



PHILIP L. BROWNING
Director

**County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

425 Shatto Place, Los Angeles, California 90020
(213) 351-5602

Board of Supervisors

GLORIA MOLINA
First District
MARK RIDLEY-THOMAS
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November 18, 2014

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

25 November 18, 2014

Sachi A. Hamai
SACHI A. HAMAI
EXECUTIVE OFFICER

Dear Supervisors:

**REQUEST TO APPROVE AMENDMENT NUMBER ONE TO
CONTRACT NUMBER 11-012-01 WITH NATIONAL COUNCIL ON CRIME AND DELINQUENCY
AND FOR DELEGATED AUTHORITY TO EXERCISE RENEWAL OPTIONS**

(ALL SUPERVISORIAL DISTRICTS) (3 VOTES)

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

SUBJECT

The Department of Children and Family Services (DCFS) is seeking the Board's approval of Amendment One to Contract Number 11-012-01 with National Council on Crime and Delinquency (NCCD) to extend the term one year, with the option to extend up to two additional one-year periods. The extension will allow DCFS to continue to obtain the support and services needed to access the SafeMeasures reporting services to monitor staff compliance and trends, and maintain Structured Decision Making (SDM) fidelity.

IT IS RECOMMENDED THAT THE BOARD:

1. Approve and instruct the Chairman to sign Amendment Number One (Attachment II) to Contract Number 11-012-01, to continue the SafeMeasures subscription and SDM support services and extend the term of the Contract for one year effective January 1, 2015 through December 31, 2015, with an option to extend the term two 1-year renewal periods through December 31, 2017. The annual Maximum Contract Sum is \$171,018, financed using 36 percent Federal Title IV-E funds, 33 percent State funds, and 31 percent Net County Cost (NCC) funds for a total Maximum Sum of

\$513,054.

2. Delegate authority to the Director, or his designee, to exercise up to two 1-year options to extend the Contract by written notice contingent upon: (a) the availability of funding; (b) approval by County Counsel and the Chief Executive Officer (CEO); and (c) the Director notifies, in writing, within ten business days to the Board and CEO the renewal option has been exercised.

3. Delegate authority to the Director, or his designee, to amend the Contract to increase or decrease the Maximum Annual 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; and (b) approval by County Counsel and the CEO.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The current Contract with NCCD will expire on December 31, 2014. The recommended actions will ensure the continued subscription of the SafeMeasures Application and ongoing SDM Application support. The initial extension period of this Amendment is January 1, 2015 through December 31, 2015. The two renewal extension periods are January 1, 2016 through December 31, 2016; and January 1, 2017 through December 31, 2017.

NCCD is the State of California approved vendor and sole proprietor of the SafeMeasures and SDM Applications. 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. These reports are utilized by DCFS' line staff to monitor staff compliance and trends.

The SDM Application, which is a collection of research-based and actuarial tools, has been fully implemented by the County and NCCD. These tools are designed to enhance decision-making at key points during the life of a case for case-specific evaluation and assessment. These services are required to maintain SDM fidelity, to continue the review of the implementation of the SDM Application, and to discuss issues that are identified in the annual SDM Report, as well as design problem-solving strategies to improve SDM practice in the County.

Implementation of Strategic Plan Goals

The recommended actions are consistent with the principles of the Countywide Strategic Plan Goal No. 3, Integrated Services Delivery: Providing case assessment proficiency in delivering services to the public in support of Youth Protection Programs.

FISCAL IMPACT/FINANCING

The Maximum Contract Sum for the extension period of January 1, 2015 through December 30, 2015, is \$171,018 and will be financed using 36 percent (\$61,566) Federal revenue, 33 percent (\$56,436) State revenue, and 31 percent (\$53,016) NCC. The Maximum Annual Contract Sum for each option 1-year renewal period is \$171,018. The total cost of this Amendment, if all option periods are exercised is \$513,054. Sufficient funding is included in DCFS Fiscal Year (FY) 2014-15 Adopted Budget, and will be included for subsequent fiscal years in DCFS future budget requests.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The State of California contracted with NCCD from 1998 until December 2003 to assist the California Department of Social Services (CDSS) and seven pilot counties (including County of Los Angeles) with their design and implementation of the SDM Application. To date, NCCD has assisted or is assisting 25 States across the United States to implement the SDM model.

