



County of Los Angeles  
DEPARTMENT OF CHILDREN AND FAMILY SERVICES

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Chief Deputy Director

May 08, 2018

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

**ADOPTED**

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

28 May 8, 2018

CELIA ZAVALA  
ACTING EXECUTIVE OFFICER

Board of Supervisors  
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Second District  
SHEILA KUEHL  
Third District  
JANICE HAHN  
Fourth District  
KATHRYN BARGER  
Fifth District

Dear Supervisors:

**AMENDMENT NUMBER FOUR TO CONTRACT NUMBER 11-012-01 WITH THE NATIONAL COUNCIL ON CRIME AND DELINQUENCY FOR SAFEMEASURES® SUBSCRIPTION AND STRUCTURED DECISION MAKING® SUPPORT SERVICES**

**(ALL SUPERVISORIAL DISTRICTS) (3 VOTES)**

**CIO RECOMMENDATION: APPROVE (X) APPROVE WITH MODIFICATION ( )  
DISAPPROVE ( )**

**SUBJECT**

The Department of Children and Family Services (DCFS) seeks delegated authority to execute Amendment Number Four to Contract Number 11-012-01 with National Council on Crime and Delinquency (NCCD) for SafeMeasures® subscription and Structured Decision Making® (SDM) support services to amend the contract to increase the Maximum Contract Amount greater than ten percent, with the option to extend the Contract on an annual basis, provided that NCCD continues to remain the sole provider of the SDM services for the California Department of Social Services (CDSS).

**IT IS RECOMMENDED THAT THE BOARD:**

1) Delegate authority to the Director, or designee, to execute an Amendment, substantially similar to Attachment to Contract Number 11-012-01 with NCCD for SafeMeasures subscription and SDM support services to add additional services and increase the Maximum Contract Amount by \$743,445 from \$535,995 to \$1,279,440. This contract is financed using 36 percent Federal Title IV-E funds, 33 percent State funds, and 31 percent net County cost (NCC). Sufficient funding is included in the Department's Fiscal Year (FY) 2017- 2018 Budget and will be included in the FY 2018 - 2019 Final

Changes Budget request.

2) Delegate authority to the Director, or designee, to amend the Contract to increase or decrease the annual Maximum Contract Sum by no more than ten percent per year during the term of the Contract commensurate with an increase or decrease in services. This delegated authority is contingent upon: (a) available funding; (b) approval by County Counsel; and (c) the Director notifies, in writing, within ten business days to the Board and CEO of the Amendment.

3) Delegate authority to the Director, or designee, to further extend the Contract by written notice on an annual basis, if NCCD continues to remain the sole provider of the SafeMeasures and SDM services contingent upon: (a) the availability of funding; (b) prior approval by County Counsel; and (c) the Director notifies, in writing, within ten business days to the Board and CEO the renewal option has been exercised.

### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

The recommended actions ensure the SafeMeasures subscription renewal; SDM web-based application support, analytical reporting services; consulting and technical assistance for DCFS' SDM practice; Los Angeles County SDM Core Team Development and Sustainability; SDM System Fidelity Review; SDM System Practice Improvement Activities and Project Management/Ad Hoc Meeting and Support.

NCCD is the State approved vendor and sole proprietor of the SafeMeasures and SDM services. The SafeMeasures subscription renewal continues to provide the County of Los Angeles (County) access to a valuable online reporting service. There is no other data reporting system with similar capabilities and features that incorporates Child Welfare Services/Case Management System (CWS/CMS) data, Child and Family Services Review (CFSR) measures, and SDM data, including specialized referral alerts.

The SDM Application is a collection of research-based and actuarial tools designed to enhance decision-making at key points during the life of a case for case-specific evaluation and assessment. These contracted services are required to maintain SDM fidelity to continue the review of the implementation of the SDM application, discuss issues that are identified in the annual SDM Report, and design problem-solving strategies to improve SDM practice in the County. In addition, these services will aid development of: (1) a SDM Core Team to oversee enhancing implementation, (2) an SDM system fidelity review to help identify how SDM components are currently being used in real-time DCFS practice and (3) a series of system improvement activities designed to help DCFS staff and leadership better use, understand, and receive the most value from the SDM system.

### **Implementation of Strategic Plan Goals**

The recommended actions are consistent with the principles of the Countywide Strategic Plan Goal No. 3, Realize Tomorrow's Government Today: Prioritize and Implement Technology Initiatives that Enhance Service Delivery and Increase Efficiency.

### **FISCAL IMPACT/FINANCING**

This Amendment increases the Maximum Contract Amount by \$743,445 from \$535,995 to \$1,279,440, which will be allocated over the three-year term. Consequently, the Maximum Annual Contract Amounts for Year One is \$380,370, Year Two is \$519,550 and Year Three is \$379,520. The

Contract will be financed using 36 percent Federal Title IV-E funds, 33 percent State funds, and 31 percent NCC. Sufficient funding is included in the Department's Fiscal Year (FY) 2017- 2018 Budget and will be included in the FY 2018-2019 Final Changes Budget request.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

In 1998, NCCD implemented SDM in California and NCCD has provided SDM services to California counties for over 15 years. The California SDM model includes: a Hotline Tool to screen referrals received and determine how quickly a response must be made; a Safety Assessment to determine if it is safe for a child to remain home; a Family Risk Assessment to determine if the future risk is enough to warrant a case to be open; a Family Strength and Needs Assessment to determine the needs, strengths and services a family will need; a Reunification Assessment to determine if children are able to return home; an In-Home Family Assessment to determine if a Family Maintenance case can be closed or if the children will remain home; and a Substitute Care Provider Safety Assessment to determine if it is safe for a child to remain in their current Out-of-Home placement.

In 2004, full implementation of the SDM assessment tools (Hotline, Safety Assessment, Risk Assessment, Family Strengths and Needs, and Reunification Reassessment) were launched and steps were taken to incorporate the tools into all phases of the County Child Protective Services practice. In 2008, the Substitute Care Provider Safety Assessment was added to SDM to enhance social assessment of foster homes.

On December 20, 2011, the Board approved a Sole Source Contract with NCCD effective January 1, 2012, for one year with two one-year options and one six-month option. Subsequently, your Board approved Amendment One on November 18, 2014 to extend Contract Number 11-012-01 with NCCD for one-year effective January 1, 2015 through December 31, 2015, with two one-year renewal options through December 31, 2017, and provided delegated authority to DCFS to increase the annual maximum contract sum by ten percent commensurate with an increase in services. On October 31, 2017, DCFS executed Amendment Two to increase the Annual Contract Amount by \$17,102 from \$171,018 to \$188,120 for additional services.

On December 5, 2017, the Board approved Amendment Three to extend the Contact Number 11-012-01 with NCCD effective January 1, 2018 through December 31, 2020 with the option to extend the contract on an annual basis, provided that NCCD continues to remain the sole provider of the SDM services for CDSS. In addition, the Board authorized DCFS to increase the Annual Maximum Contract Sum by ten percent.

On March 20, 2018, in accordance with Board Policy No. 5.120, the Department notified the Board of its intent to request delegated authority to execute an Amendment to increase Maximum Contract Sum for Contact Number 11-012-01 with NCCD for an amount greater than the ten percent.

The Chief Information Officer (CIO) recommends approval of Amendment Four. The CIO determined that because the Amendment increases funding for consulting services to optimize the utilization of the SDM application and practice, no formal CIO Analysis is required. The CEO and County Counsel reviewed the Board letter, Amendment, and Exhibit. The Amendment was approved as to form by County Counsel.

### **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

Approval of the proposed recommendation will allow the County to continue to use the SDM tools to

incorporate CWS/CMS data, CFSR measures, and SDM data including specialized referral alerts. In addition, SDM tool supports and assesses the safety and risk of families, assist in reducing maltreatment, and improve timeliness to permanency. This will allow SDM system improvement efforts to ensure clear alignment between the SDM system and DCFS policy, thoughtful integration of SDM assessments with the DCFS Core Practice Model and better use of SDM aggregate data in DCFS Continuous Quality Improvement activities to ensure high-fidelity implementation of SDM.

