



**SAN FRANCISCO
HUMAN SERVICES AGENCY**

MEMORANDUM

To: HUMAN SERVICES COMMISSION

Through: TRENT RHORER, EXECUTIVE DIRECTOR

From: JOAN MILLER, DEPUTY DIRECTOR
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

Date: February 17, 2026

Subject: NEW CONTRACT: **ICF, INCORPORATED, L.L.C (ICF)** (FOR-PROFIT) FOR PROVISION OF CONTINUING THE DEVELOPMENT OF A CITY-WIDE CHILD ABUSE PREVENTION PLAN

Contract Term: 1/1/2026 - 6/30/2028

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	<u>Full Term</u>	<u>Contingency</u>	<u>Total</u>		
Contract Amount:	\$1,467,121	\$146,712	\$1,613,833		
Annual Amount:	<u>FY 25-26</u>	<u>FY 26-27</u>	<u>FY 27-28</u>		
	\$289,304	\$578,016	\$599,801		
Funding Source:	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
		\$1,177,817	\$289,304	\$146,712	\$1,613,833
Percentage:		80%	20%		100%

The Human Services Agency (SFHSA) requests authorization to enter into new sole source contract agreement with **ICF, Incorporated, L.L.C** for the period of January 1, 2026, to June 30, 2028 in the amount of \$1,467,121 plus a 10% contingency for a total amount not to exceed \$1,613,833. The purpose of this contract is to provide continuing services that support the technical assistance, guidance and best practices in the development of a City-wide Child Abuse Prevention Plan. This plan will comply with of the California Department of Social Services, "Five Year Prevention Plan" for the Family First Prevention Place Services Act (FFPSA).



Background

The Bipartisan Budget Act of 2018, Public Law 115-123, was signed into law on February 9, 2018. This act includes the Family First Prevention Services Act (FFPSA), which significantly changed the landscape of the Title IV-E federal funding distribution as child welfare can utilize Title IV-E funding to pay for services to prevent children from entering or re-entering foster care. Additionally, FFPSA places new requirements to reduce the use of congregate care and increase support for foster children to live in family settings. Services must be approved as evidence-based in accordance with federal and state guidelines, and provisions in the law regarding reducing the number of youths in congregate care placements must be in place *prior* to receiving the prevention dollars. FFPSA requires that to receive federal reimbursement for child abuse prevention services, those services must be evidence-based and fall into one of three categories: promising, supported, or well supported. AB153 codifies FFPSA into state law and designates new mandates that include but are not limited to necessary prevention planning, assessment, eligibility, reporting and claiming requirements.

The California Department of Social Services (CDSS) expects FFPSA implementation to be a multi-year project. In the first three years, ICF has successfully helped San Francisco develop and complete the Comprehensive Prevention Plan, which was submitted to CDSS in April 2023 and approved in the following month; pilot the community pathway to prevention services with the Family Resource Center (FRC) network; and expanded the prevention pathway beyond the FRC network and implementation of the 10 Evidence-Based Practices identified in San Francisco's Comprehensive Prevention Plan as being critical early interventions in addressing the city's disproportionality and disparity issues and keeping families safely together.

Services to be Provided

The scope of work includes technical assistance and guidance on best practices in the implementation and evaluation of FFPSA prevention programs and services in the following areas: prevention program development and implementation that leverage a public and private partner network; determination of funding sources for services to maximize revenue; development of processes and provider and SFHSA capacity to capture service costs in alignment with FFPSA requirements and CDSS claiming instructions; continuous quality improvement utilizing programmatic and data evaluation and findings; and related coaching, supervision, and capacity building. The expected outcome is development and implementation of an integrated citywide prevention plan that increases economic stability, reduces child maltreatment, and improves child welfare permanency outcomes through coordinated prevention programs for children, youth and families of the City and County of San Francisco.

ICF will work closely with other City departments (e.g., Department of Early Childhood), and various community-based organizations, including Safe & Sound. ICF will assist the department with drafting needed revisions of the Comprehensive Prevention Plan, submitting the revised CPP to the California Department of Social Services, as well as aligning San Francisco's FFPSA implementation with the California Department of Social Services roll out of the new CARES claiming and reporting system scheduled to launch in October 2026.