In 2004, full implementation of the SDM assessment tools (Hotline, Safety Assessment, Risk Assessment, Family Strengths and Needs, Risk Reassessment, 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.

The State pays for the use of the SDM Application. However, since January 1, 2006, NCCD, under contract, has provided the County with SafeMeasures reports subscription, SDM Web-Based Application support, SDM analytical reporting services, and SDM consulting and technical assistance support for County SDM practice.

On December 20, 2011, your Board approved the current Sole Source Contract effective January 1, 2012, with NCCD to continue the SafeMeasure subscription and SDM support services. The Contract expires on December 31, 2014, therefore, DCFS is requesting to amend the Contract to extend the term at the annual sum of \$171,018, incorporate breach notification provisions of Assembly Bill 1149, and replace Exhibit A Statement of Work; Exhibit A-1 Performance Requirements Summary; Exhibit A-2 Pricing Schedule; and Exhibit A-3 Line Item Budget with attached updated versions.

The County is not required to submit an Advance Planning Document (APD) to the State Office of Systems Integration for this information technology purchase, since the Application was purchased by the State and has been licensed to the County.

The Chief Information Officer (CIO) recommends approval of Amendment One and the CIO Analysis is attached (Attachment I). The CEO and County Counsel reviewed the Board Letter, Amendment, and Exhibits. The Amendment was approved as to form by County Counsel.

CONTRACTING PROCESS

NCCD is the sole proprietor of the SDM Application that provides SafeMeasures subscription and SDM support services. As required by State regulations, the County requested and received the attached CDSS approval to extend the Contract through December 31, 2017.

No additional contracting process is required.

CONTRACTOR PERFORMANCE

NCCD has continually met all performance standards as outlined in the current Contract and determined to be a responsive and responsible Contractor by the County's Program Manager. No money is owed to the County by NCCD.

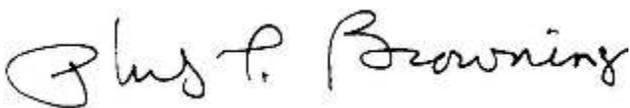
IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of the proposed recommendations will allow the County to continue to use the SDM tools to assess the safety and risk of families, assist in reducing maltreatment, and improve timelines to permanency. Without the SDM tools, families may not be properly assessed at key case decision points.

CONCLUSION

Upon Board approval, the Executive Officer, Board of Supervisors, is requested to return one adopted stamped Board Letter and two executed Amendments to the Department of Children and Family Services.

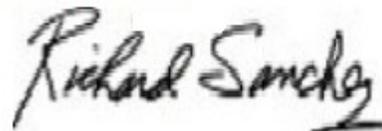
Respectfully submitted,



PHILIP L. BROWNING

Director

Reviewed by:



RICHARD SANCHEZ

Chief Information Officer

PLB:EM
LTI:EO:ea

Enclosures

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



RICHARD SANCHEZ
CHIEF INFORMATION OFFICER

Office of the CIO
CIO Analysis

NUMBER:

CA 14-24

DATE:

10/26/2014

SUBJECT:

REQUEST TO APPROVE AMENDMENT NUMBER ONE TO CONTRACT NUMBER 11-012-01 WITH NATIONAL COUNCIL ON CRIME AND DELINQUENCY AND FOR DELEGATED AUTHORITY TO EXERCISE RENEWAL OPTIONS

RECOMMENDATION:

Approve Approve with Modification Disapprove

CONTRACT TYPE:

New Contract Sole Source
 Amendment to Contract #: 11-012-01 Other: Describe contract type.

CONTRACT COMPONENTS:

Software Hardware
 Telecommunications Professional Services

SUMMARY:

Department Executive Sponsor: Philip Browning, Director, Department of Children and Family Services

Description: Department of Children and Family Services (DCFS) is requesting Board approval for Amendment Number One to: 1) extend the term for one year with two additional one-year renewal periods; 2) delegate authority to the Director, or his designee, to exercise optional periods; and 3) delegate authority to the Director, or his designee, to amend the Contract to increase or decrease the Maximum Annual Contract Sum by no more than 10 percent per year during the Contract term.