**CONCLUSION**

Upon Board approval, the Executive Officer, Board of Supervisors, is requested to return one adopted stamped Board letter and Amendment to the Department of Children and Family Services.

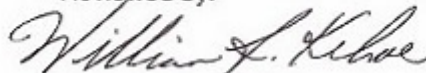
Respectfully submitted,



BOBBY D. CAGLE

Director

Reviewed by:



WILLIAM KEHOE

Chief Information Officer

BDC:KRLTI:EO:js

Enclosures

c: Chief Executive Officer  
County Counsel  
Executive Office, Board of Supervisors



**AMENDMENT NUMBER FOUR**

**TO**

**SAFEMEASURES® SUBSCRIPTION AND STRUCTURED DECISION  
MAKING® SUPPORT SERVICES**

**CONTRACT NUMBER 11-012-01**

**WITH**

**NATIONAL COUNCIL ON CRIME AND DELINQUENCY (NCCD)**

**June 2018**

**AMENDMENT NUMBER FOUR  
SAFEMEASURES® SUBSCRIPTION AND STRUCTURED DECISION MAKING®  
SUPPORT SERVICES  
CONTRACT NUMBER 11-012-01**

This Amendment Number Four (“Amendment”) to SafeMeasures® Subscription and Structured Decision Making® Support Services Contract, (“Contract”) adopted by the Board of Supervisors on \_\_\_\_\_, 2018, is made and entered into by and between the County of Los Angeles, (“COUNTY”), and National Council on Crime and Delinquency (NCCD), (“CONTRACTOR”), this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

**WHEREAS**, pursuant to Government Code Sections 26227, 31000 and 53703, COUNTY is permitted to contract for services; and

**WHEREAS**, the CONTRACTOR was appointed by the California Department of Social Services (State) to initiate the Structured Decision Making project in 1998 and has remained the State approved CONTRACTOR for providing these services under contract for over 15 years; and

**WHEREAS**, the CONTRACTOR is the only provider of the Structured Decision Making application; and

**WHEREAS**, COUNTY has been using the research-based and actuarial tools to better assist social workers in evaluation and decision making pertaining to case and placement quality and stability that the CONTRACTOR developed, implemented and technically supports; and

**WHEREAS**, this Amendment is prepared pursuant to the provisions set forth in Section 7.0, Changes and Amendments; and

**NOW, THEREFORE**, COUNTY and CONTRACTOR agree to modify the SafeMeasures® Subscription and Structured Decision Making® Support Services Contract as follows:

1. Exhibit AA is attached as the revised Statement of Work, which replaces Exhibit A.
2. Part I, Unique Terms and Conditions, Section 4.0 Contract Sum, Sub-section 4.1.3 is revised as follows:
  - 4.1.3 The Maximum Annual Contract Amount from January 1, 2018 through December 31, 2018 is \$380,370. The Maximum Annual Contract Amount from January 1, 2019 through December 31, 2019 is \$519,550 and the Maximum Annual Contract Amount from January 1, 2020 through December 31, 2020 is \$379,520.

3. Part I, Unique Terms and Conditions, Section 5.0 Insurance Requirements, Sub - sections 5.1.2.1 through 5.1.2.2 are added as follows:

- 5.1.2.1 Include copies of the additional insured endorsement to the CONTRACTOR's general liability, professional liability, and Cyber Liability, adding the County, its Special Districts, elected and appointed officers, employees, agents and volunteers as insured for all activities arising from this Contract.

- 5.1.2.1 Waiver of Subrogation: To the fullest extent permitted by law, the CONTRACTOR hereby waives its rights and its insurer(s)' rights of recovery against COUNTY under all the Required Insurance for any loss arising from or relating to this Contract. The CONTRACTOR shall require its insurers to execute any waiver of subrogation endorsements which may be necessary to affect such waiver.

4. Part I, Unique Terms and Conditions, Section 5.2 Insurance Coverage Requirements, Sub-section 5.2.1 is revised as follows:

- 5.2.1 General Liability insurance (written on ISO Policy from CG 00 01 or its equivalent) with limits equal to the maximum allowed under CONTRACTOR's policy, or the following, whichever is greater:

General Aggregate:	\$2 million
Products/Completed Operations Aggregate:	\$1 million
Personal and Advertising Injury:	\$1 million
Each Occurrence:	\$1 million

5. Part I, Unique Terms and Conditions, Section 5.2 Insurance Coverage Requirements, Sub-section 5.2.5 and 5.2.6 is added as follows:

- 5.2.5 Technology Errors & Omissions Insurance

Insurance for liabilities arising from errors, omissions, or negligent acts in rendering or failing to render computer or information technology services and technology products. Coverage for violation of software copyright should be included. Technology services should at a minimum include (1) systems analysis (2) systems programming (3) data processing (4) systems integration (5) outsourcing including outsourcing development and design (6) systems design, consulting, development and modification (7) training services relating to computer software or hardware (8) management, repair and maintenance of computer products, networks and systems (9) marketing, selling, servicing, distributing, installing and maintaining computer hardware or software (10) data entry, modification, verification, maintenance, storage, retrieval or preparation of data output, and any other services provided by the vendor with limits of not less than \$1 million.

#### 5.2.6 Privacy/Network Security (Cyber) Liability

Insurance coverage providing protection against liability for (1) privacy breaches, liability arising from the loss or disclosure of confidential information no matter how it occurs (2) system breach (3) denial or loss of service (4) introduction, implantation, or spread of malicious software code (5) unauthorized access to or use of computer systems with limits of not less than \$1 million. No exclusion/restriction for unencrypted portable devices/media may be on the policy.

6. Part I, Unique Terms and Conditions, Section 10.0 Health Insurance Portability and Accountability Act of 1996 ("HIPAA") is added as follows:

#### 10.0 Health Insurance Portability and Accountability Act of 1996 ("HIPAA")

- 10.1 Contractor expressly acknowledges and agrees that the provision of services under this Agreement does not require or permit access by Contractor or any of its officers, employees, or agents, to any patient medical records/patient information. Accordingly, Contractor shall instruct its officers, employees, and agents that they are not to pursue, or gain access to, patient medical records/patient information for any reason whatsoever.
- 10.2 Notwithstanding the forgoing, the parties acknowledge that in the course of the provision of services hereunder, Contractor or its officers, employees, and agents, may have inadvertent access to patient medical records/patient information. Contractor understands and agrees that neither it nor its officers, employees, or agents, are to take advantage of such access for any purpose whatsoever.
- 10.3 Additionally, in the event of such inadvertent access, Contractor and its officers, employees, and agents, shall maintain the confidentiality of any information obtained and shall notify Director that such access has been gained immediately, or upon the first reasonable opportunity to do so. In the event of any access, whether inadvertent or intentional, Contractor shall indemnify, defend, and hold harmless County, its officers, employees, and agents, from and against any and all liability, including but not limited to, actions, claims, costs, demands, expenses, and fees (including attorney and expert witness fees) arising from or connected with Contractor's or its officers', employees', or agents', access to patient medical records/patient information. Contractor agrees to provide appropriate training to its employees regarding their obligations as described hereinabove.

