



BRANDON T. NICHOLS
Director

JENNIE FERIA
Chief Deputy Director

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

510 S. Vermont Avenue, Los Angeles, California 90020
(213) 351-5602



Board of Supervisors

HILDA L. SOLIS
First District

HOLLY J. MITCHELL
Second District

LINDSEY P. HORVATH
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

May 13, 2025

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

Dear Supervisors:

**REQUEST TO APPROVE AN EXTENSION TO THE SOLE SOURCE CONTRACT
FOR CONSULTANT SERVICES
(ALL SUPERVISORIAL DISTRICTS) (3-VOTES)**

SUBJECT

The Department of Children and Family Services (DCFS) requests the Board's approval to extend the existing Sole Source Contract for Consultant Services with Chapin Hall at the University of Chicago (Chapin Hall).

IT IS RECOMMENDED THAT THE BOARD:

1. Delegate authority to the Director of DCFS, or designee, to execute an amendment substantially similar to Attachment A, to a contract for Consultant Services with Chapin Hall. The term of the extension will be effective July 1, 2025 through December 31, 2026. The Maximum Contract Amount for this term will be \$769,507, financed using 50 percent State Block Grant (SBG) and 50 percent Title IV-E funds. The Board and the Chief Executive Officer (CEO) will be notified, in writing, within 10 business days after execution of the amendment.
2. Delegate authority to the Director of DCFS, or designee, to execute an amendment to increase or decrease the contract amount not to exceed 10 percent of the Maximum Contract Sum, provided that: a) sufficient funding is available; b) County Counsel's approval is obtained; and c) the Director of DCFS, or designee, notifies the Board and the CEO, in writing, within 10 business days after execution.
3. Delegate authority to the Director of DCFS, or designee, to execute future amendments to make changes to the contract term and conditions, Statement of Work, and Exhibits, if necessary to accommodate unanticipated changes in service needs, provided that: a) County Counsel's approval is obtained; and b) the Director of DCFS, or designee, notifies the Board and the CEO, in writing, within 10 business days after execution.

4. Delegate authority to the Director of DCFS, or designee, to terminate the contract for convenience or default by written notice or amendment, provided that: a) County Counsel's approval is obtained; and b) the Director of DCFS, or designee, notifies the Board and the CEO, in writing, within 10 business days of execution.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

DCFS has engaged Chapin Hall to develop the Family First Prevention Services Act (FFPSA) Implementation Plan and to guide implementation efforts. Through FFPSA, Title IV-E funding is not only available for "back-end" services, but also certain evidence-based "front-end" services (mental health, substance abuse, and parenting) to prevent the need to enter foster care in the first place. This 18-month extension will expand FFPSA implementation of the seven selected FFPSA evidence-based practices (EBPs). The sole source contract will allow Chapin Hall to continue supporting and ensuring sustainable implementation of all FFPSA EBPs in additional Service Planning Areas as well as development and implementation of Continuous Quality Improvement infrastructure. It also supports the development of a framework for Countywide implementation and supports utilization of the new Child Welfare Services-California Automated Response and Engagement System application estimated for release in 2026 with the inclusion of various FFPSA components. Chapin Hall has continuously supported DCFS by ensuring a sustainable implementation of the governance structure through the development of the Countywide Comprehensive Prevention Plan and the initial implementation of seven EBPs in the learning sites. Chapin Hall's efforts have involved the development of the Los Angeles County FFPSA Implementation Plan and guided the implementation efforts. FFPSA supports DCFS' commitment to safety, permanency, and well-being by providing services to children, parents and caregivers, and keeping children safe at home permanently without ever needing to enter or re-enter into foster care.

Implementation of Strategic Plan Goals

The recommended services support the County's Strategic Plan North Star 1, Make Investments That Transform Lives; Focus Area Goal A, Healthy Individuals and Families: Invest in County health systems and expand care capacity that supports the physical health, mental health, and well-being of individuals across the life course continuum. This includes addressing the social determinants of health that impact residents well-being.

FISCAL IMPACT/FINANCING

The Maximum Contract Amount for the 18-month term is \$769,507, financed using 50 percent SBG funds and 50 percent Title IV-E funds. Sufficient funding for this contract is included in the Department's Fiscal Year 2025-2026 budget request and will be included in the Department's subsequent budget requests.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The Board Motion, adopted by the Board on March 10, 2020, directed the Director of DCFS to execute a sole source contract with Chapin Hall to provide Consultant Services related to implementation of the FFPSA effective April 1, 2020 through June 30, 2022, with the option to extend the contract term by six months to complete services and deliverables. The Board letter, adopted on November 15, 2022, delegated authority to the Director of DCFS to execute an amendment to

extend the contract term effective January 1, 2023 through June 30, 2025.

In accordance with Board Policy 5.100, County departments must provide advance written notice and justification to the Board of amendments to extend existing contracts when departments do not have delegated authority to execute such amendments.

The Board letter has been reviewed by County Counsel and the CEO. County Counsel approved the Amendment (Attachment A), as to form. The Sole Source Checklist (Attachment B) has been approved by the CEO.

CONTRACTING PROCESS

On December 27, 2024, DCFS sent a Notice of Intent (Attachment C) to the Board to inform them of its intent to extend the current Sole Source Contract for Consultant Services for the implementation of FFPSA.

On February 6, 2025, DCFS received approval from the California Department of Social Services to extend the Sole Source Contract with Chapin Hall to provide Consultant – FFPSA Services for 18 months.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of the current recommendations will allow DCFS to continue to receive consultant services to provide support to the implementation of the FFPSA and deliver qualified child welfare services to the children of Los Angeles County.

CONCLUSION

Upon approval of this request, it is requested that the Executive Officer/Clerk of the Board send an adopted stamped copy of the Board letter and attachments to the Department of Children and Family Services.

Respectfully submitted,
BRANDON T. NICHOLS, Director



BRANDON T. NICHOLS

Director

BTN:JF:CMM:RWLTI:CP:mp

Enclosures



AMENDMENT NUMBER FOUR

FOR

CONSULTANT SERVICES
TO SUPPORT THE IMPLEMENTATION OF THE
FAMILY FIRST PREVENTION SERVICES ACT

WITH

CHAPIN HALL CENTER FOR CHILDREN

CONTRACT NUMBER 19-4-064

**AMENDMENT NUMBER FOUR
CONSULTANT SERVICES TO SUPPORT THE IMPLEMENTATION OF THE
FAMILY FIRST PREVENTION SERVICES ACT
CONTRACT NUMBER 19-4-064**

This Amendment Number Four (hereinafter referred to as "Amendment") to the Consultant Services to Support the Implementation of the Family First Prevention Services Act (FFPSA) Contract Number 19-4-064, (hereinafter referred to as "Contract") is made and entered into by and between the Department of Children and Family Services (DCFS) on behalf of the County of Los Angeles and its Board of Supervisors (hereinafter referred to as "COUNTY") and Chapin Hall at the University of Chicago (hereinafter referred to as "CONTRACTOR"), in Los Angeles, California this ____ day of _____ 2025.