Contract Amount: \$513,054

Funding Source: Federal, State and NCC. The NCC portion will be funded through the Department's Operating Budget

Legislative or Regulatory Mandate Subvended/Grant Funded: 36% Federal, 33% State, and 31% NCC

**Strategic and
Business Analysis**

PROJECT GOALS AND OBJECTIVES:

The proposed Amendment enables DCFS to continue receiving from the Children's Research Center (CRC), a division of National Council on Crime and Delinquency (NCCD), a subscription to the SafeMeasures analytical service and Structured Decision Making (SDM) application and practice support services.

BUSINESS DRIVERS:

Through this Contract, NCCD/CRC provides the following:

1. SafeMeasures Reports Subscription – Web-based analytical service that provides over 150 reports using the Children Welfare System Case Management System (CWS/CMS) data, which are available via a secure website and used to manage compliance with case practice standards, and Federal and State outcome goals.
2. SDM Application Support – SDM is a vendor hosted web-based application that provides decision support tools and guidelines for child protection assessments during the lifecycle of a case (referral through last service contact). Support services include help desk phone support, daily downloads of the SDM database, and online SDM access for DCFS hotline staff to support the Suspected Child Abuse Report (SCAR) system for Mandated Reporters.
3. SDM Consulting Support – Consulting assistance via phone, e-mail, and an annual site visits. Used to assess SDM practice utilization and provide recommendations for improvement.
4. SDM Analytical Reports – Annual reports of SDM practice utilization and three specialized ad-hoc reports addressing areas of special interest.

PROJECT ORGANIZATION:

The Contract is managed by DCFS' Bureau of Information Services under the direction of DCFS' IT Manager and Chief Information Officer.

PERFORMANCE METRICS:

The Contract identifies specific vendor performance requirements and remedies for non-compliance.

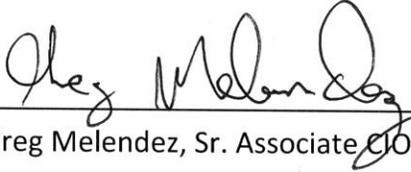
STRATEGIC AND BUSINESS ALIGNMENT:

This Contract supports County's Strategic Plan Goal No. 3, Integrated Services Delivery.

PROJECT APPROACH:

This Contract enables DCFS uninterrupted utilization of: 1) SafeMeasures analytical reporting service to support compliance monitoring; and 2) the SDM system and associated products and services that support the Department's case evaluation and assessment processes.

	<p>ALTERNATIVES ANALYZED:</p> <p>No alternatives were considered. Both SafeMeasures and SDM System were developed by and proprietary to NCCD/CRC. SafeMeasures in only service that provides reporting mandated by the State to assess County performance. SDM is used by the majority of California counties and are the principle decision support tools available for child protection assessments.</p>				
<p>Technical Analysis</p>	<p>ANALYSIS OF PROPOSED IT SOLUTION:</p> <p>SafeMeasures is a web-based analytical reporting service and provides reports to assess compliance various Federal, State, and Local government regulations, policies, and practices based on County CWS/CMS data. This web-based service is hosted by NCCD/CRC in Wisconsin and uses an Oracle data warehouse, UNIX operating system, and Security Socket Layer (SSL) to encrypt information over the Internet. Data and reports are displayed using an Internet-based application, built using Microsoft ASP.NET MVC and hosted on multiple clusters of Windows servers. On the client side, the SafeMeasures display system uses a combination of HTML, jQuery, and custom JavaScript to display information and respond to user interactions. Maps are drawn using tools from ESRI GIS software.</p> <p>SDM is a web-based decision support system that is also hosted by NCCD/CRC in Wisconsin and provides a set of research-based assessment tools for DCFS children social workers and their supervisors. This application was custom-built for the State of California and uses extracts of case management data from CWS/CMS to display users' caseloads, populate header data, and route assessments for supervisor approval. The application was built using Microsoft ASP.NET, and is hosted on multiple clusters of Windows servers. Assessment data is stored in an Oracle database. On the client side, SDM uses a combination of HTML and custom JavaScript to display assessments and respond to user interactions. Access to SDM is limited to pre-approved DCFS IP addresses.</p>				
<p>Financial Analysis</p>	<p>BUDGET:</p> <p>Contract costs</p> <p>Ongoing annual costs:</p> <table border="0"> <tr> <td>Services</td> <td>\$ 513,054</td> </tr> <tr> <td>Sub-total Contract Costs:</td> <td>\$ 513,054</td> </tr> </table> <p>Total ongoing annual costs: \$ 513,054</p> <p>Assumes that all Contract options will be exercised. The Contract is financed via a combination of Federal, State, and Net County Cost (NCC) funds.</p>	Services	\$ 513,054	Sub-total Contract Costs:	\$ 513,054
Services	\$ 513,054				
Sub-total Contract Costs:	\$ 513,054				