Please see Appendix A, scope of work, attached for full details and timelines.

Selection

This contractor continues to support the final phase of a multiphase consultancy contract that was originally competitively bid on August 9, 2021. Sole Source waiver OCAWVR0012846 was approved on January 28, 2026.

Funding

Funding for this contract is provided through Federal and State Funds.

Attachments

Appendix A, Scope of Services

Appendix B, Budget

OCAWVR0012846, Approved Sole Source Waiver

Appendix A: Services to be Provided
ICF Resources, L.L.C
FFPSA Consulting
January 1, 2026 to June 30, 2028

I. Purpose of Service

ICF shall provide technical assistance, guidance and best practices for the Family First Prevention Services Act (FFPSA), and how to plan, implement, and evaluate promising, supported or well supported prevention services for San Francisco Child Welfare, Behavioral Health, Juvenile Probation, Department of Early Childhood and Community-Based Organization (CBOs).

This scope shall include the following subject areas: prevention program development and implementation that leverages a public and private partner network; determination of funding sources for services; development of provider and county capacity and processes to capture services costs in alignment with FFPSA requirements and CDSS instructions for claiming; continuous quality improvement utilizing programmatic and data evaluation and findings; and related coaching, supervision, and capacity building for all partner agencies.

The expected outcome is development and implementation of an integrated and comprehensive citywide prevention services pathway that increases economic stability, reduces child maltreatment, and improves child welfare permanency outcomes through coordinated prevention programs provided to children, youth and families of the City and County of San Francisco.

II. Definitions

CARES	CDSS child welfare case management and claiming system
CBO	Community-Based Organization
CCAP	Citywide Child Abuse Prevention Model
Capacity Building	On-going evidence-informed process to develop a system’s potential
CPS	Child Protective Services
CPP	County Prevention Plan
CDSS	California Department of Social Services
Contractor	ICF Resources, L.L.C
DPH	San Francisco Department of Public Health
DEC	Department of Early Childhood

DR	Differential Response
FCS	Family and Children Services Division of SFBFS
FFPSA	Family First Prevention Services Act, signed into law 2/9/18 to create new optional funding under IV-E.
FRC	Family Resource Center
ICPM	Integrated Core Practice Model, a State model that outlines the values, components, elements and behavior associated with child welfare and behavioral health
JPD	San Francisco Department of Juvenile Probation
SFBFS	San Francisco Department of Benefits and Family Support
Safe & Sound	Local CBO charged with leadership of the SF Child Abuse Prevention Council and Children’s Advocacy Center
Strong Families and Communities	San Francisco’s FFPSA Prevention Community Pathway
TA	Technical Assistance
Title IV-E	Federal funding for foster care system

III. Services to be Provided

ICF will provide change management and implementation support to create a citywide child abuse prevention community pathway or Strong Families and Communities focused on secondary and tertiary prevention services. The Strong Families and Communities pathway will continue to be expanded and refined through testing phases. During this testing period, the pathway will include: Evaluated out, FCS hotline referrals, Differential Response, other child welfare populations as identified, and non-DR Family Resource Centers at a minimum. Throughout this process, ICF will partner with SFBFS to engage public and private partners, including SFDPH, SFJPD, DEC, Safe & Sound, FRCs, other relevant CBOs, youth and family partners, and other stakeholders, to inform planning and implementation.

