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SAN FRANCISCO
HUMAN SERVICES AGENCY

Memorandum

To:	Human Services Commission
Through:	Trent Rhorer, Executive Director
From:	Joan Miller, Deputy Director, Family and Children's Services Esperanza Zapien, Director Of Contracts DS
Date:	April 17, 2026
Subject:	New Contract: **Social Data Analytics, LLC** (For-Profit) For Provision of Risk Stratification Model and Supervision Tools

	Full Term	Contingency	Total
Contract Term:	7/1/26-6/30/29		
Contract Amount:	$464,000	$46,400	$510,400

	FY 26-27	FY 27-28	FY 28-29
Annual Amount:	$140,000	$162,000	$162,000

	County	State	Federal	Contingency	Total
Funding Source:	$464,000			$46,400	$510,400
Percentage:	100%	0%	0%		100%

The Human Services Agency (SFHSA) requests approval of a sole source waiver and authorization to enter into a new contract agreement with **Social Data Analytics, LLC** for the period of July 1, 2026, to June 30, 2029, in the amount of $464,000 plus a 10% contingency for a total amount not to exceed $510,400. The purpose of this contract is to implement and operate SDA Risk Stratification Model and Supervision Tools that are exclusively trained and

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tested for SFHSA to assist Family and Children's Services (FCS) staff in identifying children at highest risk of negative outcomes.

Background

In 2022, FCS partnered with Children Data Network (CDN), a research collaborative specializing in linked administrative data, to analyze Department records using the SDA Risk Stratification Model and Supervision Tools specifically tailored for child welfare. This work aimed to improve program efficiency, effectiveness, and client outcomes.

In July 2024, FCS expanded the partnership through a Data Sharing Agreement with CDN and the University of North Carolina (UNC), providing access to SFHSA FCS Case Management data for predictive analytics using the same SDA suite of tools. This analysis enabled FCS to better forecast which children are at highest risk for possible abuse or neglect, strengthening FCS' ability to ensure child safety and timely connect families with needed services.

The collaboration has been successfully set up within SFHSA environment and has demonstrated the SDA tools' functionalities using California's Child Welfare Services/Case Management System (CWS/CMS) data. The project's goal is to reduce repeat child maltreatment by identifying family risk levels early in the referral process and delivering enhanced support, using predictive modeling across approximately three hundred (300) variables associated with future risks.

Services to be Provided

Social Data Analytics, LLC (SDA) will rearchitect, train, test, and deploy a Risk Stratification Model and Supervision tools using SFHSA Family and Children's Services (FCS) data and conduct on-premises deployment for FCS. SDA will develop and implement the following deliverables:

1. Core Deliverable: Risk Stratification Model for FCS and Implementation of the Investigation Supervision Tool.
2. Add-on: Open Cases Supervision Tool.
3. Additional customization: Hotline Call Screening, Family Relationship Mapping, Caseworker Workload Management, and FFPSA Pre-Candidacy Tools.
4. Quarterly assessments, annual reports on tools usage, conduct training and refresher sessions for HSA staff, and rebuild and redeploy new versions of Core Deliverable, Add-On tools and customizations to account for changes and enhancements implemented in response to user requests.
5. Implementation of any changes resulting from the transition to Child Welfare Services – California Automated Response and Engagement System (CWS – CARES) when the new system of record goes live. Such implementation is targeted for October 2026.

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Location

All applications will be implemented within the SFHSA network environment with most services performed virtually and delivered electronically.

Selection

The Contractor was selected as Sole Source Provider, issued on March 23, 2026.

Funding

Funding for this contract is provided through County General Funds.

Attachments

Appendix A, Services to be Provided
Appendix B, Calculation of Charges
Sole Source Approval

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Appendix A – Services to be Provided
Social Data Analytics, LLC
Risk Stratification Model and Supervision Tools
July 1, 2026 – June 30, 2029

I. Purpose

The purpose of the contract is to implement SDA Risk Stratification Model and Supervision Tools - a customized predictive risk modeling tool specialized in child welfare. The Department intends to implement and operate the SDA Risk Stratification Model and Supervision Tools utilizing data from the Child Welfare System to enable the Department staff better identify children who are most at risk of negative child welfare outcomes, and provide enhanced support services to their families.

