



**SAN FRANCISCO
HUMAN SERVICES AGENCY**

Department of Benefits
and Family Support

Department of Disability
and Aging Services

P.O. Box 7988
San Francisco, CA
94120-7988
www.SFHSA.org



London Breed
Mayor

Trent Rhorer
Executive Director

MEMORANDUM

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

FROM: JOAN MILLER, DEPUTY DIRECTOR OF FCS
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

DATE: MARCH 22, 2024

SUBJECT: CONTRACT MODIFICATION: **EVIDENT CHANGE (NON-PROFIT)** FOR PROVISION OF CHILD WELFARE REPORTING AND ANALYTICS 22-27

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	<u>Current</u>	<u>Modification</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
CONTRACT TERM:	3/1/22-6/30/24	7/1/24-6/30/27	3/1/22-6/30/27		
CONTRACT AMOUNT:	\$320,445	\$339,660	\$660,105	\$66,011	\$726,116
ANNUAL AMOUNT:	See table below				
Funding Source	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
FUNDING:	\$495,079	\$79,212	\$85,814	\$66,011	\$726,116
PERCENTAGE:	75%	12%	13%		100%

The Department of Benefits and Family Support (BFS) requests approval to modify the sole source waiver and authorization to modify the existing contract with Evident Change for the period of July 1, 2024 through June 30, 2027, in the additional amount of \$339,660 plus a 10% contingency for a revised total amount not to exceed \$726,116. The purpose of this modification is to continue to provide access to SafeMeasures®, a web-based data system that provides reporting services that meet county-



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specify data needs. The contract also provides for management information systems.

Term:	Annual Amount	
3/1/22 - 6/30/22	\$106,815	
7/1/22 - 6/30/23	\$106,815	
7/1/23 - 6/30/24	\$106,815	
7/1/24 - 6/30/25	\$113,220	New
7/1/25 - 6/30/26	\$113,220	New
7/1/26 - 6/30/27	\$113,220	New
Contract Total	\$660,105	
Contingency	\$66,011	
New NTE	\$726,116	

Background

Since 2004, Evident Change has provided the web based SafeMeasures and Structured Decision Making® (SDM) system, along with ad-hoc analytics. SafeMeasures organizes case data according to performance requirements of the state legislature AB636. SafeMeasures allows staff to plan the Division 31 requirements and drilldown to individual, unit, and program performance.

SafeMeasures, provides a child welfare database that is capable of organizing cases for state-mandated reports. State legislature AB636 requires counties to be responsible for reporting on a series of measurements that provide key indicators of program outcomes, process and receipt of critical services. The California Department of Social Services (CDSS) uses SafeMeasures for its audits of county compliance. The Contractor is the only provider that has access to California's CWS/CMS raw data.

SDM gathers data from the CA WebSDM system, interprets that data, and structures it in a management report for HSA's Family and Children's Services (FCS).

Services to be Provided

Under this modification, the contractor will continue to provide the following parallel services during the term of this contract: A)



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SafeMeasures; B) SDM Reporting and Ad Hoc Analytics; C) Structured Decision-Making Training, coaching and system support to FCS staff, including supervisors and managers.

A. **SafeMeasures:** The California Department of Social Services provides Evident Change with bi-weekly extracts from the statewide child welfare database. Evident Change conducts an analysis to display the data in tables that are related to the Division 31 Requirements that regulate child welfare operations. Evident Change organizes the data into a user-friendly, point-and-click format that allows managers, supervisors, and child welfare workers to view data by program, by office site, by unit, and by individual.

B. **SDM Reporting and Ad Hoc Analytics:** Contractor will provide, as requested, ongoing reports related to various child welfare state and federal outcome measures i.e., AB636, Child and Family Services Review and the FCS System Improvement Plan.

The FCS program utilizes an actuarial-based assessment tool, Structured Decision-Making, to improve its understanding of child risk and to improve case decision-making. Evident Change manages the data generated by these assessments and produces an annual management report, which compiles information from child welfare assessments.

C. **SDM systems support & training:** Training will support use of SDM tools in day-to-day child welfare practices and inform assessment and case plan decision making.

Selection

This agreement is a sole source contract via OCRWVR0004968 approved March 21, 2024.

Funding

Funding for this contract is provided through a combination of Federal, State, and County General Funds.

