3	Focus groups (5) and /or Key informant interviews (10) (virtual) *Includes 2 Alia Staff	10	Hour	\$1,000	\$10,000
EVENT PLANNING, COORDINATION, FACILITATION (*3-8 for each of these depending on the event)					
4	One 3-day Project Plan Development Session (in-person) for 15 staff	1	Each	19,500	\$19,500
5	Two half-day Project Plan Finalization Sessions (in-person) for 15 staff	2	Each	\$3,500	\$7,000
6	One 1-day Collaboration & Alignment Session with Partners (Winter) (in-person) for 20 participants	1	Each	\$6,500	\$6,500
7	One 1-day Collaboration & Alignment Session with Partners (Spring) (in-person) for 20 participants	1	Each	\$6,500	\$6,500
8	Kickoff Meeting (in-person) for all CFS staff-200	1	Each	\$3,500	\$3,500
PROJECT MANAGEMENT					
9	Project Management (hours)	154	Hourly	\$500	\$77,000
10	154 hours total ~20 hours per week Dec 2024 - Jan 2025 ~3 hours per week Feb 2025-April 2025 *Rate is all inclusive-2 dedicated staff				
11	Preliminary Planning: Start Up-5 hours of coordination& onboarding	5	Hourly	\$1,000	\$5,000
Project Total					\$175,000

*Strategy sessions are completed by two or three Alia staff. Document review and will be completed by four to five staff and focus groups will be completed by two Alia staff. Event coordination, planning, and facilitation will be completed by three to eight staff depending on the event. The rate for project management is an inclusive rate. While there are up to eight staff working on this project for objectives such as events, there are two staff dedicated to this project specifically.

Budget Period: October 22, 2025 – December 8, 2028

	Item	Units	Price	Total
LEADERSHIP STRATEGY LABS				
	Leadership Strategy Labs are designed to mobilize the leadership team around the work of leading and implementing change. Your teams will strengthen their ability to collaboratively apply the skills of inquiry, discovery, visioning, aligning, and strategizing to support meaningful and lasting change across the organization.			
	*Manager Lab - 12 months *Supervisor Lab - 8 months (continuation of Wellness RFQ Lab)			
	Leadership Strategy Lab for 2 Lab Groups (virtual)	20	\$ 2,500	\$ 50,000
TRAININGS & LEARNING LABS				
	Transforming systems starts with transforming mindsets. These trainings introduce foundational concepts for trauma-informed, equity-centered, and family-focused leadership, while Learning Labs provide hands-on opportunities to apply and integrate those ideas. Leaders leave with practical tools, deeper understanding, and the confidence to guide their teams through meaningful change—ensuring that new ways of work take root and endure. Time-limited recordings available upon request.			
	* 3 Trainings & Learning Labs (Managers & Supervisors) * 2 Trainings & Learning Labs (Community Partners)			
	Training & Learning Lab (in-person)	5	\$ 7,500	\$ 37,500
TRAININGS				
	Trainings introduce the core concepts of a new way of work—shifting mindsets and equipping teams to build trauma-informed, family-centered, and equity-driven practices. These sessions lay the foundation for lasting change, offering a launch point for deeper exploration into topics like change management, trauma-informed care, permanency, resilience, wellbeing, and equity. Time-limited recordings available upon request.			
	* 6 Trainings (only) (Staff)			
	Training Only (virtual)	6	\$ 2,500	\$ 15,000
EXECUTIVE STRATEGIC COACHING				
	Executive Strategic Coaching offers a trusted space for top leaders to think deeply, test ideas, and receive tailored guidance aligned with their mission. Through personalized, judgment-free sessions, leaders build clarity, resilience, and strategic foresight—strengthening their ability to lead authentically and effectively in high-stakes environments.			
	*up to 3 Senior Leaders for 11 months			
	Executive Coaching for up to 3 hours per month (virtual)	33	\$ 750	\$ 24,750
LEADERSHIP STRATEGIC COACHING				
	Leadership Strategic Coaching builds agency culture through personalized, one-on-one support that strengthens individual leadership and organizational capacity for change. Alia coaches serve as trusted thought partners, modeling equitable, relationship-based leadership while helping leaders grow in confidence, clarity, and resilience.			
	*up to 3 Supervisors for 11 months			
	Leadership Coaching for up to 3 hours per month (virtual)	33	\$ 500	\$ 16,500
BREAKTHROUGH SESSIONS				
	Breakthrough Sessions offer a one- to three-day immersive experience designed to guide your team through the discovery and inquiry needed to address your most pressing challenges. Amidst the chaos of an ever-changing landscape, stepping away to deepen connections and think strategically through the lens of growth, innovation, and human-centered design can dramatically advance and accelerate your organizational efforts. Through this immersive experience, your team will find renewed clarity and purpose as you discover what is truly needed to achieve your most ambitious goals—catalyzing your next steps of change, together.			
	*Sessions participants will include Managers, Supervisors, and Staff teams in varying configurations to build readiness and alignment around organizational change efforts			
	Breakthrough Sessions for Supervisors, Managers, & Staff Teams (in-person)	22	\$ 7,500	\$ 165,000
MAAFPA STEERING COMMITTEE MEETINGS				
	Facilitation of Ramsey County MAAFPFA Steering Committee to ensure that the project is on track and to adjust tactics and operations to meet objectives. This time will focus on county-specific goals, metrics, and tactical execution of MAAFPFA. The committee includes directors, managers, agency partners (County Attorney's office) and coordinators from relevant departments who handle day-to-day operations. It may include representatives from partner organizations.			
	Steering Committee Meeting (virtual)	24	\$ 1,500	\$ 36,000
MAAFPA ADVISORY COMMITTEE MEETINGS				
	Facilitation, management and hosting of the Ramsey County MAAFPFA Advisory Committee to support effective, community-informed implementation of the Minnesota African American Family Preservation Act. The committee includes community leaders, lived experts, and county leadership across social services, legal, and judicial systems. As an external facilitator, Alia creates			

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	a neutral space where county partners can fully engage as contributors, fostering trust, shared ownership, and actionable alignment to advance the success and sustainability of MAAFPFA.			
	Advisory Committee Meeting (in-person)	6	\$ 3,500	\$ 21,000
PROJECT ONBOARDING AND LAUNCH; FLEXIBLE GROUP CONSULTATION				
	The non-refundable One-time service includes kickoff and introductory meetings, coordination, scheduling, and alignment, agency core team readiness and onboarding, and SME interviews, marketing, and messaging support for agency participation as needed. Alia provides as-needed group consultation to support the change management efforts central to MAAFPFA implementation. These sessions offer strategic guidance and facilitation to help stakeholders navigate system shifts, align across roles, and stay focused on the long-term vision. This flexible support enables the county and partners to respond to emerging needs, maintain momentum, and ensure the transformation remains community-driven and sustainable.			
	Project Onboarding and Launch Activities (virtual)	1	\$ 20,000	\$ 20,000
PROJECT TOTAL				
			\$	385,750