7. Part II, Standard Terms and Conditions, Section 4.0 Assignment and Delegation is deleted in its entirety and replaced as follows:



#### 4.0 **Assignment and Delegation/Mergers or Acquisitions**

- 4.1 The Contractor shall notify the County of any pending acquisitions/mergers of its company unless otherwise legally prohibited from doing so. If the Contractor is restricted from legally notifying the County of pending acquisitions/mergers, then it should notify the County of the actual acquisitions/mergers as soon as the law allows and provide to the County the legal framework that restricted it from notifying the County prior to the actual acquisitions/mergers.
- 4.2 The Contractor shall not assign its rights or delegate its duties under this Contract, or both, whether in whole or in part, without the prior written consent of County, in its discretion, and any attempted assignment or delegation without such consent shall be null and void. For purposes of this sub-paragraph, County consent shall require a written amendment to the Contract, which is formally approved and executed by the parties. Any payments by the County to any approved delegate or assignee on any claim under this Contract shall be deductible, at County's sole discretion, against the claims, which the Contractor may have against the County.
- 4.3 Shareholders, partners, members, or other equity holders of Contractor may transfer, sell, exchange, assign, or divest themselves of any interest they may have therein. However, in the event any such sale, transfer, exchange, assignment, or divestment is effected in such a way as to give majority control of Contractor to any person(s), corporation, partnership, or legal entity other than the majority controlling interest therein at the time of execution of the Contract, such disposition is an assignment requiring the prior written consent of County in accordance with applicable provisions of this Contract.
- 4.4 Any assumption, assignment, delegation, or takeover of any of the Contractor's duties, responsibilities, obligations, or performance of same by any entity other than the Contractor, whether through assignment, subcontract, delegation, merger, buyout, or any other mechanism, with or without consideration for any reason whatsoever without County's express prior written approval, shall be a material breach of the Contract which may result in the termination of this Contract. In the event of such termination, County shall be entitled to pursue the same remedies against Contractor as it could pursue in the event of default by Contractor.

8. Part II, Standard Terms and Conditions, Section 17.0 Consideration of Greater Avenue for Independence (GAIN) or General Relief Opportunities for Work (GROW) Participants for Employment is deleted in its entirety and replaced as follows:

**17.0 Consideration of Hiring Gain-Grow Participants**

- 17.1 Should the Contractor require additional or replacement personnel after the effective date of this Contract, the Contractor shall give consideration for any such employment openings to participants in the County's Department of Public Social Services Greater Avenues for Independence (GAIN) Program or General Relief Opportunity for Work (GROW) Program who meet the Contractor's minimum qualifications for the open position. For this purpose, consideration shall mean that the Contractor will interview qualified candidates. The County will refer GAIN/GROW participants by job category to the Contractor. Contractors shall report all job openings with job requirements to: [GAINGROW@DPSS.LACOUNTY.GOV](mailto:GAINGROW@DPSS.LACOUNTY.GOV) and [BSERVICES@WDACS.LACOUNTY.GOV](mailto:BSERVICES@WDACS.LACOUNTY.GOV) and DPSS will refer qualified GAIN/GROW job candidates.
- 17.2 In the event that both laid-off County employees and GAIN/GROW participants are available for hiring, County employees shall be given first priority.

**ALL OTHER TERMS AND CONDITIONS OF THIS CONTRACT SHALL REMAIN IN FULL FORCE AND EFFECT.**

**AMENDMENT NUMBER FOUR  
SAFEMEASURES® SUBSCRIPTION AND STRUCTURED DECISION MAKING®  
SUPPORT SERVICES  
CONTRACT NUMBER 11-012-01**

IN WITNESS WHEREOF, the Board of Supervisors of the COUNTY of Los Angeles has caused this Amendment Number Four to be subscribed on its behalf by the Director of the Department of Children and Family Services and the CONTRACTOR has caused this Amendment Number Four to be subscribed on its behalf by its duly authorized officer(s) as of the day, month and year first above written. The person(s) signing on behalf of the CONTRACTOR warrants under penalty of perjury that he or she is authorized to bind the CONTRACTOR in this Contract.

COUNTY OF LOS ANGELES

CONTRACTOR

National Council on Crime and  
Delinquency

By: \_\_\_\_\_  
BOBBY D. CAGLE, DIRECTOR  
Department of Children and  
Family Services

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title \_\_\_\_\_

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title \_\_\_\_\_

\_\_\_\_\_  
Tax Identification Number

APPROVED AS TO FORM:  
BY THE OFFICE OF COUNTY COUNSEL  
MARY C. WICKHAM

By: \_\_\_\_\_  
David Beaudet, Senior Deputy County Counsel

**STATEMENT OF WORK**

**2018-2020**

**SAFEMEASURES® SUBSCRIPTION AND STRUCTURED DECISION  
MAKING® SUPPORT SERVICES**

**COUNTY OF LOS ANGELES DEPARTMENT OF  
CHILDREN AND FAMILY SERVICES**

**SAFEMEASURES® SUBSCRIPTION AND  
STRUCTURED DECISION MAKING SUPPORT SERVICES**

**STATEMENT OF WORK**

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# STATEMENT OF WORK

## PART A- INTRODUCTION

### 1.0 PREAMBLE

For over a decade, the County has collaborated with its community partners to enhance the capacity of the health and human services system to improve the lives of children and families. These efforts require, as a fundamental expectation, that the County's contracting partners share the County and community's commitment to provide health and human services that support achievement of the County's vision, goals, values, and adopted outcomes. Key to these efforts is the integration of service delivery systems and the adoption of the Customer Service and Satisfaction Standards.

The County of Los Angeles' Vision is to improve the quality of life in the County by providing responsive, efficient, and high quality public services that promote the self-sufficiency, well-being and prosperity of individuals, families, business and communities. This philosophy of teamwork and collaboration is anchored in the shared values of:

- |                   |                         |
|-------------------|-------------------------|
| ➤ Responsiveness  | ➤ Integrity             |
| ➤ Professionalism | ➤ Commitment            |
| ➤ Accountability  | ➤ A Can-Do Attitude     |
| ➤ Compassion      | ➤ Respect for Diversity |

These shared values are encompassed in the County Strategic Plan, which includes the five following goals: 1) Service Excellence, 2) Workforce Excellence, 3) Organizational Effectiveness, 4) Fiscal Responsibility, and 5) Children and Families' Well-Being. Improving the well-being of children and families requires coordination, collaboration, and integration of services across functional and jurisdictional boundaries, by and between County departments/agencies, and community and contracting partners.

The basic conditions that represent the well-being we seek for all children and families in Los Angeles County are delineated in the following five outcomes, adopted by the Board of Supervisors in January 1993.

- Good Health;
- Economic Well-Being;
- Safety and Survival;
- Emotional and Social Well-Being; and
- Education and Workforce Readiness.

Recognizing no single strategy - in isolation - can achieve the County's outcomes of well-being for children and families, consensus has emerged among County and community leaders that making substantial improvements in integrating the County's health and human services system is necessary to significantly move toward achieving these outcomes. The County has also established the values and goals for guiding this effort to integrate the health and human services delivery system.

- ✓ Families are treated with respect in every encounter they have with the health educational and social services system.
- ✓ Families can easily access a broad range of services to address their needs, build on their strengths, and achieve their goals.
- ✓ There is no "wrong door": wherever a family enters the system is the right place.
- ✓ Families receive services tailored to their unique situations and needs.
- ✓ Service providers and advocates involve families in the process of determining service plans, and proactively provide families with coordinated and comprehensive information, services, and resources.
- ✓ The County service system is flexible, able to respond to service demands for both the countywide population and specific population groups.
- ✓ The County service system acts to strengthen communities, recognizing that just as individuals live in families, families live in communities.
- ✓ In supporting families and communities, County agencies work seamlessly with public and private service providers, community-based organizations, and other community partners.
- ✓ County agencies and their partners work together seamlessly to demonstrate substantial progress towards making the system more strength-based, family-focused, culturally-competent, accessible, user-friendly, responsive, cohesive, efficient, professional, and accountable.
- ✓ County agencies and their partners focus on administrative and operational enhancements to optimize the sharing of information, resources, and best practices while also protecting the privacy rights of families.
- ✓ County agencies and their partners pursue multi-disciplinary service delivery, a single service plan, staff development opportunities, infrastructure enhancements, customer service and satisfaction evaluation, and revenue maximization.