<p>Risk Analysis</p>	<p>RISK MITIGATION:</p> <ol style="list-style-type: none"> 1. Potential risks are small, given the limited scope-of-work to be performed and vendor’s experience in performing these services. 2. The Chief Information Security Officer (CISO) reviewed the Amendment and recommended additional breach notification language that has been incorporated in the Amendment.
<p>CIO Approval</p>	<p>PREPARED BY:</p> <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;">  <hr/> <p>Greg Melendez, Sr. Associate CIO</p> </div> <div style="text-align: center;"> <p>11/5/2014</p> <hr/> <p>Date</p> </div> </div> <p>APPROVED:</p> <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;">  <hr/> <p>Richard Sanchez, County Chief Information Officer</p> </div> <div style="text-align: center;"> <p>11-5-14</p> <hr/> <p>Date</p> </div> </div>

Please contact the Office of the CIO (213.253.5600 or info@cio.lacounty.gov) for questions concerning this CIO Analysis. This document is also available online at <http://ciointranet.lacounty.gov/>



AMENDMENT NUMBER ONE

TO

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

CONTRACT NUMBER 11-012-01

WITH

NATIONAL COUNCIL ON CRIME AND DELINQUENCY

January 1, 2015

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

This Amendment Number One (“Amendment”) to SafeMeasures® Subscription and Structured Decision Making Support Services, (“Contract”) adopted by the Board of Supervisors on December 20, 2011, is made and entered into by and between the County of Los Angeles, (“COUNTY”), and National Council On Crime and Delinquency, (“CONTRACTOR”), this 1st day of January, 2015.

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 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

WHEREAS, the Department of Children and Family Services (DCFS) is extending the CONTRACT for an additional 12 months, effective January 1, 2015, through December 31, 2015, with the option to extend for up to two (2) one-year periods; and

WHEREAS, this Amendment incorporates breach notification provisions promulgated in Assembly Bill 1149; and

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

1. Part I, Unique Terms and Conditions, Section 3.0 Term, Sub-section 3.1 is amended to add Sub-section 3.1.1 as follows:
 - 3.1.1 The Contract term is extended for 12 months, effective January 1, 2015, through December 31, 2015.

2. Part I, Unique Terms and Conditions, Section 3.0 Term, Sub-section 3.2 is amended to add Sub-section 3.2.2 as follows:

3.2.2 The COUNTY, by and through the Director of DCFS, shall have the option to extend this Contract by written notice for up to two (2) additional one-year periods through December 31, 2017.

3. Part I, Unique Terms and Conditions, Section 4.0 Contract Sum, Sub-section 4.1 is amended to add Sub-sections 4.1.1 and 4.1.2 as follows:

4.1.1 The Maximum Annual Contract Sum for the period of January 1, 2015, through December 31, 2015 and for each of the two (2) option years through December 31, 2017 is \$171,018, for a total of \$513,054 for a three-year term.

