



Edwin M. Lee, Mayor

Trent Rhorer, Executive Director

MEMORANDUM

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

FROM: SYLVIA DEPORTO, DEPUTY DIRECTOR
JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS *JCT*

DATE: JUNE 16, 2017

SUBJECT: NEW CONTRACT: **RESOURCE DEVELOPMENT ASSOCIATES (FOR-PROFIT)** TO PROVIDE STRATEGIC PLANNING FOR RESOURCE FAMILY RECRUITMENT

GRANT TERM:	6/1/17- 6/30/18	<u>Contingency</u>	<u>Total</u>		
GRANT AMOUNT:	\$139,920	\$13,992	\$153,912		
TOTAL ANNUAL AMOUNT:	<u>FY 16/17</u> \$4,265	<u>FY 17/18</u> \$135,655			
Funding Source	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
FUNDING		\$88,150	\$51,770	\$13,992	\$153,912
PERCENTAGE:	0%	63%	37%		100%

The Human Services Agency (HSA) requests authorization to enter into a contract with Resource Development Associates for the period of June 1, 2017 to June 30, 2018, in the amount of \$139,920 plus a 10% contingency of \$13,992 for a total contract amount not to exceed \$153,912. The purpose of this contract is to develop and implement a strategic plan for the recruitment and retention of a pool of well-trained and well-supported resource families, who are willing to take care of children with very diverse profiles and needs.

Background

HSA's Family & Children's Services Division (FCS) oversees the county child protective service functions including the child abuse hotline and investigations, family maintenance and reunification, and permanent placement. The mission of FCS is to protect children, maintain and

reunify families, and obtain safe permanent care for children who cannot be reunified with their families.

As of January 2016, San Francisco County had 869 children in out of home care. Of these children, 77 were placed in facility based licensed care (group homes) and 348 were placed in family based licensed care (foster homes) and Relative/NREFM homes, with the remainder split among other placements such as Foster Family Agencies (FFA) and Guardian homes.

As such, FCS identified a need for a contract partner to collaborate with FCS staff and/or management to develop a new resource family recruitment plan, as well as provide other related services. These efforts will be part of a multi-year, multi-pronged approach geared toward increasing the number of children that will achieve permanency in San Francisco County.

Services to be Provided

Contractor shall provide the following services during the term of this contract:

A. Data Analysis and Research Services

Gathering of Information regarding the current functioning of the program

In order to formulate a recruitment plan that is responsive to the unique needs of San Francisco and the communities served, the contractor must collect and analyze data from a variety of sources. This will include, but not be limited to:

- Data on current recruitment strategies and techniques, and analysis of strengths, challenges and gaps.
- Community-based data, including demographics, population characteristics, and potential opportunities for additional recruitment efforts within the San Francisco community. This will include identifying target audiences, partners and community groups that may be untapped resources for becoming resource families.
- Data on the experience of current resource families and its impact on recruitment and retention.

The consultant may obtain the information through a variety of methods, including interviews, surveys and focus groups with current or prospective foster parents, outreach to community-based organizations and partners, and agency employees. It is important that the consultant review past recruitment campaigns and best practices from other jurisdictions, including the material used and statistics available.

B. Marketing/Advertising Development

Contractor will produce the following deliverables:

- Develop appropriate strategies with community organizations, which may include, but are not limited to community groups, faith based organizations, schools, business, etc.

- Create a media strategy, including a program of press releases, public service announcements, etc.
- Develop a complete advertising campaign, which will include creative development and electronic format delivery of all materials needed to provide a comprehensive campaign.
- Distribute creative recruitment materials in a variety of formats, such as brochures, posters, web site developments and updates, and internet site and social media advertisement.

C. Recruitment Plan Development

Contractor shall design a recruitment and retention plan for resource families based on local data and best practice. Specifically, Contractor will:

- Gather local data regarding recruitment, retention, and the foster care population.
- Analyze data to determine the current need in the county.
- Identify and collaborate with local partners and private agencies, current resource families, and faith communities.
- Design and implement a recruitment plan tailored to the county.
- Design and implement a retention plan to support adoptive and resource families.

For more specific detail regarding services to be provided, please refer to Appendix A (attached)

Selection

Grantee was selected through Request for Qualifications (RFQ) #726 which was released December 12, 2016. The Contractor was determined qualified by an impartial review panel.

Funding

Funding for this grant is provided by a combination of county, state and federal funds.