- ✓ County agencies and their partners create incentives to reinforce the direction toward service integration and a seamless service delivery system.
- ✓ The County human service system embraces a commitment to the disciplined pursuit of results accountability across systems specifically, any strategy designed to improve the County human services system for children and families should ultimately be judged by whether it helps achieve the County's five outcomes for children and families: good health, safety and survival, economic well-being, social and emotional well-being, and education and workforce readiness.

The County, its clients, contracting partners, and the community are working together to develop practical ways to make County services more accessible, customer friendly, better integrated, and outcome-focused. Several departments have identified shared themes in their strategic plans for achieving these goals including: making an effort to become more consumer/client-focused; valuing community partnerships and collaborations; emphasizing values and integrity; and using a strengths-based and multi-disciplinary team approach. County departments are also working to provide the Board of Supervisors and the community with a better understanding of how resources are being utilized, how well services are being provided, and what are the results of the services: is anyone better off?

The County of Los Angeles health and human service departments and their partners are working together to achieve the following Customer Service and Satisfaction Standards in support of improving outcomes for children and families.

#### *Personal Service Delivery*

The service delivery team - staff and volunteers - will treat customers and each other with courtesy, dignity, and respect.

- Introduce themselves by name
- Listen carefully and patiently to customers
- Be responsive to cultural and linguistic needs
- Explain procedures clearly
- Build on the strengths of families and communities

#### *Service Access*

Service providers will work proactively to facilitate customer access to services.

- Provide services as promptly as possible
- Provide clear directions and service information
- Outreach to the community and promote available services
- Involve families in service plan development
- Follow-up to ensure appropriate delivery of services



### *Service Environment*

Service providers will deliver services in a clean, safe, and welcoming environment, which supports the effective delivery of services.

- Ensure a safe environment
- Ensure a professional atmosphere
- Display vision, mission, and values statements
- Provide a clean and comfortable waiting area
- Ensure privacy
- Post complaint and appeals procedures

The basis for all County health and human services contracts is the provision of the highest level of quality services that support improved outcomes for children and families. The County and its contracting partners must work together and share a commitment to achieve a common vision, goals, outcomes, and standards for providing services.

## **PART B - PROJECTION FOUNDATION**

### **1.0 PURPOSE**

This contract is for the purchase of the SafeMeasures® (SafeMeasures) subscription, maintenance and support services for the CONTRACTOR's Structured Decision Making (SDM) web-based application and DCFS' Police Mandated Reporter (PMR) web-based application, analytical reports and on-site consulting and technical assistance support for DCFS' SDM practice.

### **2.0 DEFINITIONS**

The following words as used herein shall be construed to have the following meaning, unless otherwise apparent from the context in which they are used:

- A. "Annual Management Report" – means a report providing in-depth analysis and aggregate data related to DCFS practice, which identifies areas requiring special attention to ensure the ongoing improvement of Child Protective Services practice in DCFS as it relates to SDM and the achievement of SDM's stated goals.
- B. "Analytical Reports" - means an Annual Management Report or a Specialized Report.
- C. "Child Protective Services" or "CPS" means the work performed by the Department in protecting children from maltreatment and assessing children for the mitigation of Safety and Risk.

- D. "Contract"- means this agreement.
- E. "CONTRACTOR" - means National Council Crime and Delinquency (NCCD).
- F. "COUNTY" - means the Department of Children and Family Services on behalf of the County of Los Angeles and its Board of Supervisors.
- G. "Contractor's Program Director" or "CPD" - means CONTRACTOR's officer or employee responsible for administering the Contract in accordance with the Statement of Work (SOW).
- H. "County's Program Manager" or "CPM" - means COUNTY representative responsible for daily management of contract operation and the oversight of monitoring activities, compliance with the requirements of the Contract, and the delivery of services.
- I. "Daily Extracts" - means data that is collected from the state's CWS/CMS which is sorted or categorized by SDM specifically related to DCFS' needs, and is downloaded on a daily basis by DCFS.
- J. "Day" or "Days" - means calendar days, and not business or workday, unless otherwise specifically stated.
- K. "DCFS" - means COUNTY's Department of Children and Family Services.
- L. "Director" - means COUNTY's Director of Children and Family Services or his or her authorized designee.
- M. "Emergency Response" or "ER"- means a critical response conducted by DCFS Social Workers who manage caseloads of children who are under the supervision and custody of DCFS.
- N. "Fiscal Year(s)" - means the twelve (12) month period beginning July 1st and ending June 30th of the following year.
- O. "LAKids" - means an intranet webpage accessible only within DCFS, which contains links to various support resources used by DCFS staff.
- P. "Mandated Reporter"- means an individual who is mandated by law to report any suspected child abuse such as teachers, public school employee, an administrator or employee of a public or private youth center, youth recreation program, or youth organization, etc.
- Q. "Monthly" - means the total number of days of the month.

- R. "National Council on Crime and Delinquency" or "NCCD" - means a criminal justice research organization, which conducts research, promotes reform initiatives, and seeks to work with individuals, public and private organizations to prevent and reduce crime and delinquency.
- S. "Negative Placement Outcome" - means the need to replace a child due to abuse by a Substitute Care Provider (SCP) or the unwillingness of the SCP to provide care.
- T. "Police Mandated Reporter" or "Police Mandated Reporter Application" - means the computer application maintained by the Bureau of Information Systems on the DCFS Internet site that allows a Mandated Reporter the ability to create online suspected child abuse reports.
- U. Program. - means the work to be performed by CONTRACTOR as defined in Exhibit AA, SOW.
- V. "SafeMeasures®" or "SafeMeasures" - means a web-service component of SDM which links data and technology infrastructure with key performance and outcome measures.
- W. Suspected Child Abuse Report (SCAR) - means a suspected child abuse reporting database used to gather child abuse related data.
- X. Specialized Reports" - means the reports designed to answer questions of special interest to DCFS management. This may include reports about specific areas of performance by staff in the use of SDM or outcome related research.
- Y. "Structured Decision Making®", "SDM", or "SDM Model" - is a method of safety and risk assessment that provides social workers with simple, objective, and reliable tools with which to make the best possible decisions for individual cases, and to provide managers with information for improved planning, evaluation, and resource allocation.
- Z. "Structured Decision Making Application" or "SDM Live"- means a web-based computer application that contains all the SDM tools used to assess referrals and cases by CSW staff. This application is located in the LAKids' webpage.
- AA. "Structured Decision Making Tool" - means any one of six (6) assessments in the SDM model. They are: Hotline, Safety Assessment, Risk Assessment, Family Strengths and Needs Assessment (FSNA), Risk Reassessment, and Reunification Reassessment tools.

- BB. "Subcontract" - means a contract by which a third party agrees to provide services or materials necessary to fulfill an original contract.
- CC. "Substitute Care Provider" or "SCP" - means caregivers, either relative or non-relative that have been contracted to provide care for DCFS children in care.
- DD. "Technical Assistance" or "TA" - means a technical support service provided by NCCD which includes various system assistance components such as phone calls, emails, on-site visits and on-line support.

### **3.0 COUNTY PROGRAM MANAGEMENT**

The COUNTY shall provide a Program Manager (CPM) to coordinate the delivery of the services of this Contract with the Contractor's Program Director (CPD).

- 3.1 The CPM or designated alternate will have full authority to monitor CONTRACTOR's performance in the day-to-day operation of this Contract.
- 3.2 The CPM will provide direction to CONTRACTOR in areas relating to DCFS policy, information and procedural requirements.
- 3.3 The CPM will be responsible for daily management of Contract operation and overseeing monitoring activities, is identified in Exhibit B, Attachment J.
- 3.4 The CPM is not authorized to make any changes in the terms and conditions of this Contract and is not authorized to obligate the COUNTY in any way whatsoever beyond the terms of this Contract.