ATTACHMENTS

Appendix A-1, Scope of Services
Appendix B-1, Budget
Sole Source Waiver

**Appendix A-1: Services to be Provided
Evident Change
Child Welfare Reporting and Analytics
March 1, 2022- June 30, 2027**

**** Effective July 1, 2024****

I. Purpose:

The purpose of this contract is to allow the San Francisco Human Services Agency (HSA) access to SafeMeasures[®], a web-based reporting service that transforms human service agency data into actionable information in the form of dashboards, reports, and key performance indicator (KPI) displays. SafeMeasures provides daily analyses of statewide datasets along with an array of tools to help staff at all levels of the agency easily access the data they need to support their work. SafeMeasures also assist with implementation support for use and application of the Structured Decision Making (SDM) hotline, safety, risk, risk re-assessment and reunification assessment tools to inform case planning for families involved in San Francisco’s child welfare system. Training, technical assistance and coaching will support the utilization of the SDM system for Family & Children’s Services’ staff.

The contract also includes the development of ad hoc analytic reports and an annual SDM management report for continuous quality practice improvement and to enhance county-specific data needs that measure progress in achieving better outcomes for child welfare system-involved children and families and the goals identified in our System Improvement Plan.

These services complement and accompany the propriety data systems and software developed by Evident Change.

II. Definitions

CARBON	Contracts Administration, Reporting, and Billing On Line System
Contractor	Evident Change
DV	Domestic Violence
HSA	San Francisco Human Services Agency
FCS	Family and Children’s Services
SOP	Safety Organized Practice
SDM	Structured Decision Making

SIP

System Improvement Plan

III. Target Audiences:

Case-carrying child protective services workers, supervisors, managers and directors.

IV. Description of Services:

The Contractor shall provide the following parallel services during the term of this contract: A) SafeMeasures; B) SDM Reporting and Ad Hoc Analytics; C) Structured Decision Making Training, coaching and system support to FCS staff, including supervisors and managers.

- A. **SafeMeasures:** The California Department of Social Services provides Evident Change with nightly extracts from the statewide child welfare database. Evident Change conducts an analysis to display the data in tables that are related to the Division 31 Requirements that regulate child welfare operations. Evident Change organizes the data into a user-friendly, point-and-click format that allows managers, supervisors, and child welfare workers to view data by program, by office site, by unit, and by individual.
- B. **SDM Reporting and Ad Hoc Analytics:** Contractor will provide, as requested, ongoing reports related to various child welfare state and federal outcome measures e.g. AB636, Child and Family Services Review, and the FCS System Improvement Plan.

The FCS program utilizes, Structured Decision Making (SDM), a suite of decision-support tools that promote safety and well-being for children and their families. The SDM tools combine research with best practices, offering workers a framework for consistent decision making and offering agencies a way to target in-demand resources toward those who can benefit most. Evident Change manages the data generated by these assessments and produces an annual management report, which compiles information from child welfare assessments and offers insights into strengthening practice and supporting equitable service delivery.

- C. **SDM systems support & training:** Training will support use of SDM tools in day to day child welfare practices and inform assessment and case plan decision making.

V. Location and Time of Services

Evident Change offices are located at 717 John Nolen Drive, Madison, Wisconsin, 53713. All data analysis and report development will occur at the Evident Change offices or remotely. Training and coaching of FCS staff will be held remotely or at the offices of the San Francisco Human Services Agency.

VI. Service Objectives

On an annual basis, the Contractor will meet the following Service Objectives:

- A. Contractor shall provide SF-HSA **reliable access to the online SafeMeasures reporting system**, without any major outages.

- B. Contractor shall provide multiple training opportunities, including online basic navigation courses hosted within Evident Change's learning management systems or training files for upload into the agency internal training system; live and recorded webinars; quick reference guides; training curriculum; and in-application support tools.
- C. Contractor shall provide **SDM Reporting and Ad Hoc Analytics** on the agreed-upon dates and will meet all agreed-upon deadlines related to ad hoc data requests. This includes customized extracts from SDM and complex customized ad hoc data reports.
- D. Contractor shall provide an **annual Structured Decision Making report** for child welfare assessments, tailored to the information requested by SF-HSA managers.
- E. Contractor shall provide virtual or on-site training and coaching to FCS staff, supervisors and managers to strengthen existing knowledge and practice in a variety of topics **related to the use of the SDM tools**.