ATTACHMENTS

Appendix A – Services to be Provided

Appendix B – Calculation of Charges

Appendix A: Services to be Provided
Resource Development Associates
Strategic Planning for Resource Family Recruitment
June 1, 2017 – June 30, 2018

I. Purpose of Contract

Resource families provide youth with an opportunity to grow and develop in a family environment. Finding families ready to look after these children is one of the most important responsibilities of the child welfare system. FCS must retain and recruit a pool of well-trained and well-supported resource families, who are willing to take care of children with very diverse profiles and necessities.

Contractor will partner with HSA staff to immediately build on and provide recommendations to the Agency's current recruitment plan. In addition to development of a new recruitment strategy plan, Contractor will provide other related services. The recruitment plan is part of a series of major service components. They are:

1. Data Analysis and Research Services
2. Marketing/Advertising Development
3. Recruitment Plan Development
4. Coaching Services

Desired Recruitment Goals

- Increase Resource Homes/Placement Options within the City and County of San Francisco for all eligible youth in out of home placement, from birth to 21 years old:
- Retain existing foster parents for placement
- Expand the role of existing foster parents as resource families.
- Provide coaching to agency staff and current resource families.
- Improve FCS responsiveness for potential resource families

As of January 2016, San Francisco County had 869 children in out of home care. Of these children, 77 were placed in facility based licensed care (group homes) and 348 were placed in family based licensed care (foster homes) and Relative/NREFM homes, with the remainder split among other placements such as Foster Family Agencies (FFA) and Guardian homes. This grant will be part of a multi-year, multi-prong effort to increase the number of these children that will achieve permanency in San Francisco County.

II. Definitions

CARBON: Contracts Administration Reporting & Billing Online database

HSA: Human Services Agency

FCS: Family and Children Services

Resource Families: A “resource family” is an individual or couple that a county determines to have successfully met both the home approval standards and the permanency assessment criteria necessary for providing care for a related or unrelated child who is under the jurisdiction of the juvenile court, or otherwise in the care of a county child welfare agency or probation department.

III. Target Population

Prospective and current resource families; San Francisco children and youth in need of adoptive homes and permanent families.

IV. Description of Services

Contractor shall provide the following services during the term of this contract:

A. Data Analysis and Research Services

Gathering of Information regarding the current functioning of the program

A complete review of the foster care program is being carried out and the current recruitment plan will help determine the main objectives of the foster care recruitment plan. Knowing the data of the children that are currently in care and steps that have been taking thus far by the agency in regards to recruitment, will allow Contractor to identify gaps and priority areas for the recruitment of resource families. Contractor may obtain the information through direct consultation with current foster parents and agency employees. It is important that the Contractor review past recruitment campaigns, including the material used and statistics available.

In accordance with the above described services, Contractor will produce the following deliverables:

- Regular scheduled meetings with FCS staff to report on progress.
- Data analysis reports and recommendations to FCS to drive continuous quality improvement of the agency current recruitment plan.
- Presentations to FCS staff on findings and recommendations.

B. Marketing/Advertising Development

Contractor will produce the following deliverables:

- Develop appropriate strategies with community organizations, which may include, but are not limited to community groups, faith based organizations, schools, business, etc.
- Create a media strategy, including a program of press releases, public service announcements, etc.

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- Gather local data regarding recruitment, retention, and the foster care population.
- Analyze data to determine the current need in the county.
- Identify and collaborate with local partners and private agencies, current resource families, and faith communities.
- Design and implement a recruitment plan tailored to the county.
- Design and implement a retention plan to support adoptive and resource families.

D. Coaching Services

After the recruitment plan has been created, the Agency may opt to request coaching services from the vendor to assist in implementation of the plan. The extent of coaching will be determined once the full recruitment plan has been developed and may range from staff trainings to phone consultations with individual staff and/or group units. The schedule for completion of deliverables will be modified should coaching services be requested.

V. Location and Time of Services

The bulk of Contractor’s work shall be done at their own location. When necessary, Contractor will work directly with staff and resource parents, such as attending face-to-face meetings, at locations to be determined.

VI. Project Deliverables

Provide a monthly progress report on deliverables. The following is a tentative schedule for completion of planned deliverables.