II. Definitions

CARBON	SFHSA's web-based Contracts Administration, Reporting, and Billing On-line System.
CCWIS	Comprehensive Child Welfare Information System is a state-developed case management system designed to meet federal requirements and regulations set by the U.S. Department of Health & Human Services.
City	City and County of San Francisco, a municipal corporation
Contractor	Social Data Analytics, LLC.
Customization	A collective term to describe the additional application customizations and implementations tools: Hotline Call Screening Tool, Family Relationship Mapping, Caseworker Workload Management Tool, and FFPSA Pre-Candidacy.
CWS-CARES	Child Welfare Services – California Automated Response and Engagement System, a system that will eventually replace CWS-CMS.
CWS-CMS	Child Welfare Services – Case Management System is an automated, online client management database used statewide in California that tracks each case from initial contact through termination of services.
Department	San Francisco Human Services Agency.
FCS	Family and Children's Services, a division within the San Francisco Human Services Agency.

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FFPSA	The Family First Prevention Services Act (FFPSA), signed in 2018, is a federal law aimed at reforming child welfare to prioritize keeping children at home with their families, reducing reliance on foster care.
PRM Score	Predictive Risk Model score is a statistically generated risk indicator that estimates the likelihood that a child or family will experience a future child welfare outcome based on historical administrative data.
Project Commencement Date	Project start date is the date on which the Department makes the required environment set-up available and authorizes the Contractor to commence performance of the Services.
SDA	Social Data Analytics, LLC.
SFHSA	San Francisco Human Services Agency.

III. Target Population

This program is designed to provide SFHSA Staff with a suite of risk stratification tools and customized applications to validate a predictive risk model using existing data to stratify maltreatment referrals made to SFHSA/FCS Division.

IV. Description of Services

SDA shall provide the following services during the term of this contract. For purposes of this Agreement, the "Project Commencement Date" means the effective date of this Agreement.

In collaboration with SFHSA FCS staff, SDA will develop a plan for the delivery of items listed below, review the plan with FCS Program Management and upon receiving FCS approval, proceed with implementing the plan:

1. Specific to the Risk Stratification Model for San Francisco and the Investigation Supervision Tool (Core Deliverable) that will include the following:
    a. Rearchitect the tool by separating the database server from the web server.
    b. Complete staging of data into database SDA set up in the HSA environment.
    c. Retrain the tool using HSA data.
    d. Validate Core Deliverable overall and subgroup performance, including equity analysis.
    e. Provide a report to HSA Program management on the outcome of above activities (items 1.a through 1.d).
    f. Secure HSA Program management approval to proceed.
    g. Deploy Core Deliverable in the production environment. Deployment shall be completed within five (5) months of the Project Commencement Date.

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h. Train HSA Program supervisors, managers and directors.
i. Implement any changes resulting from transition to CWS - CARES when this new system of record goes live. Such implementation is currently targeted for October 2026.

2. Specific to Add-On for Open Cases Supervision Tool (Add-On Tools):
   a. In collaboration with HSA Program staff establish the elements to be shown on each screen of the Add-On Tool.
   b. Develop alerts for open cases including an Enhanced Planning for Reunification (EPR) alert to support successful reunification.
   c. Finalize business process for implementation.
   d. Secure HSA Program management approval to proceed.
   e. Train HSA Program supervisors, managers and directors.
   f. Deploy the Add-On Tool in the production environment. Deployment shall be completed within six (6) months of the Project Commencement Date.

3. Specific to Hotline Call Screening Tool, Family Relationship Mapping, Caseworker Workload Management Tool and FFPSA Pre-Candidacy (collectively, "Customizations"):
   a. In collaboration with HSA Program staff define functional and user interface requirements.
   b. Implement and test Customizations in development instance. Demo Customizations to HSA Program staff and management. Secure HSA Program management approval to proceed.
   c. Train HSA Program staff, supervisors, managers and directors on Customizations.
   d. Deploy Customizations in the production environment. Deployment shall be completed within six (6) months of the Project Commencement Date.