### **4.0 CONTRACTOR'S GENERAL RESPONSIBILITIES**

- 4.1 As required in Part II, Section 1.0, CONTRACTOR's Administration, CONTRACTOR shall designate a Contract Program Director (CPD) responsible for daily management of Contract operation and overseeing the work to be performed by CONTRACTOR as defined in this SOW. The CPD is identified in Exhibit B, Attachment I.
- 4.2 The CPD shall be responsible for CONTRACTOR's day-to-day activities as related to this Contract and shall coordinate with CPM on a regular basis.
- 4.3 The CPD shall not schedule or conduct any meetings or negotiations under this Contract on behalf of the COUNTY or DCFS.

## **5.0 REPORTS AND RECORD KEEPING**

- 5.1 CONTRACTOR shall provide COUNTY with a monthly service report for the previous month indicating the work and activities performed.
- 5.2 CONTRACTOR shall include in the monthly service report copies of any Corrective Action Plans (CAP) issued during the prior month and notes on any changes to internal processes, policies or procedures required to comply with any CAP.
- 5.3 CONTRACTOR shall submit the monthly service report within ten (10) business days from the end of the month being reported and in a format approved in advance by the CPM.

## **6.0 QUALITY ASSURANCE PLAN AND MONITORING**

- 6.1 The CONTRACTOR shall establish and maintain a Quality Assurance Plan (QAP) to assure the requirements of the contract are met. A copy must be provided to the CPM by the contract start date and as changes occur. The original QAP and any revisions thereto shall include, but not be limited to, the following:
  - 6.1.1 Methods used to insure that the quality of service performed fully meets the performance requirements set forth in the SOW and Exhibit A-1, Performance Requirements Summary. CONTRACTOR shall include methods for identifying and preventing deficiencies in the quality of service performed before the level of performance becomes unacceptable.
  - 6.1.2 Methods for ensuring uninterrupted service to COUNTY in the event of a strike by CONTRACTOR's employees or any other potential disruption in service.
- 6.2 CONTRACTOR shall not utilize any employee or subcontractor whose work has been deemed deficient and unacceptable by the CPM.
- 6.3 The CPM, or other personnel authorized by the COUNTY, will monitor CONTRACTOR's performance under this contract using the quality assurance procedures specified in this SOW and Exhibit A-1, Performance Requirements Summary. All monitoring will be conducted in accordance with Part II, COUNTY's QAP, of the Contract.

## **PART C - SERVICES DESCRIPTION**

### **1.0 OUTCOME MEASURES**

CONTRACTOR shall adhere to the measures established in Exhibit A 1 of this SOW.

### **2.0 SCOPE OF WORK**

**2.1 SafeMeasures Subscription** - CONTRACTOR shall provide its SafeMeasures reporting subscription services to County. This includes updates, error corrections and modifications to SafeMeasures displays (updates) as such updates become available.

#### **2.1.1 SafeMeasures**

SafeMeasures allows DCFS to monitor service delivery activity by navigating an extensive set of daily extracts and reports of sorted and categorized data presented in graph and chart format. These reports shall permit DCFS to estimate current workload demand, plan more effective service interventions and monitor certain performance indicators established by state and federal regulatory requirements. SafeMeasures includes case level quality control displays which DCFS may employ to improve compliance with State and Federal performance audits.

#### **2.1.2 SDM and PMR Application Services and Support**

2.1.2.1 SDM application – (Also known as "SDM Live" on DCFS's intranet). CONTRACTOR shall provide IT help desk support and maintenance.

2.1.2.2 PMR application - CONTRACTOR shall provide IT with help desk support, maintenance and real-time access to SDM System regarding reports of suspected child abuse. Since the PMR application has instant access to SDM System information, and the SDM System is directly linked to the State's CMS/CWS database, a Mandated Reporter may promptly complete an on-line Suspected Child Abuse Report through the PMR Application via DCFS' web- site. If any data is supplied by a third party, DCFS must first authorize any release to CONTRACTOR.

### **2.1.3 Analytical Reports**

2.1.3.1 CONTRACTOR shall provide DCFS with a hard copy and electronic version of one SDM Annual Management Report.

2.1.3.2 CONTRACTOR shall provide DCFS with three Specialized Reports per year, upon the SDM program manager or coordinator. CONTRACTOR shall prepare each report after discussion with DCFS to ensure the report meets DCFS' needs. CONTRACTOR shall also provide one internet presentation on any topic that is requested by DCFS to a group of Los Angeles County administrators, trainers, etc.

### **2.1.4 SDM Consulting and Technical Assistance (TA) Support Services**

2.1.4.1 Consulting Services - CONTRACTOR shall provide consultation services via an annual on-site visit to work with DCFS management and executive staff in reviewing the implementation of the SDM; discuss issues that are identified in the annual management report, as well as design problem solving strategies to improve SDM practice in Los Angeles County. This includes assisting management and executive staff in the reviewing of SDM annual management report, reading of foster care cases, addressing issues related to quality assurance and improving practice to formulate the effective ways for the use of SDM system. This on- site visit shall be scheduled shortly after the completion of the annual SDM Management Report and shall take between 2.5 to 3 days to allow for maximum use of NCCD's expertise.

2.1.4.2 TA Assistance - CONTRACTOR will also provide off-site TA by responding to questions or inquiries received from DCFS staff via-mails or phone calls. TA services include responding to unlimited phone calls and e-mails inquiries related to the SDM system. Examples of the TA services include: resetting of password, locating specific case information in the SDM system, and problems with the SDM system not updating timely or correctly.

## **2.1.5 Los Angeles County SDM Core Team: Development and Sustainability**

Steering Committee – CONTRACTOR shall provide TA by helping to identify and convene an SDM core team. This team shall design the structure and policy for the enhanced implementation of SDM, provide guidance and make decisions on key issues related to SDM as well as overall SDM system use.

## **2.1.6 SDM System Fidelity Review**

2.1.6.1 Macro-level Data Review – CONTRACTOR shall provide a review of the SDM system within DCFS and other county-wide data to discern macro-level trends that describe barriers to SDM implementation, as well as opportunities for the implementation to be effective.

2.1.6.2 Policy and Practice Analysis – CONTRACTOR shall review DCFS policy and practice and examine where the SDM system could be better integrate into Core Practice Model activities and how the SDM systems could be used to better support the goals of the Core Practice Model.

2.1.6.3 Target Case Review – CONTRACTOR shall review case records targeted at critical casework decision points to help determine the extent to which the SDM assessments are being used to guide practice as well as identifying areas for improvement.

2.1.6.4 Focus Groups – CONTRACTOR shall conduct a series of focus groups involving all levels of social work staff, which will allow better understanding of internal perceptions of the SDM systems, exactly how the assessments are being used in day-to-day casework and where the barriers to high-fidelity practice are occurring.

2.1.6.5 Report and Presentation – At the conclusion of this process, CONTRACTOR shall create a written report and verbal presentation that details the state of SDM system implementation at DCFS, the extent of the SDM system’s integration into daily practice and the extent to which SDM system data are used in regular Continuous Quality Improvement (CQI) efforts by DCFS. This report will include a series of recommendations for practice improvement activities.