WHEREAS, on March 10, 2020, the Board of Supervisors approved a Board Motion directing DCFS to enter into a Sole Source Contract with the CONTRACTOR, for a contract term effective April 1, 2020, and CONTRACTOR has been providing Consultant Services to support the implementation of the FFPSA to the COUNTY; and

WHEREAS, Amendment No. One increased the Maximum Contract Sum for this contract by \$66,000 for the period effective September 1, 2020 through December 31, 2020, of the initial contract term of April 1, 2020 to June 30, 2022 and updated the Statement of Work, Pricing Sheet, Budget, and Budget Narrative;

WHEREAS, Amendment No. Two increased the funding amount by \$222,000, for the period of January 1, 2022 through June 30, 2022; extended the contract period from June 30, 2022 through December 31, 2022, at a cost of \$222,000; and updated the Statement of Work, Exhibit D: County Administration, Exhibit I: Auditor-Controller Contract Accounting and Administration Handbook, added Exhibit S: Federal Award Information and the Federal Award Identification provision, and replaced Section 30.0 in its entirety;

WHEREAS, Amendment No. Three increased the Maximum Contract Sum by \$1,508,147, extended the contract period from January 1, 2023 through June 30, 2025, and added Section 65.0, COVID-19 Vaccination of County Contractor Personnel, updated Exhibit B-1: Pricing Sheet, Exhibit B-2: Budget, and B-3: Budget Narrative, and replaced the Statement of Work in its entirety;

WHEREAS, this Amendment extends the contract term effective July 1, 2025 through December 31, 2026, increases the Maximum Contract Sum by \$769,507 and makes changes to the Terms and Conditions, the Statement of Work and Exhibits;

WHEREAS, this Amendment is prepared pursuant to the provisions set forth in PART II, STANDARD TERMS AND CONDITIONS, SECTION 7.0, CHANGES AND AMENDMENTS; and

NOW, THEREFORE, COUNTY and CONTRACTOR mutually agree to the following changes to the Contract:

1. **TABLE OF CONTENTS**, is amended to add the provision and the Exhibit below:

**AMENDMENT NUMBER FOUR
CONSULTANT SERVICES TO SUPPORT THE IMPLEMENTATION OF THE
FAMILY FIRST PREVENTION SERVICES ACT
CONTRACT NUMBER 19-4-064**

PART II: STANDARD TERMS AND CONDITIONS

66.0 Campaign Contribution Prohibition Following Final Decision in Contract Proceeding

STANDARD EXHIBITS

EXHIBIT T Contribution & Agent Declaration Form

2. **Contract, 1.0 UNIQUE TERMS AND CONDITIONS, APPLICABLE DOCUMENTS AND DEFINED TERMS**, Subsection is amended and read as follows:
 - 1.2 Exhibits A, B-1, B-2, B-3, C, D, E, F-1, F-2, F-3, G, H, I, J, K, L, M, N, O, P, Q, R, S, T and Attachments A-1, A-2, A-3, A-4, A-5 set forth below, are attached to and incorporated by reference in this Contract.
3. **PART I, UNIQUE TERMS AND CONDITIONS, SECTION 2.0, TERM**, Subsection 2.1, Subparagraph 2.1.3 is added as follows:
 - 2.1.3 The term of this Contract is extended effective July 1, 2025, through December 31, 2026, unless terminated earlier or extended, in whole or in part, as provided in this Contract.
4. **PART I, UNIQUE TERMS AND CONDITIONS, SECTION 3.0, CONTRACT SUM**, Subsection 3.1, Subparagraph 3.1.4 is added as follows:
 - 3.1.4 The Maximum Contract Sum for the contract period of July 1, 2025 through December 31, 2026 is \$769,507.
5. **PART I, UNIQUE TERMS AND CONDITIONS, SECTION 4.0, INVOICES AND PAYMENTS**, Subsection 4.6 and Subsection 4.6, Subparagraph 4.6.1 is amended to read as follows:
 - 4.6 The Contractor shall submit the original monthly invoice to the DCFS Accounting Services – Contract Accounting Section, and one copy to the County Program Manager for review and approval, as follows:

**AMENDMENT NUMBER FOUR
CONSULTANT SERVICES TO SUPPORT THE IMPLEMENTATION OF THE
FAMILY FIRST PREVENTION SERVICES ACT
CONTRACT NUMBER 19-4-064**

County of Los Angeles
Department of Children and Family Services
Attention: Cynthia Wright-Westbrook, CSA II
510 S. Vermont Avenue, Los Angeles, CA 90020
Tel: 213-763-1761
carpec@dcfs.lacounty.gov

And a duplicate copy to:

County of Los Angeles
Department of Children and Family Services
Attention: Accounting Services, Contract Accounting Unit
510 South Vermont Avenue, 14th Floor
Los Angeles, CA 90020
Contractinvoices@dcfs.lacounty.gov

- 4.6.1 Invoices shall be submitted electronically via email to the County Program Managers, or designee, and to the DCFS Finance Division to the following email address:

DCFS Accounting Services, Contract Accounting Unit
Contractinvoices@dcfs.lacounty.gov

- 6. PART I, UNIQUE TERMS AND CONDITIONS, SECTION 6.0, GENERAL PROVISIONS FOR ALL INSURANCE COVERAGE,** Subsection 6.1, Subparagraph 6.1.1.5 is amended to read as follows:

- 6.1.1.5 Certificates and copies of required endorsement shall be sent to:

County of Los Angeles
Department of Children and Family Services
Contracts Administration Division
510 S. Vermont Ave., 14th Floor
Los Angeles, CA 90020

- 7. PART II, STANDARD TERMS AND CONDITIONS, SECTION 19.0, CONSIDERATION OF GREATER AVENUES FOR INDEPENDENCE (GAIN) OR GENERAL RELIEF OPPORTUNITIES FOR WORK (GROW) PARTICIPANTS FOR EMPLOYMENT,** is amended as follows:

18.0 Consideration of Hiring GAIN/START Participants

- 18.1** Should the Contractor require additional or replacement personnel after the effective date of this Contract, the

**AMENDMENT NUMBER FOUR
CONSULTANT SERVICES TO SUPPORT THE IMPLEMENTATION OF THE
FAMILY FIRST PREVENTION SERVICES ACT
CONTRACT NUMBER 19-4-064**

Contractor will 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 Skills and Training to Achieve Readiness for Tomorrow (START) Program who meet the contractor's minimum qualifications for the open position. For this purpose, consideration will mean that the Contractor will interview qualified candidates. The County will refer GAIN/START participants by job category to the Contractor. Contractors must report all job openings with job requirements to: gainstart@dpss.lacounty.gov and BSERVICES@OPPORTUNITY.LACOUNTY.GOV and DPSS will refer qualified GAIN/START job candidates.

18.2 In the event that both laid-off County employees and GAIN/START participants are available for hiring, County employees must be given first priority.

- 8. PART II, STANDARD TERMS AND CONDITIONS, SECTION 55.0, TERMINATION FOR IMPROPER CONSIDERATION,** Subsection 55.2 is amended to read as follows:

55.2 The Contractor must immediately report any attempt by a County officer, employee, or agent to solicit such improper consideration. The report must be made to the Los Angeles County Fraud Hotline at (800) 544-6861 or <https://fraud.lacounty.gov/>.