1. Maintain in-depth knowledge and understanding of:
 - a. The child welfare system, including hands-on experience in the child welfare field, particularly in policy and program implementation and change management;
 - b. Family serving systems, including behavioral health, juvenile probation, youth development and community supports services;
 - c. Issues relating to disproportionality and disparate outcomes for children and families

- working with family serving systems, applying a lens of diversity, equity, and inclusion when providing all areas of consultation and technical assistance;
- d. Current industry standards, changes in federal funding systems and best practices in state and local Child Welfare systems; and
 - e. Evidence-based practices and effective implementation and evaluation of these practices.
2. Provide policy-driven technical assistance that helps address impact on cross-section collaboration among family serving agencies.
 3. Facilitate and/or support monthly or regularly scheduled stakeholder, implementation, project status meetings, and ad hoc meetings as requested, including but not limited to:
 - a. Kickoff Meeting: planning and facilitation for virtual kick-off meeting of key interagency personnel to review and finalize project objectives, points of contact, specific deliverable requirements and other essential information for early planning purposes.
 - b. Project Status Calls or Meetings: Monthly or as scheduled with FCS, DEC, and JPD leadership and identified team members and partners to review and discuss tasks, accomplishments, planned activities, and other issues and inputs necessary to support development and implementation of a county prevention service array that meets FFPSA requirements.
 - c. Interagency Implementation Team: Providing input on developing infrastructure, data collection, invoicing, CQI and evaluation, and to manage and coordinate implementation activities, including creation and direction for subcommittees for the TA model and fiscal infrastructure to draw down FFPSA IV-E and other federal funds (e.g. Medicaid).
 - d. Prevention Pathway Development Team: Facilitating discussions with all prevention pathway and prevention plan management partners to support the development and expansion of the Strong Families and Communities pathway.
 - e. Evidence-Based Practice (EBP) Team: Coordinating meetings with the purveyors of EBPs identified in the Comprehensive Prevention Plan and EBP testing partners to develop timeline and milestones for implementing and expanding EBPs.
 - f. CQI, Fidelity Monitoring, and Fiscal Team: Developing recommendations for a continuous quality improvement (CQI) process for initial implementation of the Strong Families and Communities pathway to include the intake, screening and plan management components; the fiscal components; and EBPs data needs.
 4. Assist FCS to develop an asset map of the array of services currently offered, analyze status of FFPSA federal clearinghouse approval, and provide recommendations regarding service provision.
 5. Working with FCS, Safe & Sound and DEC, engage community-based providers to conduct a readiness assessment building capacity for providers to implement federally approved evidence-based practices. Develop and share individual and comprehensive FRC/CBO reports based on the information gathered that includes description of the process for determining readiness, assessment tool development, and common themes and challenges across all FRC/CBOs.
 6. Implement a sustainable, replicable technical assistance model that aligns with the ICPM, including the development of related tools and trainings and a manual that includes procedures, templates, and decision-making protocols for eligibility, service delivery, and behaviorally observable outcome

measures:

- a. Develop a related training curricula for staff and partners, including evidence-based practice, model fidelity, and other identified implementation requirements.
 - b. Train and coach FCS staff and partners in multiple modalities (e.g., large group settings, unit trainings, and one-on-one agency trainings) on the model.
 - c. Work with FCS to identify pilot sites for implementation and facilitate TA focused on monitoring progress and determining next steps for capacity building and scaling to other sites.
7. Support capacity building for the county and CBOs to fully implement FFPSA requirements.
 8. Review FCS protocols, procedures, and reporting to support candidacy assessment, determination, and reporting, and develop and/or recommend revisions in procedures and reporting mechanisms.
 9. Provide fiscal consultation and guidance, including identifying and recommending opportunities for improving claiming, fiscal reporting, fiscal braiding, funding coordination, and other opportunities to prevent supplantation, maximize FFPSA IV-E and other federal and state funding, and strengthen family safety nets.
 10. Develop a fiscal reporting structure between SFBFS and the FRCs/CBOs to capture services costs in alignment with FFPSA requirements and CDSS instructions, ensure revenue maximization, and provide training on the same.
 11. Provide expert consultation on implementing outcomes-based measures with contract providers.
 12. Provide consultation and recommendations on data collection methodologies and tools for FCS and contract providers.
 13. Provide TA for development of CQI measures for providers, including fidelity reviews, protocols, prevention plans, eligibility screening and documentation, and approvals. Assist FCS in integrating measures into FCS's TA model and CQI program, and submit recommendations for next steps, including developing a fidelity assessment process.
 14. Co-develop a comprehensive evaluation plan in partnership with the CQI, Fidelity and Monitoring team for the San Francisco prevention plan.
 15. Develop CQI, fidelity monitoring, and evaluation training materials for the San Francisco prevention pathway to support the transition.
 16. Develop communication tools including written materials that are FFPSA related and can be posted to public webpages. These tools and materials will be co-designed in partnership with FCS, HSA Communications Team, and other agency partners.
 17. Conduct in person reviews for claiming, including candidacy, length of stay in level of service, training and administrative costs. Conduct quarterly claiming reviews to ensure the provider network is gathering appropriate information, and based on this, provide a manual for SFHSA to conduct these reviews.
 18. Maintain adequate staffing to implement and meet contract requirements.
 19. Be flexible and adaptable as needed to address circumstances associated with Federal and State government actions that impact County operations and funding streams.
 20. Develop plans, reports or documentation, including:

- a. A project management plan, to be developed thirty days after the kick off meeting and to include a detailed description of all deliverables, key milestones, delivery dates, and timelines for SFHSA's review of the draft;
- b. Asset map and readiness assessment as described in Section III.5 above
- c. An implementation plan that includes identified activities and qualitative and quantitative measurements needed for preparation and rollout;
- d. A communication plan for internal and external communication and engagement protocols and activities;
- e. A written description and graphic representation of the TA model that aligns with the ICPM and SFHSA's core values and principles, including a culture of diversity, inclusion, and race equity;
- f. Training materials and manual per Section III.6 above;
- g. Annual evaluation report including lessons learned and a description of data gathering methodologies and implications;
- h. An evaluation plan that includes collecting information to show effectiveness and efficiency of service delivery and TA model;
- i. Manual for claiming reviews per Section III.13 above;
- j. A summative fiscal year report including all findings from reviews and exploration, with associated recommendations;
- k. Report on IV-E claiming, by the end of year 2, to inform FCS of errors, common trends, and recommendations for messaging, training, and next steps including a description on how FCS can conduct quarterly title IV-E claiming reviews after the contract ends;
- l. A plan to submit to the state outlining the San Francisco Family First Prevention Services Plan; and
- m. Ad hoc reports as requested.

IV. Deliverables*

1. ICF shall assist FCS with the revision, completion, and submission of the State mandated CPP.
2. ICF shall develop the Strong Families and Communities pathway in partnership with FCS and other agency and community partners.
3. ICF shall develop a technical assistance model that can be sustained and replicated once the contract ends.
4. ICF shall support community partners in the development of approved evidence-based practices that are culturally responsive and support the needs of families in building protective factors, preventing child maltreatment and improving permanency outcomes.
5. ICF shall provide technical assistance to community-based providers throughout the life of the contract regarding the importance of maintaining fidelity to the evidence-based practices and engaging in CQI related to their use of evidence-based practices to maximize federal reimbursement and increase capacity to serve families. This includes assistance with understanding data reporting and fiscal

reporting requirements in the CARES provider portal.

6. ICF shall develop new fiscal reporting structures for Child Welfare Services and community-based providers to ensure revenue maximization and train FCS and CBOs on this new structure. This includes maintaining and producing time study reports through Qualtrics until this contract expires. ICF will hold the Qualtrics license and will include license costs when invoicing in CARBON. ICF and FCS will develop a plan for community partner time studying once this contract expires, and if this function is not included in the CARES provider portal.
7. ICF shall develop training curriculum to educate FCS staff and CBO partners on how to integrate the Strong Families and Communities pathway into their daily work with families.
8. ICF shall develop an evaluation plan for FCS and JPD to provide recommendations for a sustainable fidelity monitoring process for the Strong Families and Communities pathway implementation to include the intake, screening and plan management components; the fiscal components; and EBPs components to maintain adherence to the fidelity monitoring compliance needs of FFPSA.

*FCS agrees to provide written edits within 5 business days for draft versions, and 15 business days for final version.