Deliverable	Completion
Project Launch	June 2017
Past Recruitment Campaigns Review	June 2017 – July 2017
Interviews with Key Staff & Project Stakeholders (5)	June 2017 – July 2017
Collect Local Recruitment, Retention, and Foster Care Population Data	July 2017

Deliverable	Completion
Focus Groups with Community Organizations and Other Stakeholders (10)	July 2017
Work Plan Finalization	August 2017
Best Practices Review	August 2017
Data Analysis & Family Recruitment Needs SWOT and Strategies	August 2017
Data Analysis & Population-Specific Recommendations Report	August 2017
Annual Report	August 2017
Create Media Strategy	August 2017 – September 2017
Develop Advertising Campaign & Supporting Creative Resources	August 2017 – September 2017
Quarterly Reports	October 2017, February 2018 & June 2018
Focus Groups to Vet Strategies with Local Partners & Stakeholders (4)	October 2017
Design Tailored Recruitment Plan	November 2017 – December 2017
Design Adoptive & Resource Families Retention Plan	November 2017 – December 2017
Monthly Progress Reports & Planning Calls with FCS Staff	Monthly and/or as needed, June 2017 – June 2018
Project Management, CARBON Data Entry, & Communication	Monthly and/or as needed, June 2017 – June 2018

VII. Reporting Requirements

- A. Contractor will provide a **monthly** report of activities, referencing the tasks as described in Section- Outcomes/Deliverables. Grantee will enter the monthly metrics in the CARBON database by the 15th of the following month.
- B. Contractor will provide a **quarterly** report of activities, referencing the tasks as described in Section- Outcomes/Deliverables. Grantee will enter the quarterly metrics in the CARBON database by the 15th of the month following the end of the quarter.
- C. Contractor will provide an **annual** report summarizing the contract activities, referencing the tasks as described in Section- Outcomes/Deliverables. This report will also include accomplishments and challenges encountered by the Grantee. Grantee will enter the annual metrics in the CARBON database by the 15th of the month following the end of the program year.

- D. Contractor will provide Ad Hoc reports as requested by the Department.
- This may include progress reports for stakeholders and agency staff.
- E. For assistance with reporting requirements or submission of reports, contact:

David.Flores@sfgov.org
Principal Administrative Analyst, Office of Contract Management

or

Dominic.Uyeda@sfgov.org
Program Support Analyst, Division of Family and Children Services

Appendix B – Calculation of Charges
Resource Development Associates
Strategic Planning for Resource Family Recruitment
Effective June 1, 2017 – June 30, 2018

I. The contract term for Strategic Planning for Resource Family Recruitment under this Agreement will begin effective June 1, 2017 and end June 30, 2018.

II. Contractor will be compensated on an hourly basis in accordance with the terms of the agreement and the project timeline and budget specified in Attachment 1 to Appendix B, at the hourly rates for each individual participating in the project as specified in Attachment 2 to Appendix B, for an approximate total of 982 hours during the term of the Agreement.

Total contract amount for the period of June 1, 2017 through June 30, 2018 is not to exceed **\$139,920**.

III. Contractor shall submit invoices upon completion of task/deliverable outlined in Appendix A, Section VI. Invoices shall document the number of hours spent on the associated deliverable/task as outlined in Appendix A, and any additional work outside of the deliverable/task authorized in writing by HSA staff or management. The Contractor further understands that payment will be made only upon HSA staff and/or management confirmation of completion of each deliverable/task and will cover only those costs specifically associated with completion of that task/deliverable.

IV. Contractor understands that, of the maximum dollar obligation listed in Section 4 of this Agreement, **Thirteen Thousand, Nine Hundred Ninety Two Dollars (\$13,992)** is included as a contingency amount and is neither to be used in the Program Budget, nor available to Contractor without a modification to this Agreement executed in the same manner as this Agreement or a revision to the Program Budgets of Appendix B, which has been approved by Contract Manager. Contractor further understands that no payment of any portion of this contingency amount will be made unless and until such modification or budget revision has been fully approved and executed in accordance with applicable City and Human Services Agency laws, regulations and policies/procedures and certification as to the availability of funds by Controller. Contractor agrees to fully comply with these laws, regulations, and policies/procedures.

V. A final closing invoice, clearly marked "FINAL," shall be submitted no later than forty-five (45) calendar days following the closing date of the Agreement, and shall include only those Services rendered during the referenced period of performance. If Services are not invoiced during this period, all unexpended funding set aside for this Agreement will revert to City. City's final reimbursement to the Contractor at the close of the Agreement period shall not exceed the total amount authorized and certified for this Agreement.