- 9. PART II, STANDARD TERMS AND CONDITIONS, SECTION 66.0, CAMPAIGN CONTRIBUTION PROHIBITION FOLLOWING FINAL DECISION IN CONTRACT PROCEEDING,** is added to read as follows:

66.0 Campaign Contribution Prohibition Following Final Decision in Contract Proceeding

Pursuant to [Government Code Section 84308](#), Contractor and its Subcontractors, are prohibited from making a contribution of more than \$250 to a County officer for twelve (12) months after the date of the final decision in the proceeding involving this Contract. Failure to comply with the provisions of [Government Code Section 84308](#) and of this paragraph, may be a material breach of this Contract as determined in the sole discretion of the County.

**AMENDMENT NUMBER FOUR
CONSULTANT SERVICES TO SUPPORT THE IMPLEMENTATION OF THE
FAMILY FIRST PREVENTION SERVICES ACT
CONTRACT NUMBER 19-4-064**

- 10. Exhibit A** (Statement of Work) as attached hereto is amended and replaced in its entirety.
- 11. Exhibit B-1** (Pricing Sheet) as attached hereto is amended to include the \$769,507 increase for additional consultant services for Contract term of July 1, 2025 through December 31, 2026.
- 12. Exhibit B-2** (Budget) as attached hereto is amended for Contract term of July 1, 2025 through December 31, 2026.
- 13. Exhibit B-3** (Budget Narrative) as attached hereto is amended for Contract term of July 1, 2025 through December 31, 2026.
- 14. Exhibit D** (County's Administration) as attached hereto is amended and replaced in its entirety.
- 15. Exhibit E** (Contractor's Administration) as attached hereto is amended and replaced in its entirety.
- 16. Exhibit T** (Contribution and Agent Declaration) as attached hereto is added.

EXCEPT AS AMENDED HEREIN, ALL TERMS AND CONDITIONS OF THIS CONTRACT SHALL REMAIN IN FULL FORCE AND EFFECT.

**AMENDMENT NUMBER FOUR
CONSULTANT SERVICES TO SUPPORT THE IMPLEMENTATION OF THE
FAMILY FIRST PREVENTION SERVICES ACT
CONTRACT NUMBER 19-4-064**

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. This Amendment may be executed in separate counterparts and may be delivered by electronic facsimile; each counterpart, when executed and delivered, shall constitute a duplicate original but all counterparts together shall constitute a single agreement.

COUNTY OF LOS ANGELES

CONTRACTOR

CHAPIN HALL CENTER FOR CHILDREN
AT THE UNIVERSITY OF CHICAGO

By: _____

By: _____

BRANDON T. NICHOLS, DIRECTOR
Department of Children and
Family Services

Name: _____

Title: _____

By: _____

Name: _____

Title: _____

36-2167012
Tax Identification Number

APPROVED AS TO FORM:
BY THE OFFICE OF COUNTY COUNSEL
DAWYN R. HARRISON, COUNTY COUNSEL

By: _____
David Beaudet, Senior Deputy County Counsel

COUNTY OF LOS ANGELES
DEPARTMENT OF CHILDREN AND FAMILY SERVICES
CONSULTANT SERVICES
STATEMENT OF WORK



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

**CONSULTANT SERVICES
STATEMENT OF WORK**

TABLE OF CONTENTS

<u>PART</u>	<u>PAGE</u>
SECTION A -INTRODUCTION	3
1.0 PREAMBLE.....	3
2.0 OVERVIEW	3
3.0 DCFS PRIORITIES FOR YOUNG CHILDREN	3
4.0 DEFINITIONS.....	4
5.0 SERVICE GOALS	4
SECTION B - TARGET DEMOGRAPHICS	4
SECTION C - COUNTY’S GENERAL RESPONSIBILITIES	5
1.0 COUNTY’S ADMINISTRATION.....	5
2.0 MONITORING	5
SECTION D - CONTRACTOR’S GENERAL RESPONSIBILITIES	6
1.0 CONTRACTOR’S ADMINISTRATION	6
2.0 HOURS OF OPERATION	6
3.0 CONTRACTOR’S STAFF QUALIFICATIONS AND REQUIREMENTS	7
4.0 SCOPE OF WORK.....	8
5.0 REPORTS, RECORD KEEPING, AND INVOICES	33
6.0 CONTRACTOR’S QUALITY CONTROL	34
7.0 ASSURANCE PLAN AND MONITORING	35
8.0 GREEN INITIATIVE.....	35
SECTION E - PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART	35
SECTION F - PERFORMANCE OUTCOME MEASURE SUMMARY	36
SECTION G - SCHEDULE OF WORK	36

STATEMENT OF WORK ATTACHMENTS

Exhibit A-1: Performance Requirements Summary Chart

Exhibit A-2: Performance Outcome Measure Summary

Exhibit A-3: Schedule of Work

Exhibit A-4: Contract Discrepancy Report

Exhibit A-5: FFPSA Consultant Invoice

A. INTRODUCTION

1.0 PREAMBLE

The County of Los Angeles (County) seeks to collaborate 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 Shared Core Practice Model, Strategic Plan Mission, Values, Goals, and Performance Outcomes.

The vision of the Los Angeles County Department of Children and Family Services (DCFS) is that children thrive in safe families and supportive communities. To achieve this vision DCFS intends to practice a uniform service delivery model that measurably improves child safety, permanency, and access to effective and caring services by providing responsive, efficient, and high-quality public services that promote self-sufficiency, well-being, and prosperity of individuals, families, and communities. The philosophy of teamwork and collaboration is anchored in the County's shared values of: 1) Integrity; 2) Inclusivity; 3) Compassion; and 4) Customer Orientation.

These shared values are encompassed in the County's Strategic Plan's Three Goals: I) Make Investments That Transform Lives; II) Foster Vibrant and Resilient Communities; and III) Realize Tomorrow's Government Today and is reflected in the Countywide Prevention Plan.

2.0 OVERVIEW

DCFS plans to prepare and contribute to the California prevention provision of the Family First Prevention Services Act (FFPSA). FFPSA will serve as a core driver to reduce child abuse and neglect, and prevent entry into foster care. FFPSA will reinforce the DCFS Core Practice Model, which puts children and families at the center of all efforts and creates a seamless approach to service delivery, better meeting needs, strengthening families, and improving overall well-being.

3.0 DCFS PRIORITIES FOR YOUNG CHILDREN

DCFS has established the following priorities for young children in its care: (1) safety; (2) well-being; and (3) permanency.

4.0 DEFINITIONS

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

- 4.1 **County Program Manager (CPM)** – The County shall provide a CPM to coordinate the delivery of the services of this Contract with the Contractor's Program Director (CPD).
- 4.2 **Contractor** – Refers to Chapin Hall at the University of Chicago.
- 4.3 **Contractor's Program Director (CPD)** – Refers to Contractor's officer or employee responsible for administering the Contract in accordance with the Statement of Work.
- 4.4 **Family First Prevention Services Act (FFPSA)** – Refers to the federal law, also known as "FFPSA," authorizing certain evidence-based programs to be reimbursed with federal Title IV-E funding, consistent with a State approved Prevention Plan.
- 4.5 **Continuous Quality Improvement (CQI)** – Refers to an approach that includes a comprehensive review and recommendations for the evaluation. The CQI approach will articulate a clear theory of change and related research questions, along with the design of a data collection approach that corresponds with key milestones, indicators, and outcomes delineated in the Prevention Plan.