V. Reporting Requirements

1. The Contractor shall track all activities and provide a monthly log of activities (progress report) with each monthly submitted invoice within 15 days after the previous month.
2. Monthly invoices must be entered into the Contracts Administration, Reporting, and Billing Online (CARBON) system as required.
3. The Contractor will submit monthly status updates, Year 1 annual report (45 days after close of year) and one final report summarizing the project status (45 days after close of the year) in each of the following areas, including analysis, findings, and recommendations to San Francisco child welfare policy and practice, and status of planned reports and materials including but not limited to:
 - a. **Year 1 (January 1, 2026 to June 30, 2026)**
 - i. Asset and readiness mapping;
 - ii. Additional project management, implementation, communication, fiscal and evaluation plans, reports, and relevant documents (e.g., tools, protocols, templates, and tracking systems);
 - iii. Ad hoc reports as requested; and
 - iv. Annual report summarizing activity and including any additional items described in Section III above, and summary description of challenges and opportunities experienced during the reporting period. Due 45 days after the close of the year
 - b. **Year 2 (July 1, 2026 to June 30, 2027)** to further include:
 - i. CCAP TA manual and related materials, trainings, and coaching sessions;
 - ii. Other trainings for FCS and public and CBO partners;
 - iii. Tools, protocols, and templates to support eligibility, data collection, and prevention

- planning;
 - iv. Ad hoc reports as requested; and
 - v. Annual report on the above items from Section III, any additional items described, and summary description of challenges and opportunities experienced during the reporting period. Due 45 days after close of the year.
- c. Year 3 (July 1, 2027 to June 30, 2028)**
- i. TA manual and training for EBP invoicing, coding, and time studies or equivalent for CBOs;
 - ii. Updated communication plan to provide input and recommendations to the SFHSA Communications Team on the structure, design and content of the Strong Families and Communities website;
 - iii. Communication tools for SFHSA, FRCs, CBOs, school and education system, and other community serving organizations;
 - iv. Train the trainer curriculum for CBO partners on pathway implementation, and fiscal process;
 - v. Comprehensive evaluation plan for the Strong Families and Communities pathway;
 - vi. Transition plan to outline roles and responsibilities for each agency and community partner at the end of the year 2;
 - vii. Ad hoc reports as requests; and
 - viii. Annual report on the above items from Section III, any additional items described, and summary description of challenges and opportunities experienced during the reporting period. Due 45 days after close of the year.

The Contractor will submit the reports to:

Joan Miller, Deputy Director, Family and Children's Services
Joan.Miller@sfgov.org

Jessica Mateu-Newsome, Program Director, Family and Children's Services
Jessica.Mateu-Newsome@sfgov.org

Brian Baggaley, Program Manager, Family and Children's Services
Brian.Baggaley@sfgov.org

Denard Ingram, Program Analyst, Family and Children's Services
Denard.Ingram1@sfgov.org

Elizabeth Leone, Contracts Manager, Office of Contracts Management
Elizabeth.Leone@sfgov.org

**HUMAN SERVICES AGENCY BUDGET SUMMARY
BY PROGRAM**

Grantee/Contractor: ICF Resources, LLC				1/1/26 - 6/30/28
Program: San Francisco FFPSA Support				
New <input type="checkbox"/> Modification <input type="checkbox"/> Revision <input type="checkbox"/> (Check One)				
	1/1/26 - 6/30/26	7/1/26 - 6/30/27	7/1/27 - 6/30/28	1/1/26 - 6/30/28
Expenses	Original	Original	Original	Total
Salaries & Benefits <i>*See Note</i>	\$266,942	\$544,561	\$566,346	\$1,377,849
Operating-Direct <i>*See Note</i>	\$22,362	\$33,455	\$33,455	\$89,272
Subtotal	\$289,304	\$578,016	\$599,801	\$1,467,121
Indirect Percentage (%) <i>*See Note</i>				
Indirect Costs (Line 16 X Line 15) <i>*See Note</i>				
Consultant/Subcontractor (\$50,000+)				
Direct Client Pass-Through				
Capital Expenses				
Total Expenses	\$289,304	\$578,016	\$599,801	\$1,467,121
HSA / DAS Revenues				
General Fund				
State		\$578,016	\$599,801	\$1,177,817
Federal ALN#s - 93.658, 93.590, 93.556	\$289,304			\$289,304
Total HSA / DAS Revenues	\$289,304	\$578,016	\$599,801	\$1,467,121
Grantee/Contractor Revenues				
Total Grantee/Contractor Revenues				
Total Revenues	\$289,304	\$578,016	\$599,801	\$1,467,121
Prepared by and Date:				
<i>Telephone No. & Email:</i>				<i>HSA Budget Form (3/24)</i>



