



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

Department of Benefits  
and Family Support

Department of Disability  
and Aging Services

Office of Early Care  
and Education

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**London Breed**  
Mayor

**Trent Rhorer**  
Executive Director

**MEMORANDUM**

<b>TO:</b>	HUMAN SERVICES COMMISSION				
<b>THROUGH:</b>	TRENT RHORER, EXECUTIVE DIRECTOR				
<b>FROM:</b>	JOAN MILLER, DEPUTY DIRECTOR ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS				
<b>DATE:</b>	JANUARY 20, 2023				
<b>SUBJECT:</b>	NEW CONTRACT: <b>EVIDENT CHANGE</b> (FOR PROFIT) TO PROVIDE CHILD WELFARE CASE REVIEW				
<b>CONTRACT TERM:</b>	FEBRUARY 1, 2023 – JUNE 30, 2024				
<b>AMOUNT:</b>	<u>New</u>	<u>Contingency</u>	<u>Total</u>		
	\$200,000	\$20,000	\$220,000		
<b>ANNUAL AMOUNT:</b>	<u>FY22-23</u>	<u>FY23-24</u>			
	\$64,000	\$136,000			
<b><u>Funding Source</u> FUNDING:</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>PERCENTAGE:</b>	\$100,000	\$50,000	\$50,000	\$20,000	\$220,000
	50%	25%	25%		

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The Department of Benefits and Family Support (BFS) requests authorization to enter into a contract with Evident Change for the period of February 1, 2023 to June 30, 2024, in an amount of \$200,000 plus a 10% contingency for a total amount not to exceed \$220,000. The purpose of the contract is to identify the strengths and areas of improvement for the current post-investigation case-carrying units of the San Francisco Child Welfare system.

**Background**

Family and Children’s Services (FCS) operates the county child protective services to promote child safety, permanency, and wellbeing. County services

include a 24-hour hotline, investigations, case management for families and children, and resource family recruitment and licensing.

Periodic case reviews are standard practice for Child Welfare and allows the Department to assess the application of various assessments to identify and document service gaps, produce targeted recommendations for policy and practice and improve Continuous Quality Improvement (CQI).

FCS sought an outside vendor for this review due to the required level of technical expertise in risk assessment and the ability to be objective, impartial and unbiased in reviewing county practice. The contract before you today is the second part of the case review, focusing on what is known as ‘the back end’ of child welfare cases, ie, Supportive transition, Family Services, and Court Dependency Units. The first part of the case review was completed in 2021.

### **Services to be Provided**

This case review will assess the usage and application of assessments, structured decision making tools (SDM), team decision making (TDM), safety organized practice (SOP), and other practices implemented by the county. The review will include the policy framework as well as supervisory and management oversight.

Specific services provided by the Contractor will include:

- A. Project Start-up and Goal Setting (Months 1-2)
  - 1. Development of Project Team
  - 2. Stakeholder engagement and learning
- B. Design and Optimization Model (Months 3-5)
- C. Case Review (Months 6-8)
- D. Data Analysis (Month 9-11)
- E. Report and Implementation Plan (Months 11-12)

For additional detail regarding specific services to be provided by the Contractor, please refer to Appendix A (attached).

### **Location and Time of Services**

The Contractor will be on-site only for the case review at either the 170 Otis Street location or the 3801 3<sup>rd</sup> Street location. The remainder of the work will be done remotely from their offices.

**Selection**

Contractor was selected through RFP 1052, which was competitively bid in August 2022.

**Funding**

The funding to support the contract is provided by Federal, State and County funds.

**ATTACHMENTS**

Appendix A – Services to be Provided

Appendix B – Calculation of Charges and Method of Payment

**Appendix A – Services to be Provided  
Evident Change  
Child Welfare Case Review  
February 1, 2023 to June 30, 2024**

**I. Purpose of Service**

Through a comprehensive review, to identify the strengths and areas of improvement for the current intake and investigation system of the San Francisco child welfare processes in the Non-Court Family Maintenance Unit (NCFM) Court Dependency Units (CDU), Family Services Units (FSU), and Supportive Transitions Units (STU).

**II. Definitions**

BFS	Department of Benefits and Family Support
CARBON	Contracts Administration, Billing and Reporting Online system
CPM	Core Practice Model
CFT	Child and Family Team meeting
Contractor	Evident Change
FCS	Family and Children Services Division of HSA
HSA	San Francisco Human Services Agency
PP	Permanent Placement
SOP	Safety Organized Practice
SDM	Structured decision making
TDM	Team Decision Making

**III. Services To Be Provided**

The Contractor will:

- A. Review approximately 250-300 cases, as identified by FCS with input from the vendor on sampling methods. Cases will be mostly from the ‘back end’ of the Child Welfare system, will include cases in Non-Court Family Maintenance (25 cases), Court Dependency (50 cases), Family Services (50 cases in Family Maintenance status and 75 cases in Family Reunification status), PP status over 1 year (100 cases).
- B. Develop and utilize a standardized case review instrument, which must be approved by the county.
- C. Use the statewide child welfare database to review available digital case information.
- D. Conduct interviews and focus groups with FCS staff and management as needed.

