



**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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San Francisco, CA
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London Breed
Mayor

Trent Rhorer
Executive Director

MEMORANDUM

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

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

DATE: DECEMBER 10, 2021

SUBJECT: NEW CONTRACT: ICF, INCORPORATED, L.L.C (ICF) (FOR PROFIT) TO PROVIDE FOR THE DEVELOPMENT OF A CITY-WIDE CHILD ABUSE PREVENTION PLAN

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ET

CONTRACT TERM: January 1, 2022 to December 31, 2023

CONTRACT AMOUNT:	<u>New</u>	<u>Contingency</u>	<u>Total</u>
	\$967,490	\$50,000	\$1,017,490

ANNUAL AMOUNT:	<u>FY21-22</u>	<u>FY22-23</u>
	\$475,797	\$491,693

<u>Funding Source</u>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
FUNDING:			\$967,797	\$50,000	\$1,017,490
PERCENTAGE:			100%		

The Department of Benefits and Family Support (BFS) requests authorization to enter into a contract with ICF Incorporated, L.L.C. (ICF) for the period of January 1, 2022 to December 31, 2023, in an amount of \$967,490 plus a contingency for a total amount not to exceed \$1,017,490. The purpose of the contract is to provide 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 supports 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 State is requiring counties to submit a comprehensive child abuse prevention plan no later than September 30, 2022 in order to receive both state funding and available Title IV-E prevention funds.

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, First Five, and various Community-based organizations, including Safe&Sound.

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

Selection

Contractor was selected through Request for Proposals 955, which was competitively bid in August 2021.

Funding

Funding for this contract is provided through federal funds.

ATTACHMENTS

Appendix A – Services to be Provided

Appendix B – Budget

**Appendix A – Services to be Provided
ICF Resources, L.L.C
January 1, 2022 to December 31, 2023**

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, First Five and Community-Based Organizations; (CBO's), including Safe&Sound.

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 plan 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

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
CDSS	California Department of Social Services
Contractor	ICF Resources, L.L.C
DPH	San Francisco Department of Public Health
FFPSA	Family First Prevention Services Act, signed into law 2/9/18 to create new optional funding under IV-E.
FCS	Family and Children Services Division of SFBFS
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

PTI	San Francisco Parent Training Institute
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
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 by assessing the service array, mapping the assets, identifying readiness for implementation, and creating a citywide child abuse prevention plan focused on secondary and tertiary prevention services. Throughout this process, ICF will partner with SFBFS to engage public and private partners, including SFDPH, SFJPD, First 5 SF, 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 and Safe&Sound 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).

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 First 5, 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 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, and ensure revenue maximization, and provide training on the same.
11. Provide expert consultation on implementing outcomes based measures with contract providers.
12. 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.
13. 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.
14. Maintain adequate staffing to implement and meet contract requirements.
15. Be flexible and adaptable as needed to address circumstances associated with COVID-19
16. 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. A first year 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-Claiming, by the end of year 2, to inform SFHSA of errors, common trends, and recommendations for messaging, training, and next steps including a description on how SFHSA 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 in the completion of the State mandated comprehensive FPPSA plan, due to the State by September 30, 2022.
- 2. ICF shall develop a technical assistance model within the first year, that can be sustained and replicated once the contract ends.
- 3. ICF shall develop a comprehensive service array 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.
- 4. 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.
- 5. ICF shall develop new fiscal reporting structures for Child Welfare Services and community-based providers to ensure revenue maximization.

*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, 2022 to December 31, 2022)
 - 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 (January 1, 2023 to December 31, 2023) 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.