5.0 SERVICE GOALS

- 5.1 The Contractor shall provide consultancy services, implementation support, and technical assistance to assist DCFS in the implementation of FFPSA as part of the California prevention provision. The Contractor shall assist the County to achieve the following service goals:
 - 5.1.1 Reduce child abuse and neglect with the provision of FFPSA allowable services for children at imminent risk of entering foster care
 - 5.1.2 Create a seamless approach to service delivery
 - 5.1.3 Strengthen families
 - 5.1.4 Integrate the FFPSA within Invest LA

B. TARGET DEMOGRAPHICS

Contractor shall provide the services specified herein to Los Angeles County Evidence Based Service Providers (EBSP), California Department Social Services (CDSS) FFPSA

State Committee, DCFS Executive Team, Program Managers, respective leads, and staff.

C. COUNTY'S GENERAL RESPONSIBILITIES

1.0 COUNTY'S ADMINISTRATION

- 1.1 The County shall provide a CPM to coordinate the delivery of services of this Contract with the CPD.
- 1.2 The CPM or designated alternate will have full authority to monitor Contractor's performance in the day-to-day operation of this Contract.
- 1.3 The CPM will provide direction to Contractor in areas relating to DCFS policy, information and procedural requirements.
- 1.4 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.
- 1.5 The CPM will provide overall coordination between Contractor and County.

2.0 MONITORING

The County or its agent shall evaluate the Contractor's performance under this Contract on an annual basis. Such evaluations will include assessing the Contractor's compliance with all Contract terms and performance standards.

- 2.1 The CPM or designee will monitor Contractor performance under this Contract using the CPM approved Quality Assurance Plan (QAP) specified in this Statement of Work (SOW).
- 2.2 Contractor shall work with CPM to quickly resolve any issues that emerge regarding Contractor's performance.
- 2.3 Contractor shall meet with CPM as needed to discuss QAP.
- 2.4 Contractor shall: 1) immediately notify CPM of any difficulty, problem, or incident which may impact or delay the progress or completion of work; and 2) work with each CPM to resolve such issues to avoid further problems.
- 2.5 Contract Discrepancy Report

Verbal notification of a Contract discrepancy shall be made to the CPM whenever a Contract discrepancy is identified. The problem shall be resolved within a time mutually agreed upon by the County and the Contractor. The CPM will determine whether a formal Contract Discrepancy Report shall be

issued as referenced in Exhibit A-4. Upon receipt of this document, the Contractor is required to respond in writing to the CPM within five (5) business days, acknowledging the reported discrepancies or present contrary evidence. The Contractor shall submit a plan to address and correct all discrepancies identified in the Contract Discrepancy Report to the CPM within ten (10) business days of receipt of the Contract Discrepancy Report.

D. CONTRACTOR'S GENERAL RESPONSIBILITIES

1.0 CONTRACTOR'S ADMINISTRATION

- 1.1 As required in Part II, Section 1.0, Administration of Contract – Contractor, Contractor shall designate a 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 E (Contractor's Administration).
- 1.2 The Contractor shall be an independent entity contracted to provide consultancy services, implementation support, and technical assistance to DCFS to assist in the implementation of FFPSA.
- 1.3 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.
- 1.4 Contractor shall be responsible for maintaining communication with County, as needed, to address any concerns or potential problems in the performance of the requirements of this Contract.
- 1.5 The CPD shall not schedule or conduct any meetings or negotiations under this Contract on behalf of the County or DCFS.
- 1.6 Contractor shall furnish all equipment and materials used to provide the services required by this Contract.

2.0 HOURS OF OPERATION

Contractor shall be available to provide services from Monday through Friday, from 8:00 a.m. to 5:00 p.m. Pacific Standard Time, excluding the following County observed holidays:

- New Year's Day (January 1st)
- Martin Luther King Jr.'s Birthday (Third Monday in January)
- Presidents' Day (Third Monday in February)
- Cesar Chavez Day (Last Monday in March)
- Memorial Day (Last Monday in May)
- Juneteenth (June 19th)

- Independence Day (July 4th)
- Labor Day (First Monday in September)
- Indigenous People's Day (Second Monday in October)
- Veterans Day (November 11th)
- Thanksgiving Day (Fourth Thursday in November)
- Day after Thanksgiving (Friday after Thanksgiving)
- Christmas Day (December 25th)

3.0 CONTRACTOR'S STAFF QUALIFICATIONS AND REQUIREMENTS

- 3.1 Contractor's personnel shall be qualified professional staff with the background, experience, and expertise to provide the services required.
- 3.2 In Phases I, II, and III, Contractor shall assign the Principal Investigator as the CPD, two Project Management Consultants (Policy Fellows), three Senior Policy Analyst, one Associate Policy Analyst, one Project Assistant, and one Project Associate. In Phases IV, V, VI, and VII, the Contractor shall assign the Principal Investigator as the CPD, one Co-Lead, one Policy Analyst, one Project Manager, one Project Analyst, one Policy Specialist, and one Senior Policy Specialist. In Phase VIII, the Contractor shall assign the Principal Investigator as the CPD, one Co-Lead, two Senior Policy Analyst, one Senior Researcher, two Policy Analysts, and one Project Assistant.
 - 3.2.1 Contractor's staff shall be available to CPM, or designee, by phone or email during normal business hours, Monday through Friday, from 8:00 a.m. to 5:00 p.m. Pacific Standard Time, unless exigent circumstances warrant otherwise.
 - 3.2.2 When the CPM, or designee, contacts Contractor with an inquiry or a request, Contractor shall be responsible to respond to the inquiry no later than the next business day.
 - 3.2.3 Contractor shall ensure the key activities and deliverables are being met.
 - 3.2.4 Minimum Qualifications:
 - 3.2.4.1 A Bachelor's degree from an accredited university in Social Work, Public Policy, Business Administration, Psychology, or a related field.
 - 3.2.4.2 Knowledge of and experience in project management theory and practice, strategic planning, change management strategies, developing governance structures, implementation science and practice, and capacity building.

- 3.2.4.3 Seven (7) years of experience within the past ten (10) years in Child Welfare systems and policies including federal and state child welfare law and national best practices and policy. Two (2) of the seven (7) years shall be working with the Los Angeles County Child Welfare System.

4.0 SCOPE OF WORK

- 4.1 Contractor shall provide DCFS with consultancy services, implementation support, and technical assistance to assist in the implementation of FFPSA.
- 4.2 Consultation shall consist of both: key activities and deliverables.
- 4.3 Key activities shall include, but may not be limited to:

4.3.1 Phase I: 6 Months

- Discuss results of data analysis and make service array recommendations;
- Co-design an implementation plan and related work plans to support the roll-out of the Prevention Plan;
- Review and provide expert consultation and recommendations regarding the draft Prevention Plan;
- Review and provide expert consultation to DCFS as they assist the State in the design of the required statewide evaluation strategy and County specific Continuous Quality Improvement (CQI);
- Co-facilitate weekly FFPSA Leadership Team Meetings;
- Co-facilitate quarterly FFPSA in Los Angeles (L.A.) Advisory Team;
- Co-facilitate monthly Service Array Workgroup; and
- Co-facilitate any Ad-Hoc meetings and workgroups, as needed.