4. Project Progress Reports:
   SDA shall submit fortnightly (bi-weekly) project progress reports to the Department during the implementation of all Core Deliverables, Add-On Tools, and Customizations. Each report shall, at a minimum, include:
   a. Overall project health, indicating whether the project is on schedule, ahead of schedule, or behind schedule, including any delay quantified in days, weeks, or months.
   b. Issues or roadblocks that could impact project execution, along with proposed mitigation actions.
   c. Accomplishments achieved during the reporting period.

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   d. Planned activities for the upcoming reporting period.
   e. Reports shall be submitted every two (2) weeks beginning from the Project Commencement Date and continue until all project deliverables are completed and accepted by the Department.
5. After the deployment of Core Deliverable, Add-On Tool and Application Customizations and Implementations in SFHSA/FCS production environment, SDA shall:
   a. Perform quarterly assessments of the performance of the SDA Risk Stratification Tools to ensure they continue to meet expectations.
   b. Provide annual report on how the Tools are being used by SFHSA Staff.
   c. Offer refresher retraining for SFHSA Staff.
   d. Rebuild and redeploy new versions of Core Deliverable, Add-On Tool and Application Customizations and Implementations to account for changes and enhancements implemented in response to user requests.

V. Project Deliverables and Projected Timelines

Core Deliverable: Risk Stratification Model for San Francisco and implementation of the Investigation Supervision Tool	**Timing** *From environment set-up*
Meet with supervisors and managers to provide an overview of the risk stratification and supervision tool.	Month 1
Develop a risk stratification model using San Francisco data and validate its overall and subgroup performance, including equity analysis. Provide a PowerPoint report to HSA on the San Francisco model.	Month 3
Deploy the risk stratification model and tool in the Production environment. Deliver methodology report and support HSA in community engagement as required, including attending community meetings and sharing experiences and evaluations from other jurisdictions.	Months 4-5
Provide supervisor training and launch the risk stratification model.	Month 6
Implement any changes resulting from transition to CWS - CARES when the new system of record goes live and replaces CWS – CMS.	Month 1 - 6
Undertake a post-implementation review of utilization and provide refresher training if needed. Provide a PowerPoint report to HSA.	Month 12

Add-On: Open Cases Supervision Tool	**Timing**

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	From environment set-up
Meet with supervisors and managers to establish the elements to be shown on each screen of the Open Cases Tool.	Month 1
Complete staging of data into the SDA database.	Months 2-4
Develop alerts for open cases including an Enhanced Planning for Reunification (EPR) alert to support successful reunification.	Months 5-6
Finalize the business process for implementation.	Month 7
Provide supervisor training and implement the tool.	Month 9
Undertake a post-implementation review of tool utilization and the EPR alert. Provide refresher training if needed. Provide a PowerPoint report to HSA on findings.	Month 12

Additional Application Customization and Implementation (collectively: Customizations)	**Timing** *From environment set-up*
Hotline Call Screening Tool	Months 6-12
Family Relationship Mapping	Months 6-12
Caseworker Workload Management Tool	Months 6-12
FFPSA Pre-Candidacy	Months 6-12

VI. Location and Time of Services

The Contractor shall perform the Services remotely (virtually) on a daily basis. Any on-site services at the San Francisco Human Services Agency (SFHSA), located in San Francisco, California, shall be provided only upon prior mutual agreement with the Department.

VII. Project Evaluation

Contractor shall, upon reasonable request, participate with the City in evaluative reviews designed to assess the effectiveness of Contractor's Services and Deliverables. For each achieved milestone and/or submission of deliverables, the City shall conduct an evaluation, as necessary, to determine whether the milestone has been achieved and/or whether the deliverable meets the agreed-upon expectations under this Contract.

VIII. Data Collection and Reporting Requirements

1. SDA will provide a monthly report on activities, referencing the tasks described in Sections VI and VII- Service and Outcome Objectives. SDA will enter the monthly metrics in the CARBON database by the 15th of the following month.

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2. SDA will provide an annual report summarizing the contract activities, referencing the tasks described in Section VI & VII- Service and Outcome Objectives. This report will also include accomplishments and challenges encountered by SDA. SDA will enter the annual metrics in the CARBON database by the 15th of the month following the end of the program year.
3. SDA will provide Ad Hoc reports as required by the Department.
4. Quarterly and Annual Reports will be entered into the Contracts Administration, Reporting, and Billing Online (CARBON) system.