4.1.2 The Maximum Contract Sum is \$1,006,368.

4. Part 1, Unique Terms and Conditions, Section 8.0 Confidentiality, Sub-sections 8.7 is deleted in its entirety and replaced as follows:

8.7 In connection with the occurrence of any Security Incident with respect to the System, CONTRACTOR shall:

(a) No later than forty-eight (48) hours of the occurrence of such Security Incident, provide COUNTY's Project Manager and COUNTY's Chief Information Security Officer at (562) 940-3335 and CISOnotify@cio.lacounty.gov with telephonic and written notification detailing such Security Incident;

(b) Investigate (with COUNTY's participation if so desired by COUNTY) such Security Incident;

(c) Perform a root cause analysis and prepare a corrective action plan if applicable;

(d) Provide written reports of its findings and proposed actions to COUNTY for its review;

(e) To the extent such Security Incident is within CONTRACTOR's areas of control, remediate such Security Incident or potential Security Incident;

(f) Providing mutually agreed-upon notices that COUNTY deems appropriate to affected data subjects, government agencies, credit bureaus and other entities; and

(g) Reasonably cooperate with COUNTY in any litigation and investigation against third parties deemed necessary by COUNTY to protect the

Confidential Information. CONTRACTOR shall be responsible for all costs it incurs as a result of compliance with the above requirements (including document production, delivery and data subjects' file retention costs) to the extent such Security Incident is caused by Contractor's failure to comply with its security obligations hereunder. No later than ten (10) business days of COUNTY's Project Manager's request therefor, CONTRACTOR shall make the staff responsible for compliance with the CONTRACTOR's data security procedures and practices available for a conference call with COUNTY staff to discuss each Security Incident and the response to such Security Incident, which response shall include, but not be limited to, the steps taken to prevent the reoccurrence of such a Security Incident.

5. Exhibit A has been deleted in its entirety and replaced with revised Exhibit A Statement of Work and as attached hereto, is added to the contract.
6. Exhibit A-1 has been deleted in its entirety and replaced with revised Exhibit A-1 Performance Requirements Summary and as attached hereto, is added to the contract.
7. Exhibit A-2 has been deleted in its entirety and replaced with revised Exhibit A-2 Pricing Schedule and as attached hereto, is added to the contract.
8. Exhibit A-3 has been deleted in its entirety and replaced with revised Exhibit A-3 Line Item Budget and as attached hereto, is added to the contract.

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

AMENDMENT NUMBER ONE TO
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 One to be subscribed by its Chairman and the seal of such Board to be hereto affixed and attested by the Executive Officer-Clerk of the Board, and the CONTRACTOR has caused this Amendment Number One 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

By

Don Krabe
Chairman, Board of Supervisors

ATTEST:

SACHI A. HAMAI

Executive Officer-Clerk of the
Los Angeles County
Board of Supervisors

By

[Signature]
Deputy

NOV 18 2014

I hereby certify that pursuant to
Section 25103 of the Government Code,
a copy of this document has been made.

SACHI A. HAMAI
Executive Officer
Clerk of the Board of Supervisors

By

[Signature]
Deputy

National Council on Crime and Delinquency
CONTRACTOR

By

[Signature]
Name Katherine H. Park
Title Vice President

By

[Signature]
Name Toni Aleman
Title Director of Administration

13-1624111
Tax Identification Number

Notary: Debra S Paulus

Debra S. Paulus

Date: 10/2/14

Notary Exp: 11/2/14

ADOPTED
BOARD OF SUPERVISORS

25 NOV 18 2014

[Signature]
SACHI A. HAMAI
EXECUTIVE OFFICER

APPROVED AS TO FORM:
BY THE OFFICE OF COUNTY COUNSEL
RICK WEISS

BY

[Signature]
David Beaudet, Senior Deputy County Counsel

78300

EXHIBIT A

STATEMENT OF WORK

2015-2017

**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
- Professionalism
- Accountability
- Compassion
- Integrity
- Commitment
- A Can-Do Attitude
- 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 systems.
- ✓ 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 – PROJECT 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 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 A, 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 Statement of Work (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 SafeMeasure 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

2.1.1.1 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 and provide a live feed to the PMR application. 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' website. 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. DCFS will pay Contractor for the consulting services according to the Pricing Schedule in Exhibit A-2.

2.1.4.2 TA Assistance - Contractor will also provide off-site TA by responding to questions or inquiries received from DCFS staff via e-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. DCFS will pay Contractor for TA services according to the Pricing Schedule in Exhibit A-2.