The Contractor will submit the reports to

Joan Miller, Deputy Director Joan.Miller@sfgov.org	Family and Children’s Services
Melissa Connelly, Acting Program Director Melissa.Connelly@sfgov.org	Family and Children’s Services
Liz Crudo, Program Manager Liz.Crudo@sfgov.org	Family and Children’s Services
Karina Zhang, Program Analyst Karina.Zhang@sfgov.org	Family and Children’s Services
Johanna Gendelman, Contracts Manager Johanna.Gendelman@sfgov.org	Office of Contracts

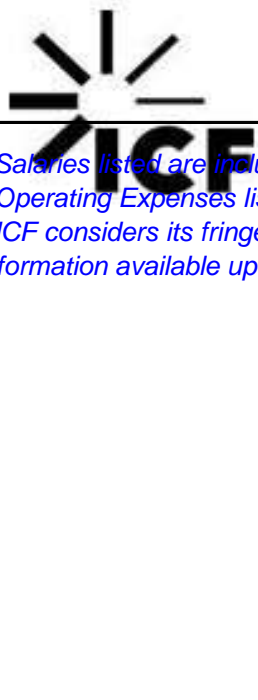
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12/10/2021

HUMAN SERVICES AGENCY CONTRACT BUDGET SUMMARY BY PROGRAM

Contractor's Name ICF Resources, L.L.C.(Check One) New Renewal Modification

If modification, Effective Date of Mod. _____ No. of Mod. _____

Program: FFPSA			
Budget Reference Page No.(s)			
Program Term	1/1/22-12/31/22	1/1/23-12/31/23	Total
Expenditures			
Salaries & Benefits <i>*see note</i>	\$432,422	\$448,318	\$880,740
Operating Expense <i>*see note</i>	\$43,375	\$43,375	\$86,750
Subtotal	\$475,797	\$491,693	\$967,490
Indirect Percentage (%)		<i>*see note</i>	
Indirect Cost (Line 16 X Line 15)		<i>*see note</i>	
Capital Expenditure	\$0	\$0	\$0
Total Expenditures	\$475,797	\$491,693	\$967,490
HSA Revenues			
FFPSA funds		\$491,693	\$491,693
General Fund One time only	\$475,797		\$475,797
TOTAL HSA REVENUES	\$475,797	\$491,693	\$967,490
Other Revenues			
Total Revenues	\$475,797	\$491,693	\$967,490
Prepared by:	Telephone No.:	Date	
HSA-CO Review Signature:	_____		
HSA #1			11/15/2007



** Salaries listed are inclusive of fringe, overhead, general and administrative capped at 15%, and profit.*

** Operating Expenses listed are inclusive of cost plus general and administrative capped at 15%.*

** ICF considers its fringe and overhead rates information proprietary and confidential. ICF can make this information available upon request.*



Program Name:
(Same as Line 9 on HSA #1)

Salaries & Benefits Detail

POSITION TITLE	Agency Totals		For HSA Program		1/1/22- 12/31/22	1/1/23- 12/31/23	TOTAL
	Annual Full Time Salary for FTE <i>*see note</i>	Total % FTE	% FTE	Adjusted FTE	Budgeted Salary <i>*see note</i>	Budgeted Salary <i>*see note</i>	1/0/00 to 2/0/00
Corporate Officer in Charge	\$416,270	100%	98%	2%	10,007		10,007
Project Director	\$284,627	100%	95%	5%	13,684		13,684
Child Welfare Specialist	\$255,320	100%	23%	77%	196,393		196,393
IV-E Fiscal Expert, Senior	\$377,312	100%	90%	10%	36,280		36,280
Editor	\$151,715	100%	95%	5%	7,294		7,294
IV-E Fiscal Expert, Mid	\$233,106	100%	38%	62%	145,690		145,690
Evaluation Expert	\$319,966	100%	93%	7%	23,075		23,075
Corporate Officer in Charge	\$426,712	100%	98%	2%		10,257	10,257
Project Director	\$291,741	100%	95%	5%		14,026	14,026
Child Welfare Specialist	\$261,726	100%	23%	77%		201,320	201,320
IV-E Fiscal Expert, Senior	\$386,755	100%	95%	5%		18,594	18,594
Editor	\$155,501	100%	95%	5%		7,476	7,476
IV-E Fiscal Expert, Mid	\$238,950	100%	38%	62%		149,343	149,343
Evaluation Expert	\$327,954	100%	86%	14%		47,302	47,302
TOTALS		14.00	10.61	3.39	432,422	448,318	880,740
FRINGE BENEFIT RATE <i>*see note</i>							
EMPLOYEE FRINGE BENEFITS						<i>*see note</i>	
TOTAL SALARIES & BENEFITS					432,422	448,318	880,740
HSA #2							39,401