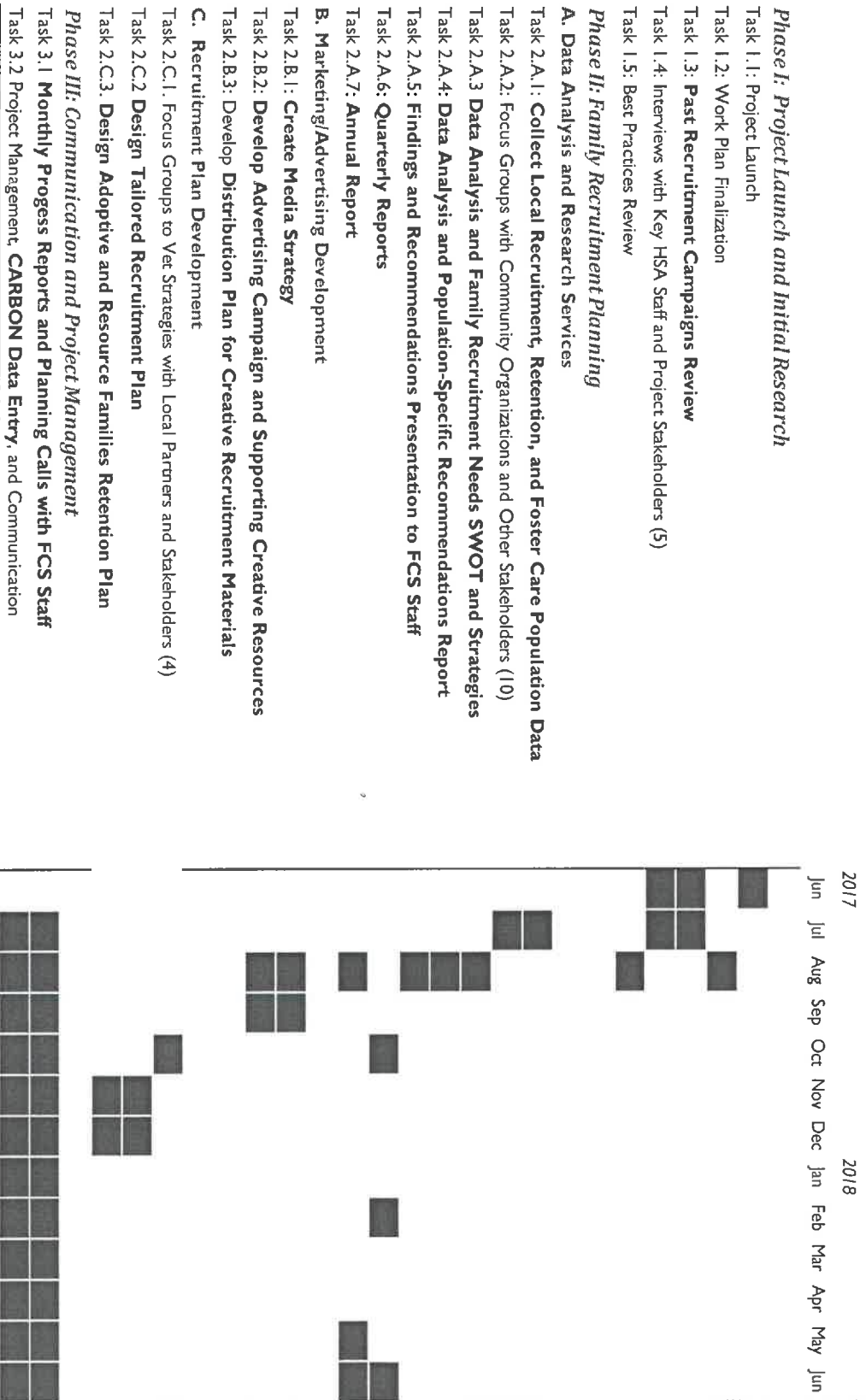
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Attachment 1 to Appendix B - Budget and Project Timeline