4.3.2 Phase II: 10 Months

- FFPSA County Pilot;
- Co-facilitate weekly FFPSA Leadership Team Meetings;
- Co-facilitate quarterly FFPSA in L.A. Advisory Team;
- Co-facilitate monthly Service Array Workgroup;
- Co-facilitate any Ad-Hoc meetings and workgroups, as-needed; and
- Consultant to liaise between Contractor and the DCFS' FFPSA Leadership team and DCFS' Chief Deputy Director by coordinating review and approval of implementation procedures and data analysis requests.

4.3.3 Phase III: 12 Months

(First 6 months of 12 Month phase)

- Provide ongoing stakeholder engagement and Family First Prevention Plan Initial Implementation;
- Co-facilitate weekly FFPSA Leadership Team Meetings;
- Co-facilitate quarterly FFPSA in L.A. Advisory Team;
- Co-facilitate monthly Service Array Workgroup; and
- Co-facilitate any Ad-Hoc meetings and workgroups, as needed.

(Last 6 months of 12 month phase)

- Provide support to FFPSA County Prevention Pilot (Learning Sites);
- Provide ongoing stakeholder engagement and Family First Prevention Plan Initial Implementation;
- Co-facilitate weekly FFPSA Leadership Team Meetings;
- Co-facilitate monthly Advisory Committee Workgroup;
- Co-facilitate bi-monthly FFPSA workgroups; and
 - Technology
 - Fiscal and Contracts
 - Practice
 - Communication and Integration
 - Research / Continuous Quality Improvement
 - Policy and Training
- Co-facilitate any Ad-Hoc meetings and workgroups, as needed.

4.3.4 Phase IV (3 Months):

- Meetings, Presentations, and Reports;
- Contractor Team meetings (1x per week);
 - Review SmartSheet workplan
 - Assign deliverables
 - Review progress on deliverables
- Prepare materials and prepare national resources for week's meetings;
- FFPSA Leadership Team meetings (1x per week);
 - Develop agendas, draft presentations, and prepare national resources
 - Co-facilitate meetings
- Planning Meetings between Contractor and FFPSA leadership (1x per week);
 - Develop agendas, draft presentations, and prepare national resources
 - Consult and provide recommendations based on national experience

- Co-facilitate meetings
 - Identify key decisions to be made
- FFPSA Advisory Team meetings (1x per month);
 - Contribute to the development of agendas, draft presentations, and prepare national resources
 - Co-facilitate meetings
- Implementation workgroup co-leads prep meetings: review action items, draft presentations, convene national thought partners to inform work, partner with Program Development Office (PDO) to track deliverables, consult, and provide recommendations based on national experience (5 workgroups, 2x each per month);
 - Practice
 - Fiscal/Contracts
 - CQI
 - Policy/Training
 - Communications and Integration
- Implementation workgroup meetings (5 workgroups listed immediately above, 2x each per month);
- Provide consultation and inform recommendations;
- Track action items;
- Provide a summary of progress to DCFS (1x per month);
- Provide a written summary of the tasks/deliverables completed during the previous month to accompany invoice;
- Attend, prepare presentations, and provide consultation based on national experience to the Cluster Meetings (1x per month);
- Attend, prepare presentations, and provide consultation based on national experience to the Learning Sites meetings (2x per month prep and 2x per month meetings);
- Attend, prepare presentations, and provide consultation based on national experience to the CDSS-LA County meetings (1x per six weeks);
- Attend, prepare presentations, and provide consultation based on national experience to the CDSS-CARES meetings (1x per week);
- Attend, prepare presentations, and provide consultation based on national experience to the Prevention Services Task Force (1x per month);
- Attend, prepare presentations, and provide consultation based on national experience to the DCFS' Director and Executive Team (2x per month);
- Collaborate with PDO to review work plan and provide consultation (1x per month);
- Attend, prepare presentations, and provide consultation based on national experience to the community pathway co-leads (2x per month);

- Attend, prepare presentations, and provide consultation based on national experience to key stakeholder groups as requested by leads (2x per month);
- Collaborate with LA County FFPSA Leads to finalize and submit the LA County Comprehensive Prevention Plan due January 31, 2023; and
- Review and provide comment on one future iteration of California Prevention Plan.

4.3.5 Phase V (3 Months):

- Meetings, Presentations, and Reports;
- Contractor Team meetings (1x per week);
 - Review SmartSheet workplan
 - Assign deliverables
 - Review progress on deliverables
- Prepare materials and prepare national resources for week's meetings;
- FFPSA Leadership Team meetings (1x per week);
 - Develop agendas, draft presentations, and prepare national resources
 - Co-facilitate meetings
- Plan meetings between Contractor and FFPSA leadership (1x per week);
 - Develop agendas, draft presentations, and prepare national resources
 - Consult and provide recommendations based on national experience
 - Co-facilitate meetings
 - Identify key decisions to be made
- FFPSA Advisory Team meetings (1x per month);
 - Contribute to the development of agendas, draft presentations, and prepare national resources
 - Co-facilitate meetings
- Implementation workgroup co-leads prep meetings: review action items, draft presentations, convene national thought partners to inform work, partner with PDO to track deliverables, consult, and provide recommendations based on national experience (5 workgroups, 2x each per month);
 - Practice
 - Fiscal/Contracts
 - CQI
 - Policy/Training
 - Communications & Integration
- Implementation workgroup meetings (5 workgroups listed immediately above, 2x each per month);

- Provide consultation and inform recommendations;
- Track action items;
- Provide a summary of progress to DCFS (1x per month);
- Provide a written summary of the tasks/deliverables completed during the previous month to accompany invoice;
- Attend, prepare presentations, and provide consultation based on national experience to the Cluster Meetings (1x per month);
- Attend, prepare presentations, and provide consultation based on national experience to the Learning Sites meetings (2x per month prep and 2x per month meetings);
- Attend, prepare presentations, and provide consultation based on national experience to the CDSS-LA County meetings (1x per six weeks);
- Attend, prepare presentations, and provide consultation based on national experience to the CDSS-CARES meetings (1x per week);
- Attend, prepare presentations, and provide consultation based on national experience to the Prevention Services Task Force (1x per month);
- Attend, prepare presentations, and provide consultation based on national experience to the DCFS' Director and Executive Team (2x per month);
- Collaborate with PDO to review work plan and provide consultation (1x per month);
- Attend, prepare presentations, and provide consultation based on national experience to the community pathway co-leads (2x per month);
- Attend, prepare presentations, and provide consultation based on national experience to key stakeholder groups as requested by leads (2x per month); and
- Strategy roadmap activities completed within the following workgroups; Practice, Fiscal/Contracts, CQI, Policy/Training, and Communications and Integration:
 - Support FFPSA SPA 2 Phase II Learning Sites to include additional Evidence Based Practices (EBPs)
 - Launch the rolling implementation of EBPs and candidate subgroups to additional SPAs
 - Support Phase II Learning Sites to include remaining EBPs and candidate subgroups
 - Support completion of rolling implementation of EBPs and candidate subgroups to remaining SPAs

