



# SAN FRANCISCO HUMAN SERVICES AGENCY

## MEMORANDUM

**TO:** HUMAN SERVICES COMMISSION

**THROUGH:** TRENT RHORER, EXECUTIVE DIRECTOR

**FROM:** JOAN MILLER, DEPUTY DIRECTOR OF FAMILY & CHILDREN'S SERVICES  
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS <sup>DS</sup> *et*

**DATE:** MARCH 21, 2025

**SUBJECT:** CONTRACT MODIFICATION: **SAFE AND SOUND** (NONPROFIT) FOR  
PROVISION OF FCS COUNTY SELF-ASSESSMENT SERVICES 23-25

	<u>Current</u>	<u>Mod</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
<b>CONTRACT TERM:</b>	10/2/23- 6/30/25	3/1/25- 6/30/25	10/2/23- 6/30/25		
<b>CONTRACT AMOUNT:</b>	\$109,415	\$42,059	\$151,474	\$15,147	\$166,621
<b>MODIFIED ANNUAL AMOUNT:</b>	<u>FY 23-24</u> \$90,911	<u>FY 24-25</u> \$60,563			
<b>FUNDING SOURCE:</b>	<u>County</u> \$113,606	<u>State</u> \$18,177	<u>Federal</u> \$19,691	<u>Contingency</u> \$15,147	<u>Total</u> \$166,621
<b>PERCENTAGE:</b>	75%	12%	13%		100%

The San Francisco Human Services Agency (SFHSA) requests authorization to modify the existing contract with Safe and Sound for the period of March 1, 2025 through June 30, 2025, in the additional amount of \$42,059 plus a 10% contingency for a revised total amount not to exceed \$166,621. The purpose of this modification is to increase the amount to provide ongoing support



with the development and finalization of the completed FCS report, incorporating the first draft feedback and guidance received from the California Department of Social Services.

## Background

The federal government created the Child and Family Services Review (CFSR) in response to the 1997 Adoption and Safe Families Act (ASFA). The CFSR is an assessment of a state's performance related to child welfare. All states are assessed in the areas of child protection, foster care, adoption, family connections and independent living services. Much of the CFSR looks at outcomes data and other sources to assess each state's ability to achieve: 1) Safety; 2) Permanency; and 3) Well-being for children and families. Specifically, the C-CFSR is the county's portion of this work for the state report.

The completed FCS report will provide a shared understanding of San Francisco's current strengths, needs and system improvement themes gleaned from various inquiry processes with stakeholders, review of current data trends and strategic discussions. This mandated process guides the completion of the five (5)-year San Francisco Child Welfare System Improvement Plan (SIP).

Safe & Sound has a long history of working with the Department on long-term goals and strategies to reduce and prevent child abuse. They are an excellent match with Hay Consulting, who oversaw this process in 2019.

## Services to be Provided

Safe & Sound and their sub-grantee, Hay Consulting, work closely with the FCS management team to provide support in planning and developing the County Self-Assessment by conducting a Peer Quality Case Reviews. Tasks include: planning, research, and analysis, stakeholder and focus group meetings, report preparation, drafting and finalizing. Finally, the SIP will be drafted with outcome targets, goals, strategies and action steps.

With this modification, Safe & Sound and their sub-grantee, Hay Consulting, will continue working with FCS management team to incorporate feedback and guidance from the California Department of Social Services received on the first draft of the report.

## Location

Services may be provided at various San Francisco FCS locations, San Francisco Safe & Sound offices, and/or virtually via MS Teams or Zoom.

## Selection

The contractor was selected through IB #1121 Consultant for San Francisco Family and Children's Services: Child and Family Services Review (C-CFSR) issued on July 26, 2023.

## Funding

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

## ATTACHMENTS

Appendix A-2, Scope of Services

Appendix B-2, Budget

**Appendix A-2: Services to be Provided**  
**Safe & Sound**  
**San Francisco Family and Children’s Services: Child and Family Services Review**  
**(C-CFSR)**  
**October 2, 2023 - June 30, 2025**

**I. Purpose**  
The purpose of this contract is to provide consultation, technical assistance, facilitation and report writing services in order for San Francisco County to complete the mandated County Self-Assessment (CSA) portion of the C-CFSR. This mandated process guides the completion of the five (5)-year San Francisco Child Welfare System Improvement Plan (SIP). Safe & Sound will partner with Hay Consulting, who completed this work for the County in 2019.