EXHIBIT A-1 PERFORMANCE REQUIREMENTS SUMMARY

	REQUIRED SERVICES	PERFORMANCE STANDARD	MONITORING METHOD	REMEDIES FOR NON-COMPLIANCE WITH PERFORMANCE STANDARD
1.	NCCD shall maintain the Police Mandated Reported application by providing a live feed to the SDM database and provides daily SDM data extracts of the SDM warehouse.	100% access during business hours (from 6:00 A.M. to 8:00 P.M. Pacific Standard Time)	<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 Complaint 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 2.1.2.2 and 2.1.1 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> <p>1) For each UCR over two (2) submitted within any of the contract years that indicate that CONTRACTOR is not in compliance with paragraphs 2.1.2.2 and 2.1.1 in the SOW and/or any other provision of the Contract; or</p> <p>2) 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
2.	NCCD shall provide DCFS with reporting services by producing a minimum of three Specialized Reports per year and an Annual SDM Management Report.	4 of 4 (or 100%) provision of the reports.	<p>The receipt of 3 written specialized reports and an annual SDM management report by CPM regarding DCFS requested topics of interest.</p> <p>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
3.	NCCD shall provide DCFS staff with consulting services and TA	<p>TA shall provide:</p> <p>1) Acknowledgement or confirmation within 2 hours from the time of the submission of service request.</p> <p>2) Status/resolution to the end users within 24 hours from the time of submission of service request.</p>	<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> <p>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</p> <p>2) 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
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.	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>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"> 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 2) Each CAP submitted by CONTRACTOR that does not meet with the COUNTY's approval.

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 \$464,856 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:

Pricing Schedule	
SafeMeasures Subscription Renewal Fee	
Cost per year: 2015-2017	
SafeMeasures Subscription Cost Per Month	\$8,737.33
TOTAL COST PER YEAR	\$104,848
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
SDM® Web-Based Application Support
Cost Per Year: 2015-2017

SDM® Web-Based Application Support Cost Per Month	\$883.33
TOTAL COST PER YEAR	\$10,600

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
SDM® Consulting and Technical Assistance (TA) Support
Cost per year: 2015-2017

SDM® Consulting and TA Support Services Cost Per Month	\$1,833.33
TOTAL COST PER YEAR	\$22,000

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
SDM® Analytical Reports
Cost per Year: 2015-2017**

**Three SDM® Specialized Reports at \$6,039.33 each
One SDM® Annual Management Report at \$15,452**

TOTAL COST PER YEAR \$33,570

Note: Contractor shall bill DCFS upon completion of each SDM special or SDM Management report.

ANNUAL SUMMARY PRICING SCHEDULE

	Year 1 2015	Year 2 2016	Year 3 2017
1. SafeMeasures Subscription Renewal Fee	\$104,848	\$104,848	\$104,848
2. SDM® Web-Based Application Hosting/Maintenance	\$10,600	\$10,600	\$10,600
3. SDM® Management and Specialized Reports	\$33,570	\$33,570	\$33,570
4. Additional On-Site and Technical Assistance Support	\$22,000	\$22,000	\$22,000
TOTAL	\$171,018	\$171,018	\$171,018

Los Angeles County DCFS Web-Based Application Hosting/Maintenance 2015-2017 cost per year				
	Rate*	Days	Subtotal	Total
Personnel				\$10,598
DB Systems Manager	\$984	2.5	\$2,460	
System Engineer	\$876	3	\$2,628	
Application Help Desk	\$551	10	\$5,510	
TOTAL BUDGET				\$10,598

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

Los Angeles County DCFS SDM® Consulting and Technical Assistance Support 2015-2017 cost per year				
	Rate*	Days	Subtotal	Total
Personnel				\$19,849
Senior Researcher	\$1,369	11	\$15,059	
Research Associate	\$815	4	\$3,260	
Admin Support	\$612	2.5	\$1,530	
Travel				\$2,150
Airfare	\$650	1	\$650	
Hotel	\$200	4	\$800	
Meals	\$65	5	\$325	
Ground	\$75	5	\$375	
TOTAL BUDGET				\$21,999

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

Los Angeles County DCFS SDM® Management Reports 2015-2017 cost per year				
	Rate*	Days	Subtotal	Total
Personnel				\$33,572
Senior Researcher	\$1,369	4	\$5,476	
Research Associate	\$622	25	\$15,550	
Admin	\$612	20.5	\$12,546	
TOTAL BUDGET				\$33,572

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