## **2.1.7 SDM System: Practice Improvement Activities**

- 2.1.7.1 Initial SDM Re-Orientation Trainings – CONTRACTOR shall partner with DCFS to create curricula for three separate one-day “SDM Re-orientation” Trainings: one for investigation workers, one for family maintenance and one for family reunification. CONTRACTOR shall also create one e-learning module for DCFS to help frontline staff better understand how a high-fidelity SDM system implementation functions and how it could better support their work.
- 2.1.7.2 Advanced SDM Supervisor and Leadership Training – CONTRACTOR shall partner with DCFS to design a new curricula for leadership and supervisors; this curricula will help to better integrate SDM assessment use into the Core Practice Model and understand how to use data from the assessments in CQI efforts with their staff. This training shall be delivered to DCFS first through a Training for Trainers (T for T) and then in five regions for regional demonstration trainings by NCCD staff.
- 2.1.7.3 Practice Coaching – CONTRACTOR shall partner with DCFS on “Coaching. Regional leaders, current coaches and potential coaches will be identified and provided a training on “Coaching for the SDM System” at a centralized location. Five weeks of onsite demonstration coaching shall follow so these personnel can continue this work.
- 2.1.7.4 Using the SDM System in CQI: Manage-by-data/CQI coaching – CONTRACTOR shall offer up to three yearly training and coaching sessions with the DCFS data champions on how to organize, analyze and circulate information from SafeMeasures and other data sources.
- 2.1.7.5 Ad Hoc Data Analytic Services and Reports – CONTRACTOR shall provide an analysis and reporting with a strong technical assistance component. This subscription service allows the CONTRACTOR’s analytic team be available to DCFS for mutually defined projects that fit within the scope of this deliverable.

### **2.1.8 Project Management/Ad Hoc Meeting and Support**

Project Management/Ad Hoc Meetings and Support – CONTRACTOR shall reserve time for up to two additional ad hoc onsite meetings per year upon request by DCFS, for coordination, stakeholder presentations and project management.

## EXHIBIT A-1 PERFORMANCE REQUIREMENTS SUMMARY

REQUIRED SERVICES	PERFORMANCE STANDARD	MONITORING METHOD	REMEDIES FOR NON COMPLIANCE WITH PERFORMANCE STANDARD
<p>1. NCCD shall maintain the Police Mandated Reported application and provide daily SDM data extracts</p>	<p>100% access during business hours (from 6:00 A.M. to 8:00 P.M. Pacific Standard Time)</p>	<p>CPM receives notices from the other DCFS end users and/or CPM periodically log into the system during business hours (from 6:00 A.M. to 8:00 P.M. Pacific Standard Time)</p> <p>CPM determines and submits to CONTRACTOR a User Compliant Report (UCR) for each verified incident of non-compliance.</p>	<p>CONTRACTOR shall submit within 24-hours from the receipt of the UCR a written Corrective Action Plan (CAP) to the county with an explanation of the problem and a plan for correcting the problem, subject to COUNTY approval.</p> <p>If CONTRACTOR is not in compliance with paragraphs 2.1.2 and 2.1.2.2 in the SOW and/or any other provision of the Contract, the COUNTY may impose a single deduction from CONTRACTOR's invoice in the amount of 3% of the Annual Maximum Contract Sum when the following occurs:</p> <ol style="list-style-type: none"> <li>1) For each UCR over two (2) submitted with any of the contract years that indicate that CONTRACTOR is not in compliance with paragraphs 2.1.2 and 2.1.2.2 in the SOW and/or any other provision of the contract; or</li> <li>2) Each CAP submitted by CONTRACTOR that does not meet with the COUNTY's approval.</li> </ol>

**EXHIBIT A-1 PERFORMANCE REQUIREMENTS SUMMARY**

<b>REQUIRED SERVICES</b>	<b>PERFORMANCE STANDARD</b>	<b>MONITORING METHOD</b>	<b>REMEDIES FOR NON COMPLIANCE WITH PERFORMANCE STANDARD</b>
<p>2. NCCD shall provide DCFS with reporting services by producing a minimum of three Specialized Reports per year and an Annual SDM Management Report.</p>	<p>4 of 4 (or 100%) provision of the reports.</p>	<p>The receipt of 3 written specialized reports and an annual SDM management report by CPM regarding DCFS requested topics of interest. CPM notifies and submits to CONTRACTOR a CAP for each report that is not received within 10 weeks from the request date.</p>	<p>CONTRACTOR shall submit a written CAP to the COUNTY with an explanation of the problem and a plan for correcting the problem, subject to COUNTY approval.</p> <p>If CONTRACTOR is not in compliance with paragraphs 2.1.3.1 and 2.1.3.2 in the SOW and/or any other provision of the Contract, the COUNTY may impose a single deduction from CONTRACTOR's invoice in the amount of 3% of the Annual Maximum Contract Sum when each CAP submitted by CONTRACTOR that does not meet with the COUNTY's approval.</p>

## EXHIBIT A-1 PERFORMANCE REQUIREMENTS SUMMARY

REQUIRED SERVICES	PERFORMANCE STANDARD	MONITORING METHOD	REMEDIES FOR NON COMPLIANCE WITH PERFORMANCE STANDARD
<p>3. NCCD shall provide DCFS staff with consulting services and TA</p>	<p>TA shall provide:</p> <ol style="list-style-type: none"> <li>1) Acknowledgement or confirmation within 2 hours from the time of the submission of service request.</li> <li>2) Status/resolution to the end users within 24 hours from the time of submission of service request.</li> </ol>	<p>Scheduling of annual visit, response to e-mail requests. CPM receives notices from other DCFS users.</p> <p>CPM receives results of any audit regarding CONTRACTOR compliance.</p> <p>CPM notifies and submits to CONTRACTOR a User Complaint Report (UCR) for each verified incident of non-compliance.</p>	<p>If two (2) UCRs are submitted within any of the contract years that indicate that CONTRACTOR is not in compliance with paragraphs 2.1.4.1 and 2.1.4.2 in the SOW and/or any other provision of the Contract, CONTRACTOR shall submit within 24- hours from the receipt of the UCR a written Corrective Action Plan (CAP) to the COUNTY with an explanation of the problem and a plan for correcting the problem, subject to COUNTY approval.</p> <p>The COUNTY may impose a single deduction from CONTRACTOR's invoice in the amount of 3% of the Annual Maximum Contract Sum when the following occurs:</p> <ol style="list-style-type: none"> <li>1) For each UCR over two (2) submitted within any of the contract years that indicate that CONTRACTOR is not in compliance with paragraphs 2.1.4.1 and 2.1.4.2 in the SOW and/or any other provision of the Contract; or</li> <li>2) Each CAP submitted by CONTRACTOR that does not meet with the COUNTY's approval.</li> </ol>

## EXHIBIT A-1 PERFORMANCE REQUIREMENTS SUMMARY

REQUIRED SERVICES	PERFORMANCE STANDARD	MONITORING METHOD	REMEDIES FOR NON COMPLIANCE WITH PERFORMANCE STANDARD
<p>4. CONTRACTOR shall comply with paragraphs 2.1.1, 2.1.2 and 2.1.4.2 in the SOW and all other provisions of the Contract</p>	<p>The SDM application will be available for staff use 24 hours per day, 7 days per week with the exception of brief maintenance outages. Notice of such outages shall be made via e-mail to key department managers at least 3 days in advance</p>	<p>COUNTY monitors CONTRACTOR compliance with the Contract.</p> <p>CPM receives notices from other DCFS users.</p> <p>CPM receives results of any audit regarding CONTRACTOR compliance.</p> <p>CPM notifies and submits to CONTRACTOR a User Complaint Report (UCR) for each verified incident of non-compliance.</p>	<p>If two (2) UCRs are submitted within any of the contract years that indicate that CONTRACTOR is not in compliance with paragraphs 2.1.1, 2.1.2 and 2.1.4.2 in the SOW and/or any other provision of the Contract, CONTRACTOR shall submit within 24-hours from the receipt of the UCR a written Corrective Action Plan (CAP) to the COUNTY with an explanation of the problem and a plan for correcting the problem, subject to COUNTY approval.</p> <p>The COUNTY may impose a single deduction from CONTRACTOR's invoice in the amount of 3% of the Annual Maximum Contract Sum when the following occurs:</p> <ol style="list-style-type: none"> <li>1) For each UCR over two (2) submitted within any of the contract years that indicate that CONTRACTOR is not in compliance with paragraphs 2.1.1, 2.1.2 and 2.1.4.2 in the SOW and/or any other provision of the Contract; or</li> <li>2) Each CAP submitted by CONTRACTOR that does not meet with the COUNTY's approval</li> </ol>