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

Matthew Younger
Principal Analyst
Family & Children's Services Division
Matthew.Younger@sfgov.org

Margarita Gatam
Contract Manager
Office of Contract Management
Margarita.Gatam@sfgov.org

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Appendix B – Calculation of Charges
Social Data Analytics, LLC
Risk Stratification Model and Supervision Tools
July 1, 2026 – June 30, 2029

I. The San Francisco Human Services Agency (SFHSA) agrees to pay the Contractor the amounts set forth in Appendix B (Budget) for the satisfactory performance of services and completion of deliverables as described in Appendix A (Services to be Performed). Payment shall be made only upon SFHSA's review and formal acceptance of such services and deliverables.

II. Contractor shall invoice SFHSA on a monthly basis for services performed and deliverables completed and accepted by SFHSA. All monthly invoices must be submitted electronically via CARBON.

III. **The amount of this Contract Agreement shall not exceed Four Hundred Sixty-Four Thousand Dollars ($464,000) for the period from July 1, 2026 to June 30, 2029 (Year 1 – Year 3)**, plus any contingent amount authorized by City and certified as available by the Controller.

IV. Contingent amount: up to Forty-Six Thousand Four Hundred Dollars ($46,400) may be available, in the City's sole discretion as a contingency but only subject to written authorization by the City and if monies are certified as available by the Controller.

V. The annual costs of services are as follows:

	Term			Subtotal Amounts per Line Item
	Year 1 7/1/26 - 6/30/27	**Year 2 7/1/27 - 6/30/28**	**Year 3 7/1/28 - 6/30/29**	
Core Deliverable: Risk Stratification Model for San Francisco and Implementation of the Investigation Supervision Tool				
Staff (Program, Supervisory, Support/Clerical)	$24,500			$24,500
Staff Out-of-Town Travel (Airfare, Lodging, Meals)	$15,500			$15,500
Subcontractor/Subconsultant Expenditure Detail:				
· Analytics for Change LLC – Implementation Consultant	$10,000			$10,000
· Stephanie Cucarro-Alamin - Implementation Consultant	$10,000			$10,000
· AI Solutions Lab Limited – Deployment & Technical Implementation	$5,000			$5,000
· SDA Limited - Data Science	$15,000			$15,000
Core Deliverable Subtotal	**$80,000**			**$80,000**

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	Year 1	Year 2	Year 3	Subtotal
Open Cases Supervision Tool				
Staff (Program, Supervisory, Support/Clerical)	$17,500			$17,500
Subcontractor/Subconsultant Expenditure Detail:				
· Analytics for Change LLC – Implementation Consultant	$10,000			$10,000
· Stephanie Cucarro-Alamin - Implementation Consultant	$10,000			$10,000
· AI Solutions Lab Limited – Deployment & Technical Implementation	$5,000			$5,000
· SDA Limited - Data Science	$17,500			$17,500
Open Cases Supervision Tool Subtotal	**$60,000**			**$60,000**

Hotline Call Screening Tool				
Software Subscription/Term License		$20,250	$20,250	$40,500
Staff (Program, Supervisory, Support/Clerical)		$3,000	$3,000	$6,000
Subcontractor/Subconsultant Expenditure Detail:				
· Analytics for Change LLC – Implementation Consultant		$375	$375	$750
· Stephanie Cucarro-Alamin - Implementation Consultant		$375	$375	$750
· AI Solutions Lab Limited – Deployment & Technical Implementation		$1,000	$1,000	$2,000
· SDA Limited - Data Science		$2,000	$2,000	$4,000
Hotline Call Screening Tool Subtotal		**$27,000**	**$27,000**	**$54,000**