Project Timeline

Activities and Deliverables

Project Month



Project Budget

Activities and Deliverables

	Project Director	Project Manager	Media/Creative Lead	Lead Analyst	Research Associate	Total Hours	Total Cost
Phase I: Project Launch and Initial Research							
Task 1.1: Project Launch	4	6		4		14	\$2,330
Task 1.2: Work Plan Finalization	1	3				4	\$695
Task 1.3: Past Recruitment Campaigns Review		2	2	2	8	14	\$1,890
Task 1.4: Interviews with Key HSA Staff and Project Stakeholders (5)		4		5	7	16	\$2,205
Task 1.5: Best Practices Review		2		1	10	13	\$1,665
Phase II: Family Recruitment Planning							
A. Data Analysis and Research Services							
Task 2.A.1: Collect Local Recruitment, Retention, and Foster Care Population Data		2			16	18	\$2,250
Task 2.A.2: Focus Groups with Community Organizations and Other Stakeholders (10)		6		18	24	48	\$6,300
Task 2.A.3: Data Analysis and Family Recruitment Needs SWOT and Strategies	3	12		16	32	63	\$8,580
Task 2.A.4: Data Analysis and Population-Specific Recommendations Report	2	8		24	18	52	\$7,120
Task 2.A.5: Findings and Recommendations Presentation to FCS Staff	2	4			2	8	\$1,300
Task 2.A.6: Quarterly Reports	6	24		72	54	156	\$21,360
Task 2.A.7: Annual Report	4	12	8	36	27	87	\$12,200
B. Marketing/Advertising Development							
Task 2.B.1: Create Media Strategy	2	4	42	10	6	64	\$10,060
Task 2.B.2: Develop Advertising Campaign and Supporting Creative Resources	2	6	98		36	142	\$21,880
Task 2.B.3: Develop Distribution Plan for Creative Recruitment Materials	1	4	16	12	8	41	\$6,080
C. Recruitment Plan Development							
Task 2.C.1: Focus Groups to Vet Strategies with Local Partners and Stakeholders (4)		12		20	24	56	\$7,560
Task 2.C.2: Design Tailored Recruitment Plan	1	10		16	24	51	\$6,890
Task 2.C.3: Design Adoptive and Resource Families Retention Plan	1	10		24	18	53	\$7,250
Phase III: Communication and Project Management							
Task 3.1: Monthly Progress Reports and Planning Calls with FCS Staff	3	15	4	4	10	36	\$5,475
Task 3.2: Project Management, CARBON Data Entry, and Communication	4	12		30		46	\$6,830
Strategic Planning Engagement Total	36	158	170	294	324	982	\$139,920

Optional Services

D. Coaching Services Fee Schedule

(includes prep, in-session, documentation, email support as appropriate)

Task D.1 Individual Coaching Web/ Phone Consultation (60 min. session)

Task D.2: In-person Group Coaching Session (90 min. session)

Task D.3 Staff Training Day Rate (full day with trainer and note-taker)

E. Additional Focus Groups as Needed

(includes prep, facilitation, documentation, analysis, and email support as appropriate)

Task E.1 Individual Focus Group

	\$248
	\$371
	\$2,280
	\$900

Attachment 2 to Appendix B - Rate Schedule and Billing

RDA will provide the services detailed in the Statement of Work according to the rate schedule below. The distribution of staff may be altered to adapt to emerging needs, however the project will not exceed the agreed-upon budget of \$139,920 without prior negotiation and authorization. A list of all RDA team positions and their fully loaded hourly rates are presented below in the event they are called upon to contribute to the project to meet emerging needs.

Position	Rates
CEO/Managing Director/Project Sponsor: <ul style="list-style-type: none"> Patricia Marrone Bennett, PhD Nishi Moonka, EdM 	\$250
Project Director: Amalia Egri Freedman	\$200
Project Manager: Linda Hua, PhD	\$165
Senior Associate: <ul style="list-style-type: none"> John Cervetto, MSW Kelechi Ubozoh Kira Gunther, MSW Rajni Banthia, PhD 	\$165
Program Associate: <ul style="list-style-type: none"> Lark Baum, MSW 	\$135
Research Associate: <ul style="list-style-type: none"> Amy Cole Chris Ndubuizu Jasmine Laroche Jessica Lobedan 	\$120
Project Support Assistant: Lupe Garcia	\$100
IT Director	\$200
Creative Resources	
Advisor: Shannon Adkins	\$360
Engagement Director: Marady Hill	\$200
Creative Director: Venice Blue	\$200
Campaign Manager: Charissa Grant	\$175
Graphic Designer: Marla Powell	\$165

The project budget is inclusive of all personnel, fringe benefit, materials, travel, equipment, insurance, communications, indirect, facilities, and administrative costs that will be incurred over the course of the proposed project. While travel expenses are built into our hourly rates, RDA bills half of the travel time related to project activities. This travel time is included in the total budget.