Grantee/Contractor: ICF Resources, LLC
 Program: San Francisco FFPSA Support

Salaries & Benefits Detail

POSITION TITLE	Agency Totals		HSA Program		1/1/26 - 6/30/26	Agency Totals		HSA Program		7/1/26 - 6/30/27	Agency Totals		HSA Program		7/1/27 - 6/30/28	1/1/26 - 6/30/28
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
	*See Notes					*See Notes					*See Notes					
Project Director	\$296,608	1.00	10.6%	0.11	\$15,777	\$302,539	1.00	10.6%	0.11	\$32,185	\$314,637	1.00	10.6%	0.11	\$33,472	\$81,434
IV-E Fiscal Expert - Mid	\$242,952	1.00	45.2%	0.45	\$54,923	\$247,812	1.00	45.2%	0.45	\$112,043	\$257,729	1.00	45.2%	0.45	\$116,527	\$283,493
Evaluation Expert - Senior	\$359,588	1.00	26.6%	0.27	\$47,818	\$366,779	1.00	26.6%	0.27	\$97,548	\$381,452	1.00	26.6%	0.27	\$101,450	\$246,816
Child Welfare Specialist - Senior	\$298,920	1.00	6.4%	0.06	\$9,540	\$304,898	1.00	6.4%	0.06	\$19,462	\$317,090	1.00	6.4%	0.06	\$20,240	\$49,242
Child Welfare Specialist - Mid	\$266,076	1.00	90.0%	0.90	\$119,735	\$271,397	1.00	90.0%	0.90	\$244,257	\$282,254	1.00	90.0%	0.90	\$254,028	\$618,020
Program Support	\$167,452	1.00	22.9%	0.23	\$19,150	\$170,798	1.00	22.9%	0.23	\$39,066	\$177,632	1.00	22.9%	0.23	\$40,629	\$98,845
TOTALS	\$1,631,596	6.00	2.02	2.02	\$266,942	\$1,664,223	6.00	2.02	2.02	\$544,561	\$1,730,794	6.00	2.02	2.02	\$566,346	\$1,377,849
FRINGE BENEFIT RATE *See Note																
EMPLOYEE FRINGE BENEFITS																
TOTAL SALARIES & BENEFITS					\$266,942					\$544,561					\$566,346	\$1,377,849

HSA Budget Form (3/24)



Grantee/Contractor: ICF Resources, LLC
 Program: San Francisco FFPSA Support

Appendix B, Page 3

Operating Expenses Detail

Expenditure Category *See Note	1/1/26 - 6/30/26 Original	7/1/26 - 6/30/27 Original	7/1/27 - 6/30/28 Original	1/1/26 - 6/30/28 Total
Rental of Property				
Utilities(Elec, Water, Gas, Phone, Garbage)				
Office Supplies, Postage				
Building Maintenance Supplies and Repair				
Printing and Reproduction	\$5,003	\$10,005	\$10,005	\$25,013
Insurance				
Staff Training				
Staff Travel-(Local & Out of Town)	\$15,634	\$20,000	\$20,000	\$55,634
Rental of Equipment				
Consulting/Professional Services				
Consultant A (first \$50k; anything over on next tab)				
Subcontractor A (first \$50k; anything over on next tab)				
Other				
On-site Working Meals for 30 people (breakfast and lunch)	\$1,725	\$3,450	\$3,450	\$8,625
Total Operating Expense	\$22,362	\$33,455	\$33,455	\$89,272

HSA Budget Form (3/24)