4.3.6 Phase VI (12 Months):

- Meetings, Presentations, and Reports;
- Contractor Team meetings (1x per week);
- Review SmartSheet workplan

- Assign deliverables
- Review progress on deliverables
- Prepare materials and prepare national resources for week's meetings;
- FFPSA Leadership Team meetings (1x per week);
 - Develop agendas, draft presentations, and prepare national resources
 - Co-facilitate meetings
- Planning Meetings between Contractor and FFPSA leadership (1x per week);
 - Develop agendas, draft presentations, and prepare national resources
- Consult and provide recommendations based on national experience
 - Co-facilitate meetings
 - Identify key decisions to be made
- FFPSA Advisory Team meetings (1x per month);
 - Contribute to the development of agendas, draft presentations, and prepare national resources
 - Co-facilitate meetings
- Implementation workgroup co-leads prep meetings: review action items, draft presentations, convene national thought partners to inform work, partner with PDO to track deliverables, consult, and provide recommendations based on national experience (5 workgroups, 2x each per month);
 - Practice
 - Fiscal/Contracts
 - CQI
 - Policy/Training
 - Communications & Integration
- Implementation workgroup meetings (5 workgroups listed immediately above, 2x each per month);
- Provide consultation and inform recommendations;
- Track action items;
- Provide a summary of progress to DCFS (1x per month);
- Provide a written summary of the tasks/deliverables completed during the previous month to accompany invoice;
- Attend, prepare presentations, and provide consultation based on national experience to the Cluster Meetings (1x per month);
- Attend, prepare presentations, and provide consultation based on national experience to the Learning Sites meetings (2x per month prep and 2x per month meetings);
- Attend, prepare presentations, and provide consultation based on national experience to the CDSS-LA County meetings (1x per six weeks);

- Attend, prepare presentations, and provide consultation based on national experience to the CDSS-CARES meetings (1x per week);
- Attend, prepare presentations, and provide consultation based on national experience to the Prevention Services Task Force (1x per month);
- Attend, prepare presentations, and provide consultation based on national experience to the DCFS' Director and Executive Team (2x per month);
- Collaborate with PDO to review work plan and provide consultation (1x per month);
- Attend, prepare presentations, and provide consultation based on national experience to the community pathway co-leads (2x per month);
- Attend, prepare presentations, and provide consultation based on national experience to key stakeholder groups as requested by leads (2x per month); and
- Strategy roadmap activities completed within the following workgroups; Practice, Fiscal/Contracts, CQI, Policy/Training, and Communications and Integration:
 - Support FFPSA SPA 2 Phase II Learning Sites to include additional EBPs
 - Launch the rolling implementation of EBPs and candidate subgroups to additional SPAs
 - Support Phase II Learning Sites to include remaining EBPs and candidate subgroups
 - Support completion of rolling implementation of EBPs and candidate subgroups to remaining SPAs

4.3.7 Phase VII (12 Months):

- Meetings, Presentations, and Reports;
- Contractor Team meetings (1x per week);
 - Review SmartSheet workplan
 - Assign deliverables
 - Review progress on deliverables
- Prepare materials and prepare national resources for each week's meetings;
- FFPSA Leadership Team meetings (1x per week);
 - Develop agendas, draft presentations, and prepare national resources
 - Co-facilitate meetings
- Planning Meetings between Contractor and FFPSA leadership (1x per week);
 - Develop agendas, draft presentations, and prepare national resources

- Consult and provide recommendations based on national experience
 - Co-facilitate meetings
 - Identify key decisions to be made
- FFPSA Advisory Team meetings (1x per month);
 - Contribute to the development of agendas, draft presentations, and prepare national resources
 - Co-facilitate meetings
- Implementation workgroup co-leads prep meetings: review action items, draft presentations, convene national thought partners to inform work, partner with PDO to track deliverables, consult and provide recommendations based on national experience (5 workgroups, 2x each per month);
 - Practice
 - Fiscal/Contracts
 - CQI
 - Policy/Training
 - Communications & Integration
- Implementation workgroup meetings (5 workgroups listed immediately above, 2x each per month);
- Provide consultation and inform recommendations;
- Track action items;
- Provide a summary of progress to DCFS (1x per month);
- Provide a written summary of the tasks/deliverables completed during the previous month to accompany invoice;
- Attend, prepare presentations, and provide consultation based on national experience to the Cluster Meetings (1x per month);
- Attend, prepare presentations, and provide consultation based on national experience to the Learning Sites meetings (2x per month prep and 2x per month meetings);
- Attend, prepare presentations, and provide consultation based on national experience to the CDSS-LA County meetings (1x per six weeks);
- Attend, prepare presentations, and provide consultation based on national experience to the CDSS-CARES meetings (1x per week);
- Attend, prepare presentations, and provide consultation based on national experience to the Prevention Services Task Force (1x per month);
- Attend, prepare presentations, and provide consultation based on national experience to the DCFS' Director and Executive Team (2x per month);
- Collaborate with PDO to review work plan and provide consultation (1x per month);
- Attend, prepare presentations, and provide consultation based on

national experience to the community pathway co-leads (2x per month);

- Attend, prepare presentations, and provide consultation based on national experience to key stakeholder groups as requested by leads (2x per month); and
- Strategy roadmap activities completed within the following workgroups; Practice, Fiscal/Contracts, CQI, Policy/Training, and Communications and Integration:
 - Support FFPSA SPA 2 Phase II Learning Sites to include additional EBPs
 - Launch the rolling implementation of EBPs and candidate subgroups to additional SPAs
 - Support Phase II Learning Sites to include remaining EBPs and candidate subgroups
 - Support completion of rolling implementation of EBPs and candidate subgroups to remaining SPAs

4.3.8 Phase VIII (18 Months):

- Expand implementation of seven selected Family First EBPs: Nurse Family Partnership, Healthy Families America, Parents as Teachers, Multisystemic Therapy, Family Functioning Therapy, Parent-Child Interaction Therapy, across additional Los Angeles County service planning areas (The sequence and selection of SPA implementation is flexible and will be determined by DCFS leadership);
- Attend and co-facilitate workgroups and Ad-Hoc Meetings;
- Prepare presentations and reports;
- Contractor will conduct internal team meetings (1x per week);
 - Review SmartSheet workplan
 - Assign deliverables
 - Review progress on deliverables
 - Prepare materials and gather national resources to inform meetings
- Attend and co-facilitate Comprehensive Prevention Plan (CPP) Leadership Team meetings (1x per quarter);
 - Develop agendas, draft presentations, and prepare national resources
- Weekly meeting between Contractor and FFPSA leadership;
 - Develop agendas, draft presentations, and share national resources
 - Co-facilitate meetings
 - Consult and provide recommendations based on national experience