Family Relationship Mapping Tool				
Software Subscription/Term License		$20,250	$20,250	$40,500
Staff (Program, Supervisory, Support/Clerical)		$3,000	$3,000	$6,000
Subcontractor/Subconsultant Expenditure Detail:				
· Analytics for Change LLC – Implementation Consultant		$375	$375	$750
· Stephanie Cucarro-Alamin - Implementation Consultant		$375	$375	$750
· AI Solutions Lab Limited – Deployment & Technical Implementation		$1,000	$1,000	$2,000
· SDA Limited - Data Science		$2,000	$2,000	$4,000
Family Relationship Mapping Tool Subtotal		**$27,000**	**$27,000**	**$54,000**

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	Year 1	Year 2	Year 3	Subtotal
Caseworker Workload Management Tool				
Software Subscription/Term License		$20,250	$20,250	$40,500
Staff (Program, Supervisory, Support/Clerical)		$3,000	$3,000	$6,000
Subcontractor/Subconsultant Expenditure Detail:				
· Analytics for Change LLC – Implementation Consultant		$375	$375	$750
· Stephanie Cucarro-Alamin - Implementation Consultant		$375	$375	$750
· AI Solutions Lab Limited – Deployment & Technical Implementation		$1,000	$1,000	$2,000
· SDA Limited - Data Science		$2,000	$2,000	$4,000
Caseworker Workload Management Tool Subtotal		**$27,000**	**$27,000**	**$54,000**

Family First Prevention Services Act (FFPSA) Pre-Candidacy Tool				
Software Subscription/Term License		$20,250	$20,250	$40,500
Staff (Program, Supervisory, Support/Clerical)		$3,000	$3,000	$6,000
Subcontractor/Subconsultant Expenditure Detail:				
· Analytics for Change LLC – Implementation Consultant		$375	$375	$750
· Stephanie Cucarro-Alamin – Implementation Consultant		$375	$375	$750
· AI Solutions Lab Limited – Deployment & Technical Implementation		$1,000	$1,000	$2,000
· SDA Limited - Data Science		$2,000	$2,000	$4,000
FFPSA Pre-Candidacy Tool Subtotal		**$27,000**	**$27,000**	**$54,000**

Annual Subscription Fee (Year 2 Onward) for Risk Stratification Model & Investigation Supervision Tool				
Software Subscription/Term License		$20,250	$20,250	$40,500
Staff (Program, Supervisory, Support/Clerical)		$3,000	$3,000	$6,000
Subcontractor/Subconsultant Expenditure Detail:				
· Analytics for Change LLC – Implementation Consultant		$375	$375	$750
· Stephanie Cucarro-Alamin – Implementation Consultant		$375	$375	$750
· AI Solutions Lab Limited – Deployment & Technical Implementation		$1,000	$1,000	$2,000
· SDA Limited - Data Science		$2,000	$2,000	$4,000
Annual Subscription Subtotal		**$27,000**	**$27,000**	**$54,000**

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	Year 1	Year 2	Year 3	Subtotal
Annual Subscription Fee (Year 2 Onward) for Open Cases Supervision Tool and additional analytics				
Software Subscription/Term License		$20,250	$20,250	$40,500
Staff (Program, Supervisory, Support/Clerical)		$12,000	$12,000	$24,000
Subcontractor/Subconsultant Expenditure Detail:				
· Analytics for Change LLC – Implementation Consultant		$375	$375	$750
· Stephanie Cucarro-Alamin – Implementation Consultant		$375	$375	$750
· AI Solutions Lab Limited – Deployment & Technical Implementation		$1,000	$1,000	$2,000
· SDA Limited - Data Science		$2,000	$2,000	$4,000
Annual Subscription Subtotal		**$27,000**	**$27,000**	**$54,000**
Annual Subtotal	**$140,000**	**$162,000**	**$162,000**	
Contract Total				**$464,000**

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P.O. Box 7988
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Date: March 23, 2026
To: Dan Kaplan, Deputy Director, HSA
From: Margarita Gatam
RE: Sole Source Waiver request – to procure the proprietary risk stratification model and tools to better identify children with the most risk for possible abuse or neglect.

Department of Benefits and Family Support

Department of Disability and Aging Services

The Human Services Agency (HSA) respectfully requests approval of the sole source waiver for the provision of Social Data Analytics (SDA) Risk Stratification Model and Supervision Tools for child welfare systems for a total amount Not-to-Exceed $510,400.