**II. Definitions**

C-CFSR	California Mandated County Self-Assessment
CFSR	Federally required State Child and Family Services review
CDSS	California State Department of Social Services
CSA	County Self-Assessment
CPS	Child Protective Services
CQI	Continuous Quality Improvement
FCS	Family and Children’s Services, division of SFHSA
Contractor	Safe & Sound
HSA	Human Services Agency of the City and County of San Francisco
JPD	San Francisco Department of Juvenile Probation
PIP	Performance Improvement Program
SIP	San Francisco Child Welfare System Improvement Plan
Subcontractor	Hay Consulting

SFHSA

San Francisco Human Services Agency

**III. Target Population**

The target population is all ethnicities and populations in San Francisco with focused expertise on children and youth involved with FCS Child Protective Services (CPS).

**IV. Scope of Work**

<b>Project Activities</b>	<b>Timeframe</b>
<b><i>County Self-Assessment Phase</i></b>	
<b>1. Project Management Support</b> <ol style="list-style-type: none"> <li>Support establishment of San Francisco FCS Leadership Team (FCS Team) to include representative from FCS, Juvenile Probation Department (JPD) and CDSS consultation staff.</li> <li>In collaboration with the FCS Team, develop a Work Plan describing the tasks, timeline and resources for producing project deliverables in accordance with project due dates.</li> <li>Based on emerging project needs and priorities, regularly review and update the Work Plan to guide project activities throughout project duration.</li> <li>Advise FCS Team on addressing project management issues as they arise.</li> <li>Support project monitoring, logistics, scheduling and other coordination with Team members.</li> </ol>	September 2023
<b>2. Research and Analysis</b> <ol style="list-style-type: none"> <li>Review background data, including recent organizational assessments &amp; analytics (CA Child Welfare Indicators Project).</li> <li>Collaborate with FCS Team to determine opportunities to integrate Case Review data into FCS process.</li> <li>Coordinate with FCS Team to prepare an overview of San Francisco County statistics, outcome trends and other descriptive factors related to FCS &amp; JPD operations.</li> </ol>	October 2023
<b>3. Stakeholder Meeting</b> <ol style="list-style-type: none"> <li>Design, prepare materials and support coordination of logistics for ½ day in-person Stakeholder Meeting.</li> <li>Facilitate one ½ day in-person Stakeholder Meeting in collaboration with San Francisco FCS Team and other program managers from FCS and JPD.</li> <li>Analyze, consolidate and document findings from Stakeholder Meeting.</li> </ol>	Late Fall 2023
<b>4. Peer Review</b> <ol style="list-style-type: none"> <li>Design and prepare materials for virtual Peer Review week.</li> <li>Coordinate logistics for virtual Peer Review activities.</li> <li>Deliver Peer Review pre-event training to Peers and Interviewees (up to 4 sessions).</li> <li>Facilitate virtual Peer Review event.</li> <li>Analyze, consolidate and document virtual Peer Review findings.</li> </ol>	Winter 2023-24

Project Activities	Timeframe
5. Focus Groups <ul style="list-style-type: none"> <li>a. Design, prepare materials and support coordination of logistics for in-person and virtual Focus Groups.</li> <li>b. Facilitate 4 – 6 child welfare and 4 – 6 juvenile probation Focus Groups in collaboration with FCS Team, including Spanish-speaking sessions for mono-lingual bio parents.</li> <li>c. Analyze, consolidate and document findings from Focus Groups.</li> </ul>	Date TBD
6. FCS Report Preparation, Drafting, and Finalization <ul style="list-style-type: none"> <li>a. Provide consultation on FCS Report outline development, coordinate feedback from FCS Team and other key stakeholders.</li> <li>b. Prepare summary of FCS findings to inform FCS report.</li> <li>c. Support FCS Team to draft all sections of FCS Report to meet deliverable due date as defined in FCS Work Plan (see Project Activity 1[b] above).</li> <li>d. Gather appropriate review input to finalize FCS Report.</li> <li>e. Support completion of final edits and refinements of FCS Report to meet target due date in FCS Work Plan.</li> </ul>	June 2024 – June 2025 <i>[Following conclusion of all input gathering activities.]</i>
<b>System Improvement Plan Phase</b>	
7. Engage SIP Development Team in series of planning sessions to agree on the following decisions: <ul style="list-style-type: none"> <li>a. Confirm overall timeframe of SIP planning process.</li> <li>b. Refine Planning Team composition to support SIP phase.</li> <li>c. Prepare preliminary work plan for SIP development effort.</li> </ul>	Begins April/May 2024
8. Prepare for and coordinate initial SIP activities: <ul style="list-style-type: none"> <li>a. Identify focal areas of San Francisco’s SIP based on FCS findings.</li> <li>b. Design stakeholder outreach / engagement process to inform strategic decisions and priorities.</li> <li>c. Begin planning initial SIP activities.</li> </ul>	Begins April/May 2024
9. Design strategic planning sessions to develop components of SIP: <ul style="list-style-type: none"> <li>a. Determine outcome targets for the SIP report.</li> <li>b. Develop goals, strategies, and action steps to inform the structure of the SIP report.</li> <li>c. Outline remaining narrative and data inputs required to complete the SIP report.</li> </ul>	Begins April/May 2024

## V. Location and Time of Services

Meeting may be held at various San Francisco FCS locations, Safe & Sound at 1735 Waller, and/or virtually via MS Teams or Zoom. Focus group meeting may be held at community locations.