- Identify key decisions to be made and recommend strategies
- Attend and co-facilitate Prevention Advisory Team meetings (4x per year);
 - Collaborate with the development of agendas, draft presentations, and gather national resources
 - Track action items and provide recommendations based on national experience
- Attend and co-facilitate Tribal Partners Workgroup (4x per year);
 - Collaborate with the development of agendas, draft presentations, and gather national resources
 - Consult and provide recommendations based on national experience
 - Track action items and provide recommendations based on national experience
- Attend and co-facilitate Community Pathway Implementation Workgroup Meeting (1x per month);
 - Provide consultation and inform recommendations
- Support implementation of EBP Initial Implementation Workgroups (4 workgroups in each SPA as listed below);
 - **SPA 2 and SPA 6** (July 2025 – June 2026 1x per quarter):
 - Implement Motivational Interviewing EBP Initial Implementation Workgroup
 - Co-facilitate meetings
 - Provide consultation and inform recommendations
 - Track action items
 - Review and track referral, engagement, outcomes, and fidelity data
 - Partner to develop communication tools/strategies including learning and best practices from the MI CQI work to share across regional offices to promote replication and continuous improvement
 - Partner to develop communication tools/strategies including learning and best practices from the MI CQI work to share across regional offices to promote replication and continuous improvement and work with regional leadership to enhance the internal capacity of regional staff to effectively support and sustain MI CQI efforts at the regional office level
 - Provide technical support and guidance to the regional practice collaboratives in developing MI-focused strategies,

processes, and activities to address identified CQI goalsImplement Home Visiting EBP Implementation Workgroup;

- Support ongoing workgroup implementation activities
- Co-facilitate meetings
- Provide consultation and inform recommendations
- Track action items
- Review and track referral, engagement, outcomes, and fidelity data
- Partner to develop communication tools/strategies
- Implement Mental Health EBP Initial Implementation Workgroup;
 - Co-facilitate meetings
 - Provide consultation and inform recommendations
 - Track action items
 - Review and track referral, engagement, outcomes, and fidelity data
 - Partner to develop communication tools/strategies
- Implement Culturally-Specific EBP Initial Implementation Workgroup;
 - Co-facilitate meetings
 - Provide consultation and inform recommendations
 - Track action items
 - Review and track referral, engagement, outcomes, and fidelity data
 - Partner to develop communication tools/strategies
- Assist with the preparation of the Countywide Memorandum of Understanding (MOU) articulating CARES provider portal requirements.
- **SPA 4 and SPA 5** (July 2025 – June 2026 1x per month; July 2026 – December 2026 1x per quarter)
 - Implement Motivational Interviewing EBP Initial Implementation Workgroup
 - Co-facilitate meetings
 - Provide consultation and inform recommendations
 - Track action items
 - Review and track referral, engagement, outcomes, and fidelity data
 - Partner to develop communication tools/strategies including learning and best practices from the MI CQI work to share across regional offices to

- promote replication and continuous improvement and work with regional leadership to enhance the internal capacity of regional staff to effectively support and sustain MI CQI efforts at the regional office level
- Provide technical support and guidance to the regional practice collaboratives in developing MI-focused strategies, processes, and activities to address identified CQI goals
- Implement Home Visiting EBP Initial Implementation Workgroup;
 - Initial tasks include monitoring:
 - Provide input to Department of Public Health (DPH) and Department of Mental Health (DMH) for Request for Proposal (RFP) development and release
 - Provider selection
 - Contract amendments
 - Conducting workflow mapping
 - Consultation on policy drafting
 - Hiring
 - Training Question and Answer (Q&A)
 - Contract monitoring and CQI
 - Co-facilitate meetings
 - Provide consultation and inform recommendations
 - Track action items
 - Review and track referral, engagement, outcomes, and fidelity data
 - Partner to develop communication tools/strategies
- Implement Mental Health EBP Initial Implementation Workgroup;
 - Initial tasks include monitoring:
 - Provide input to DPH and DMH for RFP development and release
 - Provider selection
 - Contract amendments
 - Conducting workflow mapping
 - Consultation on policy drafting
 - Hiring
 - Training Q&A
 - Contract monitoring, and CQI
 - Co-facilitate meetings

- Provide consultation and inform recommendations
 - Track action items
 - Review and track referral, engagement, outcomes, and fidelity data
 - Partner to develop communication tools/strategies
- Implement Culturally-Specific EBP Initial Implementation Workgroup;
Initial tasks include monitoring:
 - Provide input to DPH and DMH for RFP development and release
 - Provider selection
 - Contract amendments
 - Conducting workflow mapping
 - Consultation on policy drafting
 - Hiring
 - Training Q&A
 - Contract monitoring and CQI
 - Co-facilitate meetings
 - Provide consultation and inform recommendations
 - Track action items
 - Review and track referral, engagement, outcomes, and fidelity data
 - Partner to develop communication tools/strategies
- **SPA 7, and SPA 3** (July 2026 – December 2026 1x per month);
 - Implement Motivational Interviewing EBP Initial Implementation Workgroup:
 - Co-facilitate meetings
 - Provide consultation and inform recommendations
 - Track action items
 - Review and track referral, engagement, outcomes, and fidelity data
 - Partner to develop communication tools/strategies including learning and best practices from the MI CQI work to share across regional offices to promote replication and continuous improvement and work with regional leadership to enhance the internal capacity of regional staff to effectively support and sustain MI CQI efforts at the regional office level
 - Provide technical support and guidance to the regional practice collaboratives in developing MI-

focused strategies, processes, and activities to address identified CQI goals

- Implement Home Visiting EBP Initial Implementation Workgroup;

Initial tasks include monitoring:

- Provide input to DPH and DMH for RFP development and release
- Provider selection
- Contract amendments
- Conducting workflow mapping
- Consultation on policy drafting
- Hiring
- Training Q&A
- Contract monitoring and CQI.
- Co-facilitate meetings
- Provide consultation and inform recommendations
- Track action items
- Review and track referral, engagement, outcomes, and fidelity data
- Partner to develop communication tools/strategies

- Implement Mental Health EBP Initial Implementation Workgroup;

Initial tasks include monitoring:

- Provide input to DPH and DMH for RFP development and release
- Provider selection
- Contract amendments
- Conducting workflow mapping
- Consultation on policy drafting
- Hiring
- Training Q&A
- Contract monitoring and CQI
- Co-facilitate meetings
- Provide consultation and inform recommendations
- Track action items
- Review and track referral, engagement, outcomes, and fidelity data
- Partner to develop communication tools/strategies