- E. Analyze map and analyze processes and policies, policy adherence, utilization of required practices and tools, staff training and competency in the practices, practice fidelity, supervisory and management oversight.
- F. Identify significant factors contributing to longer stays in foster care.
- G. Make recommendations regarding gaps and improvements to the current process.
- H. Coordinate with FCS staff to develop practice improvement implementation plans that are congruent with the practice improvement framework already underway within FCS (Achieving Excellence).

#### **IV. Timeline**

- A. Project Start-up and Goal Setting (Months 1-2)
  - 1. Development of Project Team
  - 2. Stakeholder engagement and learning
- B. Design and Optimization Model (Months 3-5)
- C. Case Review (Months 6-8)
- D. Data Analysis (Month 9-11)
- E. Report and Implementation Plan (Months 11-12)

#### **V. Deliverables**

- A. Monthly progress reports on work to date.
- B. Mid project meeting on progress early findings.
- C. Final written report summarizing the analysis, findings, and recommendations to San Francisco child welfare policy and practice.
- D. Practice improvement recommendations and implementation plan congruent with the Achieving Excellence model

#### **VI. FCS Responsibilities**

- A. FCS to provide existing procedures, training materials, fidelity tools, model descriptions, previous related studies and any reporting templates EC is expected to follow.
- B. Respond to all requests for information in a timely manner, including written edits to all EC written deliverables within five business days and 15 business days for final report.
- C. Provide randomly selected files for review
- D. Provide on-site space for up to three EC team members to complete case review.

#### **VII. Reporting Requirements**

The Contractor will submit one final report summarizing the analysis, findings, and recommendations to San Francisco child welfare policy and practice

The Contractor will submit the report to

Joan Miller, Deputy Director  
Family and Children's Services  
[Joan.Miller@sfgov.org](mailto:Joan.Miller@sfgov.org)

Melissa Connelly, Program Director  
Family and Children's Services  
[Melissa.Connelly@sfgov.org](mailto:Melissa.Connelly@sfgov.org)

**Appendix B - Calculation of Charges and Method of Payment**  
**Evident Change**  
**Child Welfare Case Review**  
**February 1, 2023 to June 30, 2024**

**Budget Summary**

- I.** The Contract term will begin effective January 1, 2023 and end no later than June 30, 2024.
- II.** The budget amount is **\$200,000** for the term of this agreement.
- III.** Contractor agrees to invoice according to the following schedule:
- |                             |                 |                |
|-----------------------------|-----------------|----------------|
| 1. Project Planning         | \$32,000        | March 2023     |
| 2. Case Reading Tool Design | \$32,000        | June 2023      |
| 3. IRR and Case Review      | \$77,000        | September 2023 |
| 4. Data Analysis            | \$37,000        | November 2023  |
| 5. Report and Planning      | <u>\$22,000</u> | January 2024   |
| Total budget:               |                 | \$200,000      |
- IV.** All travel expenses associated with the contract will follow General Services Administration per diem rates and shall be included in supporting documentation for the monthly invoices. These costs are included in the payment schedule above, Appendix B III.
- V.** Contractor will submit all bills, invoices and related documentation in the format specified by SFHSA within 15 days after the month of service to SFHSA's web-based Contracts Administration, Reporting, and Billing Online (CARBON) System at: <https://contracts.sfhsa.org>
- VI.** The Executive Director or CFO must submit a letter of authorization designating specific users who will have access to CARBON to electronically submit and sign for invoices, budget revision requests, program reports, and view other information that is in CARBON.
- a. Submittal of the invoice by designated authorized personnel with proper login credentials constitutes an electronic signature and certification of the invoice.
  - b. Authorized personnel with CARBON login credentials shall not share or internally reassign logins.
  - c. Grantee shall notify SFHSA Contract Manager immediately regarding any need for the restriction or termination of a previously authorized CARBON login.
- VII.** Following SFHSA verification of submitted Invoice with required documentation of incurred expenses via CARBON, SFHSA will authorize payment within 10 business days after receipt of the invoice.
- VIII.** Within 45 days after the end of the grant period, Contractor shall submit a final report reflecting actual expenditures, which will be supported by the Contractor's accounting records. If a refund is due SFHSA, it will be submitted with the final report.
- IX.** Advances or prepayments are allowable in order to meet the Contractor cash flow needs in certain unique circumstances. The Agency, at its sole discretion, shall make available to the Contractor upon written request an advance amount not to exceed two (2) months or 1/6<sup>th</sup> of the total annualized grant award, or as mutually agreed upon. The advanced sum shall be deducted from the Contractor's monthly invoices at an equal rate each month that will enable repayment by the tenth month of the fiscal year.

For a twelve-month grant the rate of repayment of the advance will be 1/10<sup>th</sup> per month from July to April. Requests for advance payment will be granted on a case-by-case basis and are not intended to be a regular “automatic” procedure. Approval will be a consensus of Program and Contract Staff.