## EXHIBIT A-1 PERFORMANCE REQUIREMENTS SUMMARY

REQUIRED SERVICES	PERFORMANCE STANDARD	MONITORING METHOD	REMEDIES FOR NON COMPLIANCE WITH PERFORMANCE STANDARD
<p>5. Contractor shall provide TA by helping to identify and convene an SDM core leadership team.</p>	<p>TA shall provide: Guidance and make decisions on key issues related to SDM as well as overall SDM system use.</p>	<p>COUNTY monitors CONTRACTOR compliance with the Contract. CPM receives notices from other DCFS users. CPM receives results of any audit regarding CONTRACTOR compliance. CPM notifies and submits to CONTRACTOR a User Complaint Report (UCR) for each verified incident of non-compliance.</p>	<p>If two (2) UCRs are submitted within any of the contract years that indicate that CONTRACTOR is not in compliance with paragraphs 2.1.5 in the SOW and/or any other provision of the Contract, CONTRACTOR shall submit within 24-hours from the receipt of the UCR a written Corrective Action Plan (CAP) to the COUNTY with an explanation of the problem and a plan for correcting the problem, subject to COUNTY approval.</p> <p>The COUNTY may impose a single deduction from CONTRACTOR's invoice in the amount of 3% of the Annual Maximum Contract Sum when the following occurs:</p> <ol style="list-style-type: none"> <li>1) For each UCR over two (2) submitted within any of the contract years that indicate that CONTRACTOR is not in compliance with paragraphs 2.1.5 in the SOW and/or any other provision of the Contract; or</li> <li>2) Each CAP submitted by CONTRACTOR that does not meet with the COUNTY's approval</li> </ol>

## EXHIBIT A-1 PERFORMANCE REQUIREMENTS SUMMARY

REQUIRED SERVICES	PERFORMANCE STANDARD	MONITORING METHOD	REMEDIES FOR NON COMPLIANCE WITH PERFORMANCE STANDARD
<p>6. Contractor shall comply with paragraphs 2.1.6, 2.1.6.1, 2.1.6.2, 2.1.6.3, 2.1.6.4 and 2.1.6.5 in the SOW and all other provisions of the Contract</p>	<p>SDM System Fidelity Review shall include:</p> <ol style="list-style-type: none"> <li>1) Macro-level Data Review</li> <li>2) Policy and Practice analysis</li> <li>3) Target Case Review</li> <li>4) Focus Groups</li> <li>5) Report and Presentations</li> </ol>	<p>COUNTY monitors CONTRACTOR compliance with the Contract.</p> <p>CPM receives notices from other DCFS users.</p> <p>CPM receives results of any audit regarding CONTRACTOR compliance.</p> <p>CPM notifies and submits to CONTRACTOR a User Complaint Report (UCR) for each verified incident of non-compliance.</p>	<p>If two (2) UCRs are submitted within any of the contract years that indicate that CONTRACTOR is not in compliance with paragraphs 2.1.6, 2.1.6.1, 2.1.6.2, 2.1.6.3, 2.1.6.4 and 2.1.6.5 in the SOW and/or any other provision of the Contract. CONTRACTOR shall submit within 24-hours from the receipt of the UCR a written Corrective Action Plan (CAP) to the COUNTY with an explanation of the problem and a plan for correcting the problem, subject to COUNTY approval.</p> <p>The COUNTY may impose a single deduction from CONTRACTOR's invoice in the amount of 3% of the Annual Maximum Contract Sum when the following occurs:</p> <ol style="list-style-type: none"> <li>1) For each UCR over two (2) submitted within any of the contract years that indicate that CONTRACTOR is not in compliance with paragraphs 2.1.6 in the SOW and/or any other provision of the Contract; or</li> <li>2) Each CAP submitted by CONTRACTOR that does not meet with the COUNTY's approval</li> </ol>



## EXHIBIT A-1 PERFORMANCE REQUIREMENTS SUMMARY

REQUIRED SERVICES	PERFORMANCE STANDARD	MONITORING METHOD	REMEDIES FOR NON COMPLIANCE WITH PERFORMANCE STANDARD
<p>7. Contractor shall comply with paragraphs 2.1.7, 2.1.7.1, 2.1.7.2, 2.1.7.3, 2.1.7.4 and 2.1.7.5 in the SOW and all other provisions of the Contract</p>	<p>SDM System Practice Improvements Activities Review shall include:</p> <ol style="list-style-type: none"> <li>1) Initial SDM Re- Orientation Trainings</li> <li>2) Advanced SDM Supervisor and Leadership Training</li> <li>3) Practice Coaching</li> <li>4) Using the SDM System in CQI</li> <li>5) Ad Hoc Data Analytic Services and Reports</li> </ol>	<p>COUNTY monitors CONTRACTOR compliance with the Contract.</p> <p>CPM receives notices from other DCFS users.</p> <p>CPM receives results of any audit regarding CONTRACTOR compliance.</p> <p>CPM notifies and submits to CONTRACTOR a User Complaint Report (UCR) for each verified incident of non-compliance.</p>	<p>If two (2) UCRs are submitted within any of the contract years that indicate that CONTRACTOR is not in compliance with paragraphs 2.1.7, 2.1.7.1, 2.1.7.2, 2.1.7.3, 2.1.7.4 and 2.1.7.5 in the SOW and/or any other provision of the Contract, CONTRACTOR shall submit within 24-hours from the receipt of the UCR a written Corrective Action Plan (CAP) to the COUNTY with an explanation of the problem and a plan for correcting the problem, subject to COUNTY approval.</p> <p>The COUNTY may impose a single deduction from CONTRACTOR's invoice in the amount of 3% of the Annual Maximum Contract Sum when the following occurs:</p> <ol style="list-style-type: none"> <li>3) For each UCR over two (2) submitted within any of the contract years that indicate that CONTRACTOR is not in compliance with paragraphs 2.1.7 and 2.1.7.1 in the SOW and/or any other provision of the Contract; or</li> <li>4) Each CAP submitted by CONTRACTOR that does not meet with the COUNTY's approval</li> </ol>

## EXHIBIT A-1 PERFORMANCE REQUIREMENTS SUMMARY

REQUIRED SERVICES	PERFORMANCE STANDARD	MONITORING METHOD	REMEDIES FOR NON COMPLIANCE WITH PERFORMANCE STANDARD
<p>8. Contractor shall reserve time for up to one additional ad hoc onsite meetings.</p>	<p>Ad Hoc meetings shall include:  Two additional meeting per year upon request by DCFS for coordination, stakeholder presentation and project management.</p>	<p>COUNTY monitors CONTRACTOR compliance with the Contract.  CPM receives notices from other DCFS users.  CPM receives results of any audit regarding CONTRACTOR compliance.  CPM notifies and submits to CONTRACTOR a User Complaint Report (UCR) for each verified incident of non-compliance.</p>	<p>If two (2) UCRs are submitted within any of the contract years that indicate that CONTRACTOR is not in compliance with paragraphs 2.1.8 in the SOW and/or any other provision of the Contract, CONTRACTOR shall submit within 24-hours from the receipt of the UCR a written Corrective Action Plan (CAP) to the COUNTY with an explanation of the problem and a plan for correcting the problem, subject to COUNTY approval.</p> <p>The COUNTY may impose a single deduction from CONTRACTOR's invoice in the amount of 3% of the Annual Maximum Contract Sum when the following occurs:</p> <ol style="list-style-type: none"> <li>1) For each UCR over two (2) submitted within any of the contract years that indicate that CONTRACTOR is not in compliance with paragraphs 2.1.8 in the SOW and/or any other provision of the Contract; or</li> <li>2) Each CAP submitted by CONTRACTOR that does not meet with the COUNTY's approval</li> </ol>

**EXHIBIT A-2 PRICING SCHEDULE**

The pricing indicated in this Exhibit A-2, Pricing Schedule, represents the Maximum Annual Contract Sum, and is inclusive of all costs necessary to support and maintain the use of SDM by the County. All support necessary to be provided by CONTRACTOR to maintain and successfully enable the COUNTY to use the SDM process and its application. CONTRACTOR and COUNTY agree that the amount stated herein is the Maximum Annual Contract Sum that the COUNTY will pay for successful delivery of the services described in this Contract. The amounts listed herein are maximum estimates and actual costs may be lower based on actual service rendered by CONTRACTOR and shall not be reimbursed for any increase in actual workload due to unforeseen circumstances, legislative actions, or any other contributing factor.