**VI. Deliverables**

The following table outlines the deliverables to be provided.

Services	Deliverables
Project Planning & Coordination	<ul style="list-style-type: none"> <li>- Project Schedule</li> <li>- Bi-weekly Status Updates</li> <li>- Coordinate bilingual resource</li> </ul>
Meeting Design, Preparation & Follow-up	<ul style="list-style-type: none"> <li>- Meeting Agendas, Inquiry Tools,</li> <li>- Training curricula and handouts</li> </ul>
Meeting Facilitation Translation and note-taking	<ul style="list-style-type: none"> <li>- Peer review</li> <li>- Focus Group Sessions (8-12)</li> </ul>
Data Review & Analysis of Stakeholder Input	<ul style="list-style-type: none"> <li>- Qualitative Data Collection &amp; Analysis</li> <li>- Theme Identification</li> </ul>
Deliverable Writing, Editing & Production	<ul style="list-style-type: none"> <li>- Peer Review Findings</li> <li>- Focus Group Findings</li> <li>- Summary of CSA findings</li> <li>- Support for other CSA sections</li> </ul>
SIP Consultations	<ul style="list-style-type: none"> <li>- Outcome Targets</li> <li>- Goals, strategies, action steps</li> <li>- Stakeholder engagement</li> </ul>

**VII. Reporting Requirements**

Reporting requirements will follow scope of work and deliverables.

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

Brian Baggaley, [brian.baggaley@sfgov.org](mailto:brian.baggaley@sfgov.org), FCS Program Manager

Denard Ingram, [denard.ingram1@sfgov.org](mailto:denard.ingram1@sfgov.org), FCS Program Analyst

**Appendix B-2: Calculation of Charges/Fees**  
**Safe & Sound**  
**FCS CSA and SIP Planning Support**  
**10/2/2023-6/30/2025**

The following table shows the effort and associated costs. Safe & Sound and Leslie Ann Hay (Hay Consulting) will perform all activities listed below at the rate of \$165 per hour and \$1,300 per day. Other members of the Hay Consulting Teams are Roxanne Stephens (bilingual resource with child welfare experience) at the rate of \$125 per hour and \$950 per day and Martha Hurwitz (analyst resource with CSA experience) at the rate of \$110 per hour.

Services	Deliverables	L. H	R. Stephens	M. Hurwitz	Cost by Service Provided
		\$165	\$125	\$110	
Project Planning & Coordination	Project Schedule/Work Plan Bi-weekly Status Updates Coordinate bilingual response	130			\$21,450
Meeting Design, Preparation & Follow-up	Meeting Agendas, Inquiry Tools Training Curricula and Handouts	75		40	\$16,775
Meeting Facilitation, Translation and Note-Taking	Peer Review Focus Group Sessions (8-12)	5 day 30 hours	4 days 34 hours		\$19,500
Data Review & Analysis of Stakeholder Input	Qualitative Data Collection & Analysis Theme Identification	80		30	\$16,500
Deliverable Writing, Editing & Production	- Peer Review Findings - Focus Group Findings - Summary of CSA findings - Support for other CSA sections	100		50	\$22,000
SIP Consultation	- Outcome targets - Goals, strategies, action steps - Stakeholder engagement	216		8	\$36,475
Travel Budget	Variable trip (2-3 days)	4 trips @ \$1,250 each			\$5,000
<b>Project Cost sub total</b>					<b>\$137,700</b>
Indirect		10%			\$13,774
<b>Contract Total</b>					<b>\$151,474</b>
Contingency		10%			\$15,147
<b>Not to Exceed</b>					<b>\$166,621</b>



- I.** HSA will reimburse for services provided based on the above schedule of rates on completion of each phase.
- II.** Contractor shall submit invoices on a monthly basis in CARBON (Contract Administration, Reporting, and Billing Online) for actual services provided. Invoices shall clearly state the phase of completion.
- III.** Contractor shall submit Monthly Status Reports with their invoices. Verification and approval of the work detailed in the Monthly Status Reports and the invoices by FCS Program Director and Contract Manager is required for payment.
- IV.** The total amount of this budget is **\$151,474**. Contingent amount up to **\$15,147** may be available, at the City's sole discretion.
- V.** The total amount of the contract shall not exceed **\$166,621**.