This training and technical assistance will take place in a variety of settings, including case consults, in-person training, virtual coaching, etc.

- F. On a quarterly basis, Contractor shall provide a written summary of lessons learned and emerging themes from the training and coaching sessions conducted the previous quarter. These written summaries will be used to inform the timing, content, and audience of future training and coaching sessions, in a continuous cycle of feedback and improvement.

VII. Outcome Objectives

On an annual basis, the Contractor will meet the following Outcome Objectives:

- A. 80% of FCS staff participating in training (ad hoc systems support) will identify increased knowledge and application as a result of training and technical assistance in identified practice areas, consistent with learning objectives and measured by pre and/or post-tests.
- B. 80% of FCS staff who participate in training (ad hoc systems support) and coaching will indicate satisfaction and usefulness of the information for day-to-day practice with families, consistent with learning objectives consistent with learning objectives and measured by pre and/or post-tests.

VIII. Reporting Requirements

- A. Contractor will provide a **quarterly** report of activities, referencing all tasks as described in Sections VI & VII, Service and Outcome Objectives. Contractor will provide year-to-date information for all objectives in each quarterly report. Contractor will also provide a brief description of opportunities and challenges experienced. Contractor will enter the quarterly reports in CARBON by the 15th of the month following the end of the quarter.
- B. Annual report

Contractor will provide an **annual** report of activities, referencing all tasks as described in Sections VI & VII, Service and Outcome Objectives. This report will also include accomplishments and challenges encountered by the contractor. Contractor will enter the

annual report in CARBON by the 15th of the month following the end of the program year.

- C. Contractor will provide Ad Hoc reports as requested by the Department.
- D. Contractor will provide the SDM management report covering the prior calendar year by June 30 of the fiscal year (e.g., SDM management report for January – December 2024 will be provided by June 30, 2025.)

For assistance with reporting requirements or submission of reports, contact:

Elizabeth Léone
Senior Contracts Manager
Office of Contract Management
elizabeth.leone@sfgov.org

Matthew Younger
Principal Administrative Analyst
Family & Children's Services
matthew.younger@sfgov.org

IX. Monitoring Requirements

A. Program Monitoring:

Program monitoring will consist of (1) quality assurance “spot” checks of data and data-smart quality, to ensure the information continues to meet the needs of FCS management and line staff; and (2) review of documentation to demonstrate completion of service and outcome objectives.

B. Fiscal Compliance and Contract Monitoring:

Fiscal monitoring will include review of the Grantee's organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting documentation for selected invoices, cash receipts and disbursement journals. The compliance monitoring will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

Appendix B-1: Calculation of Charges

Evident Change Child Welfare Reporting and Analytics March 1, 2022 – June 30, 2027

****Effective July 1, 2024****

- I. HSA agrees to pay the contractor an annual reporting access fee of \$41,435 for FY 21/22, \$42,678 for FY 22/23, \$43,958 for FY 23/24, \$46,595 for FY24/25, \$49,391 for FY25/26, and \$51,861 for FY26/27 per year for the term of the contract for SafeMeasures services described in Appendix A-1.
- II. HSA agrees to pay the contractor an annual SDM reporting and ad hoc analytics fee of \$39,120 for FY21/22, \$37,877 for FY22/23, \$36,597 for FY23/24, \$38,790 for FY24/25, \$41,115 for FY25/26, and \$43,580 for FY26/27 per year for the term of the contract for SDM Reporting and Ad Hoc Analytics services described in Appendix A-1.
- III. HSA agrees to pay the contractor a fee of \$26,260 per year for FY21-24, \$27,835 for FY24/25, \$22,714 for FY25/26, and \$17,779 for FY26/27 for the term of the contract for SDM Systems Support and Training services described in Appendix A-1.
- IV. **The term of the contract has been revised to July 1, 2021, through June 30, 2027. Annual amounts are as follows, for a total contracted amount of \$660,105.**