CONTRACTOR shall provide services and support for three years to DCFS for a total of \$1,279,440 for access to the Structured Decision Making CPS model, web applications, SafeMeasures quality assurance reporting service, and SDM Consulting and Technical Assistance Support. The Pricing Schedules of goods and services will be provided in the following four categories:

<b>Pricing Schedule for Years One, Two and Three</b> <b>SafeMeasures Subscription Renewal Fee</b> <b>Cost Per Year: 2018-2020</b>	
<b>SafeMeasures Subscription Cost Per Month</b>	<b>\$9,174.17</b>
<b>TOTAL COST PER YEAR</b>	<b>\$110,090</b>
Note: CONTRACTOR Shall bill DCFS on a Monthly basis. A daily or hourly prorated cost will be applied for any day(s) or hours where SDM system services are not rendered.	

**Pricing Schedule for Years One, Two and Three  
SDM® Web-Based Application Support  
Cost Per Year: 2018-2020**

<b>SDM® Web-Based Application Support Cost Per Month</b>	<b>\$910</b>
<b>TOTAL COST PER YEAR</b>	<b>\$10,920</b>

Note: CONTRACTOR Shall bill DCFS on a Monthly basis. A daily or hourly prorated cost will be applied for any day(s) or hours where SDM system services are not rendered.

**Pricing Schedule for Years One, Two and Three  
SDM® Consulting and Technical Assistance (TA) Support  
Cost Per Year: 2018-2020**

<b>SDM® Consulting and TA Support Cost Per Month</b>	<b>\$1,925</b>
<b>TOTAL COST PER YEAR</b>	<b>\$23,100</b>

Note: CONTRACTOR Shall bill DCFS after the expenses have been incurred. A daily or hourly prorated cost will be applied if onsite visit takes less than 2.5 days to complete.

**Pricing Schedule for Years One, Two and Three  
SDM® Analytical Reports  
Cost Per Year: 2018-2020**

<b>Three SDM® Specialized Reports: \$5,760 each</b>	<b>\$17,280</b>
<b>One SDM® Annual Management Report</b>	<b>\$17,275</b>
<b>TOTAL COST PER YEAR</b>	<b>\$34,555</b>

Note: CONTRACTOR Shall bill DCFS upon completion of each SDM special or SDM Management report.

**Pricing Schedule for Year One  
SDM System Practice Improvement Activities  
Cost for 2018**

<b>SDM Core Team Kickoff Meeting</b>	<b>\$47,090</b>
<b>SDM System Fidelity Review</b>	<b>\$112,615</b>
<b>SDM Core Team Meeting</b>	<b>\$24,000</b>
<b>Project Management</b>	<b>\$18,000</b>
<b>TOTAL COST FOR YEAR ONE</b>	<b>\$201,705</b>

Note: CONTRACTOR Shall bill DCFS upon completion of the meetings or each fidelity review activity.  
CONTRACTOR Shall bill DCFS on an annual basis

<b>Pricing Schedule for Year Two SDM® System Practice Improvement Activities Cost for 2019</b>	
<b>Two SDM Cored Team Meetings: \$24,000 each</b>	<b>\$48,000</b>
<b>Initial SDM System Re-orientation Training to include Curriculum Development, Training for Trainers and Five Regional Demonstration Trainings</b>	<b>\$101,195</b>
<b>Advanced SDM Supervision and Management Training to include Curriculum Development, Training for Trainers and Five Regional Demonstration Trainings</b>	<b>\$102,050</b>
<b>Two Using SDM Data in CQI Meetings: \$10,820 each</b>	<b>\$21,640</b>
<b>Ad Hoc Data Analytic Services and Reports</b>	<b>\$50,000</b>
<b>Project Management</b>	<b>\$18,000</b>
<b>TOTAL COST FOR YEAR TWO</b>	<b>\$340,885</b>
<p>Note: CONTRACTOR Shall bill DCFS upon completion of each completion of each above activity and at the end of month 24 for Project Management.</p>	

**Pricing Schedule for Year Three  
SDM® Sustainability Activities  
Cost for 2020**

<b>Two SDM Cored Team Meetings: \$24,000 each</b>	<b>\$48,000</b>
<b>Two Using SDM Data in CQI Meetings: \$10,820 each</b>	<b>\$21,640</b>
<b>Practice Coaching to include Curriculum Development, Coaching for SDM Training and Five Regional Coaching Demonstrations</b>	<b>\$96,210</b>
<b>Project Management</b>	<b>\$18,110</b>
<b>Additional ad hoc onsite meeting</b>	<b>\$16,895</b>
<b>TOTAL COST FOR YEAR THREE</b>	<b>\$200,855</b>

Note: CONTRACTOR Shall bill DCFS upon completion of each completion of each above activity and at the end of month 36 for Project Management.

## ANNUAL SUMMARY PRICING SCHEDULE

	Year 1 2018	Year 2 2019	Year 3 2020
1. SafeMeasures Subscription Renewal Fee	\$110,090	\$110,090	\$110,090
2. SDM® Web-Based Application Hosting/Maintenance	\$10,920	\$10,920	\$10,920
3. Additional On-Site and Technical Assistance Support	\$23,100	\$23,100	\$23,100
4. SDM® Management and Specialized Reports	\$34,555	\$34,555	\$34,555
5. Phase 1: Preliminary SDM System Practice Improvement Activities for Year One; 2018	\$201,705	\$0	\$0
6. Phase 2: SDM System Practice Improvement Activities for Year Two; 2019	\$0	\$340,885	\$0
7. Phase 3: Sustainability Activities for Year Three; 2020	\$0	\$0	\$200,855
<b>TOTAL</b>	<b>\$380,370</b>	<b>\$519,550</b>	<b>\$379,520</b>



**Los Angeles County DCFS  
Web-Based Application Hosting/Support  
cost per year 2018-2020**

<b>Personnel</b>	<b>Rate*</b>	<b>Days</b>	<b>Subtotal</b>	<b>Total</b>
DB Systems Manager	\$1,014	2.5	\$2,535	<b>\$10,921</b>
System Engineer	\$902	3	\$2,706	
Application Help Desk	\$568	10	\$5,680	
<b>TOTAL BUDGET</b>				<b>\$10,921</b>

**Los Angeles County DCFS  
SDM® Consulting And Technical Assistance Support  
cost per year 2018-2020**

<b>Personnel</b>	<b>Rate*</b>	<b>Days</b>	<b>Subtotal</b>	<b>Total</b>
Senior Researcher	\$1,410	11	\$15,510	<b>\$23,150</b>
Research Associate	\$640	8	\$5,120	
Program Support	\$630	4	\$2,520	
<b>TOTAL BUDGET</b>				<b>\$23,150</b>

**Los Angeles County DCFS  
SDM® Management Reports  
cost per year 2018-2020**

<b>Personnel</b>	<b>Rate*</b>	<b>Days</b>	<b>Subtotal</b>	<b>Total</b>
Senior Researcher	\$1,410	4	\$5,640	<b>\$34,555</b>
Research Associate	\$640	25	\$16,000	
Program Support	\$630	20.5	\$12,915	
<b>TOTAL BUDGET</b>				<b>\$34,555</b>

\*Rates include fringe benefits, other, and indirect costs