** Salaries listed are inclusive of fringe, overhead, general and administrative capped at 15%, and profit. ICF began with actual salary data as of July 1, 2021 and anticipated new hire salaries, applied its approved fringe and overhead rates, applied general and administrative capped at 15%, and then applied profit. ICF considers its fringe and overhead rates information proprietary and confidential. ICF can make this information available upon request with the understanding that it must remain confidential, will not be distributed, and will only be used for the purposes of evaluation of this proposal.*



Program Name:
 (Same as Line 9 on HSA #1)

Operating Expense Detail

Expenditure Category <i>*see note</i>	TERM	1/1/22-	1/1/23-	N/A	TOTAL
		12/31/22	12/31/23		
Rental of Property					
Utilities(Elec, Water, Gas, Phone, Scavenger)					
Office Supplies, Postage					
Building Maintenance Supplies and Repair					
Printing and Reproduction		\$1,208	\$1,208		\$2,415
Insurance					
Staff Training					
Staff Travel-(Local & Out of Town)		\$42,167	\$42,167		\$84,335
Rental of Equipment					
CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE					
OTHER					
TOTAL OPERATING EXPENSE		\$43,375	\$43,375		\$86,750
HSA #3					11/15/2007

** Expenditures listed are inclusive of cost plus general and administrative capped at 15%.*



ICF Resources, L.L.C.
 RFP #955 — Development of a Citywide Child Abuse Prevention Plan
 San Francisco Human Services Agency (SFHSA)
 Period of Performance: 11/1/21 - 10/31/23
 Contract Type: Time & Materials
 Submittal Date: 9/16/21

Appendix B, Page
 Document Date:

Program Name:
 (Same as Line 9 on HSA #1)

**Capital Expenditure Detail
 (Equipment and Remodeling Cost)**

					TOTAL
EQUIPMENT		1/1/22- 12/31/22	1/1/23- 12/31/23	N/A	
No.	TERM				
No.	ITEM/DESCRIPTION				
					0
					0
					0
					0
					0
					0
					0
					0
					0
					0
TOTAL EQUIPMENT COST		0	0	0	0
R E M O D E L I N G					
Description:					0
					0
					0
					0
					0
					0
TOTAL REMODELING COST		0	0	0	0
TOTAL CAPITAL EXPENDITURE (Equipment and Remodeling Cost)		0	0	0	0
HSA #4					11/15/2007



ICF Resources, L.L.C.

RFP #955 — Development of a Citywide Child Abuse Prevention Plan

San Francisco Human Services Agency (SFHSA)

Period of Performance: 11/1/21 - 10/31/23

Contract Type: Time & Materials

Submittal Date: 9/16/21

Fully Burdened Hourly Rates & Monthly Salaries

POSITION TITLE	Hourly Rates		Monthly Salaries	
	Year 1 (11/1/21 - 10/31/22)	Year 2 (11/1/22 - 10/31/23)	Year 1 (11/1/21 - 10/31/22)	Year 2 (11/1/22 - 10/31/23)
Corporate Officer in Charge	\$200.13	\$205.15	\$34,689.20	\$35,559.33
Project Director	\$136.84	\$140.26	\$23,718.93	\$24,311.73
Child Welfare Specialist	\$122.75	\$125.83	\$21,276.67	\$21,810.53
IV-E Fiscal Expert, Senior	\$181.40	\$185.94	\$31,442.67	\$32,229.60
Editor	\$72.94	\$74.76	\$12,642.93	\$12,958.40
IV-E Fiscal Expert, Mid	\$112.07	\$114.88	\$19,425.47	\$19,912.53
Evaluation Expert	\$153.83	\$157.67	\$26,663.87	\$27,329.47

** Rates listed are inclusive of fringe, overhead, general and administrative capped at 15%, and profit. ICF began with actual salary data as of July 1, 2021 and anticipated new hire salaries, applied its approved fringe and overhead rates, applied general and administrative capped at 15%, and then applied profit. ICF considers its fringe and overhead rates information proprietary and confidential. ICF can make this information available upon request with the understanding that it must remain confidential, will not be distributed, and will only be used for the purposes of evaluation of this proposal.*