SAN FRANCISCO HUMAN SERVICES AGENCY

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

Date: December 15, 2025
To: Dan Kaplan, Deputy Director, HSA
From: Krystal Rogers, Contract Manager, HSA
RE: Sole Source Waiver request – ICF Resources L.L.C to continue Development of a City-Wide Child Abuse and Prevention Plan

Department of Benefits
and Family Support

Department of Disability
and Aging Services

Background

The Family First Prevention Services Act (FFPSA) was signed into law on February 9, 2018, and significantly changed the landscape of the Title IV-E federal funding distribution as child welfare can utilize Title IV-E funding to pay for services to prevent children from entering or re-entering foster care (Part I). Additionally, FFPSA places new requirements to reduce the use of congregate care and increase support for foster children to live in family settings (Part IV). Services must be approved as evidence-based in accordance with federal and state guidelines, and provisions in the law regarding reducing the number of youths in congregate care placements must be in place *prior* to receiving the prevention dollars.

Services to be Provided

ICF Resource L.L.C (ICF) will continue supporting the development and implementation of the Family First Prevention Services Act in San Francisco through our Strong Families and Communities initiative, focusing on secondary and tertiary child abuse prevention services via a community pathway. Their work includes change management, stakeholder engagement, technical assistance, and capacity building for public agencies and community-based organizations. Key tasks involve developing tools, trainings, and protocols aligned with Federal and State FFPSA requirements, conducting readiness assessments, time-studying community partner work, supporting fiscal planning and reporting, and co-developing evaluation and continuous quality improvement (CQI) plans. ICF also facilitates meetings, provides expert consultation on data and outcomes, ensures flexibility to adapt to evolving needs, and prepare all San Francisco Comprehensive Prevention Plan (CPP) stakeholders for the statewide transition from Case Management/Child Welfare Services to the new claiming system.

This program utilized a Request for Proposal (RFP) process (RFP #955), which was released in August 2021. The Human Services Agency (HSA) awarded ICF and has used their services for four (4) years. HSA has a current contract with ICF that started January 1, 2022, and set to expire December 31, 2025.

Given that the CPP is currently in the development phase, it is imperative that ICF remain the implementation vendor. Transitioning to a new vendor at this stage would likely require significant additional time and financial investment for onboarding.

Originally, this was procured with an estimate annual funding of \$476,131. The funding we are requesting to contract with is \$289,304 for the first six months of the contract to align ICF with the County’s fiscal year, followed by \$578,016 and \$599,801 for the respective fiscal years. This contract will help support these services in preparation for the Statewide launch of the claiming system in October 2026 and full implementation of the CPP.



Daniel Lurie
Mayor

Trent Rhorer
Executive Director, SFHSA

Kelly Dearman
Executive Director, DAS



**SAN FRANCISCO
HUMAN SERVICES AGENCY**

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

Sole Source Justification

Given the current hiring freeze and workload of current staff, FCS does not yet have the capacity to take on all duties related to implementation of FFPSA internally. ICF has developed significant rapport with FCS staff, our inter-departmental partners, as well as our community partners. They are uniquely positioned to assist the HSA in moving this project from pilot to implementation. This continuity of services is crucial at this point in the timeline. Bringing in a new vendor post-December 2025 will place the County at risk of: 1) falling out of compliance with State and Federal mandates related to CPP implementation; and 2) FCS and Community Partners not maximizing our Federal reimbursement opportunities for Title IV-E funds. This sole source would allow us to avoid both implementation and reimbursement claiming delays that would likely arise with a transition to a new Vendor.

Brief description of services: ICF is helping the City and County of San Francisco develop and implement a child abuse prevention pathway by providing change management, technical assistance, and support for collaboration among agencies. Their work includes stakeholder engagement, readiness assessments, fiscal planning, data and outcome tracking, and building tools and trainings to meet federal requirements like FFPSA.
Contract NTE: \$1,613,833
Contract Term: January 1, 2026 to June 30, 2028
Funding Source: Federal and State.
Admin Code: 21.5(b) No substitute for product/service and only one source

Approved Disapproved

DocuSigned by:
Daniel Kaplan 12/15/2025
ED8A450D2D23472...

Dan Kaplan, Deputy Director of Administration and Finance