	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	TOTAL
	Current	Current	Current	New	New	New	
SafeMeasures	\$41,435	\$42,678	\$43,958	\$46,595	\$49,391	\$51,861	\$275,918
SDM Reporting and Ad Hoc Analytics	\$39,120	\$37,877	\$36,597	\$38,790	\$41,115	\$43,580	\$237,079
SDM Systems Support & Training	\$26,260	\$26,260	\$26,260	\$27,835	\$22,714	\$17,779	\$147,108
Total:	\$106,815	\$106,815	\$106,815	\$113,220	\$113,220	\$113,220	\$660,105

- V. 10% Contingent amount up to \$66,011 may be available, in the City's sole discretion.
- VI. The total amount of the contract **shall not exceed \$726,116.**

Total Contract	\$ 660,105
10% Contingency	\$ 66,011
	=====
Total Not to Exceed	\$ 726,116



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MEMORANDUM

TO: Dan Kaplan, Deputy Director for Finance and
Administration, Human Service Agency

FROM: Esperanza Zapien, Director of Contracts
Elizabeth Leone, Senior Contract Manager

DATE: March 21, 2024

SUBJECT: **Modification of Sole Source Waiver Request: Evident
Change**

We respectfully request a modification of the approval for the attached sole source waiver for Evident Change (Supplier # 0000014518) for the provision of Safe Measures ®, a child welfare data reporting and analytic tool.



Background

Since 2004, the City and County of San Francisco has approved a sole source grant with Evident Change (EC), to provide the following three services:

1. Safe measures: EC organizes extracts from the statewide child welfare system data into a user-friendly, point-and-click format that allows managers, supervisors, and child welfare workers to view data by program, office site, unit, and individual.
2. Ad Hoc Analytics: Using data extracts from the California Department of Social Services, NCCD will provide, on a monthly basis or as requested, ongoing reports related to various outcome measures including disproportionality, differential response, standardized assessments, and permanency.
3. Structured Decision-Making: Structured Decision-Making assessments are utilized to improve Agency understanding of child risk and to improve case decision-making. NCCD manages the data generated by these assessments and compiles annual

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management reports from Substitute Care Provider assessments and from child welfare assessments.

HSA is proposing the following:

Request: To extend the sole source contract with Evident Change to June 30, 2027.
Reason for this Request: Admin Code 21.30: Proprietary Software Licenses and Support and Proprietary Equipment
<p>Brief description of services: Evident Change (EC) is a non-profit, Software as a Solution (SaaS) provider. EC will continue to provide the web based SafeMeasures and Structured Decision Making ® (SDM) system. SafeMeasures organizes case data according to performance requirements of the state legislature AB636. SafeMeasures allows staff to plan the Division 31 requirements and drill-down to individual, unit, and program performance.</p> <p>EC is the creator of SafeMeasures, that provides child welfare database that is capable of organizing cases for state-mandated reports. State legislature AB636 requires counties to be responsible for reporting on a series of measurements that provide key indicators of program outcomes, process and receipt of critical services. The California Department of Social Services (CDSS) uses SafeMeasures for its audits of county compliance. EC is the only provider that have access to California’s CWS/CMS raw data.</p> <p>SDM gathers data from the CA WebSDM system, interprets that data, and structures it in a management report for HSA’s Family and Children’s Services (FCS). Only Evident Change has the understanding of SDM and FCS to perform this task.</p> <p>EC will also continue providing Ad Hoc Analytics using data extracts from the California Department of Social Services and will provide ongoing reports related to various outcome measures as identified in the FCS System Improvement Plan, including disproportionality, differential response, standardized assessments, and permanency.</p> <p>EC will provide training, coaching, and support to FCS staff, including supervisors and managers for these tools and reports.</p>
Duration: March 1, 2022 to June 30, 2027



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Contract Total Amount: \$660,105
10% Contingency: \$66,011
Total Not-to-Exceed: \$726,116
Funding: Federal, State and Local funding
Competition and Fairness: There is currently no competition for these services as they are proprietary software. However, the Human Services Agency is receiving a fair cost as Evident Change is charging similar to other jurisdictions of San Francisco's size.
Compliance: Evident Change is 12B compliant and an approved City Supplier.

For questions, please reach out to Elizabeth Leone, Senior Contract Manager at elizabeth.leone@sfgov.org.

Approved Disapproved

DocuSigned by:
Daniel Kaplan 3/22/2024
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Dan Kaplan, Deputy Director of Administration and Finance