Background

In the summer of 2022, FCS partnered with Children Data Network (CDN), a data and research collaborative focused on the linkage and analysis of administrative records. For the project, CDN analyzed the Department's administrative records using the proprietary SDA Risk Stratification Model and Supervision Tools to improve program efficiency, effectiveness, and client outcomes.

In July 2024, FCS entered into a Data Sharing Agreement to provide CDN and the University of North Carolina at Chapel Hill (UNC) access to SFHSA FCS Case Management data to conduct predictive analytics using SDA Risk Stratification Model and Supervision Tools. This analysis would allow the Department to forecast which children are at risk the most and increase FCS' ability to ensure children are safe and families receive the services needed. This collaboration has completed the setup within HSA environment and successfully demonstrated the operation of SDA Risk Stratification Model and Supervision Tools within SFHSA FCS environment and using California Child Welfare Services/Case Management System (CWS/CMS) data.

Daniel Lurie
Mayor

Trent Rhorer
Executive Director, SFHSA

Kelly Dearman
Executive Director, DAS

The goal of this project is to reduce the recurrence of child maltreatment by identifying families' risk levels early in the referral process and providing enhanced support to them. This is accomplished by using predictive risk modelling to analyze existing data in CWS/CMS and cross-matching screened-in referrals against approximately 300 variables that are linked to increased risk for future child maltreatment.

Services to be Provided

Social Data Analytics, LLC (SDA) will rearchitect, train, test, and deploy a Risk Stratification Model and Supervision tools using SFHSA Family and Children's Services (FCS) data and conduct on-premises deployment for FCS. In collaboration with HSA Staff, SDA LLC will develop and implement a delivery plan for the following deliverables:

1. Core Deliverable: Risk Stratification Model for FCS and Implementation of the Investigation Supervision Tool; delivery shall be completed within 5 months.
2. Open Cases Supervision Tool, delivery shall be completed within 5 months.
3. Hotline Call Screening Tool, Family Relationship Mapping, Caseworker Workload Management Tool, FFPSA Pre-Candidacy, will be developed and deployed once

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Products #1 and #2 reach the milestone required to enable its development; delivery shall be completed alongside the main two modules above.

4. After the deployment of Core Deliverable, Add-On tools and customizations in SFHSA/FCS production environment, SDA LC will (a) perform quarterly assessments of the performance of the tool to ensure it continues to meet expectations, and (b) provide annual report on tools usage, conduct refresher trainings for HSA staff, and rebuild and redeploy new versions of Core Deliverable, Add-On tools and customizations to account for changes and enhancements implemented in response to user requests.
5. Implementation of any changes resulting from the transition to Child Welfare Services – California Automated Response and Engagement System (CWS – CARES) when the new system of record goes live. Such implementation is currently targeted for October 2026.

Sole Source Justification

1. Purpose-Built for Child Welfare Operations:
   SDA Risk Stratification Tools are proprietary solutions developed by SDA exclusively for child welfare operations. Unlike generic risk assessment or analytics platforms, SDA's technology is specifically designed to support predictive case prioritization within public child welfare systems. No other commercially available risk stratification tools are designed with a primary and exclusive focus on child welfare or support operational requirements unique to child protective services.
2. Existing Direct Integration with California's CWS and Proved Performance in FCS' Environment:
   SDA Risk Stratification Tools uniquely integrate with CWS – CMS system and have already been tested in FCS' environment, using the Department's data. This eliminates implementation risk and significantly reduces cost, time, and operational disruption.
3. Risk, Cost, and Compliance Considerations:
   Selecting an alternative solution that was not specifically created and refined for child welfare would introduce substantial risks, such as extended architectural development and customization timelines, increased costs, with high probability that it would not function effectively for child welfare use cases.

Contract NTE: $510,400
Contract Term: July 1, 2026 – June 30, 2029
Funding Source: General Funds
Admin Codes: 21.5(b) Commodities or services available only from a sole source, and 21.30 Proprietary Software Licenses and Support

_X_ Approved _____ Disapproved

DocuSigned by:
Daniel Kaplan
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3/23/2026

Dan Kaplan, Deputy Director of Administration and Finance