- Implement Culturally-Specific EBP Initial Implementation Workgroup;
 - Initial tasks include monitoring:
 - Provide input to DPH and DMH for RFP development and release
 - Provider selection
 - Contract amendments
 - Conducting workflow mapping
 - Consultation on policy drafting
 - Hiring
 - Training Q&A
 - Contract monitoring and CQI
 - Co-facilitate meetings
 - Provide consultation and inform recommendations
 - Track action items
 - Review and track referral, engagement, outcomes, and fidelity data
 - Partner to develop communication tools/strategies
- **SPA 1, and SPA 8** (July 2026 – December 2026 1x per month);
 - Support the expansion of Motivational Interviewing EBP Training:
 - Attend and co-facilitate meetings
 - Provide consultation and inform recommendations
 - Track action items
- Contractor will undertake the following to support implementation:
 - Provide a summary of progress to DCFS (1x per month)
 - Provide a written summary of the tasks/deliverables completed during the previous month to accompany invoice
 - Attend, prepare presentations, and provide consultation based on national experience to the Policy and Practice, Training, Communications and Integration, IT, Fiscal and Contracts, CQI and Ad-Hoc work stream meetings (as needed)
 - Attend and provide consultation based on national experience to the Cluster Meetings (1x per quarter)
 - Attend meetings, prepare presentations, and provide consultation throughout California Department of Social Services' (CDSS) Child Welfare System-California Automated Response and Engagement System (CWS-CARES) implementation (1x per month)

- Collaborate with PDO to review work plan and provide consultation (1x per month)
- Attend, prepare presentations, and provide consultation based on national experience to key stakeholder groups as requested by leads (1-2x per month)
- Assist with planning and co-facilitation of annual CPP Convening
- Solicit input and support the drafting of the next 3-year Comprehensive Prevention Plan by July 2026
- Support LA County's utilization of the new comprehensive child welfare information system, CWS-CARES, estimated to be released in 2026; and
- Collaborate and partner with Los Angeles County consultants and leads on the prevention related efforts including coordination between the Prevention & Promotion Systems Governing Committee and the DCFS Family First Prevention Services (FFPS) Team to support programs or strategies that evolve from the child and family wellbeing, transition age youth behavioral health, and homelessness and housing domains.
- Collaborate and partner with Los Angeles County DCFS divisions, consultants and other county leads on prevention related efforts related to concrete supports. Provide consultation based on national experience and strategic recommendations to explore enhancing existing concrete supports and adding new ones.

4.4 Key deliverables shall include, but may not be limited to:

4.4.1 Phase I: 6 Months

- Convene County Evidence Based Practice System Partners (EBPSP) and internal and external stakeholders to discuss results of data analysis and recommend prevention service array.
- Develop an implementation plan and related work plans.
- Complete a comprehensive review and provide recommendations regarding California's Prevention Plan by a team of Contractor experts identifying the implications and impact to County before submission to the Children's Bureau.
- Complete a comprehensive review and provide recommendations for the evaluation and CQI approach that articulates a clear theory of change and related research questions, including the design of a data collection approach that corresponds with key milestones, indicators, and outcomes delineated in the Prevention Plan.

- Examine existing CQI structures, approaches, processes, and resources in place throughout County to monitor and promote performance improvement; identify strengths, gaps and opportunities to enhance/streamline existing efforts to ensure the prevention plan evaluation and CQI strategy builds on existing capacity.
- Draft agendas and prepare materials for weekly FFPSA Leadership Team meetings.
- Draft agendas and prepare materials for quarterly FFPSA in L.A. Advisory Team Meetings.
- Draft agendas, prepare materials, and gather resources for monthly Service Array Workgroup.

4.4.2 Phase II: 10 Months

- Design the parameters of a Prevention Pilot that highlights key practice elements and defines the scope and duration of the pilot.
- Submit a FFPSA Pilot Referral to the Outcomes Driven Advisory Team (ODAT) to determine optimal pilot sites.
- Develop business process maps to align core department functions.
- Guide an implementation team responsible for leading the development and deployment of the implementation plan and related work plans for the pilot sites.
- Consult the Training Section in the development of curriculum for supervisors and case workers at pilot sites.
- Revisit and enhance business process maps to align core departmental functions as needed.
- Conduct review of statewide policies to identify barriers to implementation and recommendation revisions.
- Consult in the refinement of training curriculum to scale up across the state.
- Draft agenda and prepare materials for weekly FFPSA Leadership Team meetings.
- Draft agendas and prepare materials for quarterly FFPSA in Los Angeles (L.A.) Advisory Team Meetings.
- Draft agendas, prepare materials, and pull resources for monthly Service Array Workgroup.
- Liaise services between Contractor and DCFS' Chief Deputy Director.

4.4.3 Phase III: 12 Months

(First six months of 12 month phase)

- Provide ongoing stakeholder engagement and implementation guidance throughout the project.
- Co-facilitate weekly FFPSA Leadership Team Meetings;

- Co-facilitate quarterly FFPSA in L.A. Advisory Team;
- Co-facilitate monthly Service Array Workgroup; and
- Co-facilitate any Ad-Hoc meetings and workgroups, as needed.
- Build system-wide capacity through periodic consultative sessions within the leadership and governance structure and across the system to engage in continuous quality improvement processes, including the effective use of data and evidence in decision-making, in order to further the implementation of core strategies and achieve priority outcomes.
- Guide first six (6) months of countywide Family First Prevention implementation.
- Draft agendas and prepare materials for weekly FFPSA Leadership Team meetings.
- Draft agendas and prepare materials for quarterly FFPSA in LA Advisory Team Meetings.
- Draft agendas, prepare materials, and pull resources for monthly Service Array Workgroup.

(Last 6 months of 12 month phase)

- Provide support to FFPSA County Prevention Pilot (Learning Sites)
- Provide ongoing stakeholder engagement and Family First Prevention Plan Initial Implementation;
- Co-facilitate weekly FFPSA Leadership Team Meetings;
- Co-facilitate monthly Advisory Committee Workgroup;
- Co-facilitate bi-monthly FFPSA workgroups;
 - Technology
 - Fiscal and Contracts
 - Practice
 - Communication and Integration
 - Research / Continuous Quality Improvement
 - Policy and Training
- Co-facilitate any Ad-Hoc meetings and workgroups, as needed.

4.4.4 Phase III: 12 Months

(First six months of 12 month phase)

- Provide ongoing stakeholder engagement and implementation guidance throughout the project
- Build system-wide capacity through periodic consultative sessions within the leadership and governance structure and across the system to engage in continuous quality improvement processes, including the effective use of data and evidence in decision-making, in order to further the implementation of core

strategies and achieve priority outcomes

- Draft agendas and prepare materials for weekly FFPSA Leadership Team meetings
- Draft agendas and prepare materials for quarterly FFPSA in LA Advisory Team Meetings
- Draft agendas and prepare materials, and pull resources for monthly Service Array Workgroup.
- Provide support to FFPSA County Prevention Pilot (Learning Sites)

(Last 6 months of 12 month phase)

- Provide ongoing stakeholder engagement and implementation guidance throughout the project
- Build system-wide capacity through periodic consultative sessions within the leadership and governance structure and across the system to engage in continuous quality improvement processes, including the effective use of data and evidence in decision-making, in order to further the implementation of core strategies and achieve priority outcomes.
- Draft Los Angeles County Prevention Plan.
- Partner with the Office of Equity to design and monitor disproportionality and disparity reporting strategy for all FFPSA candidate subgroups
- Monitor and provide ongoing support to the FFPSA workgroups
- Draft agendas and prepare materials for weekly FFPSA Leadership Team meetings
- Draft agendas, prepare materials, and pull resources for monthly Advisory Committee Workgroup

4.4.5 Phase IV: 3 Months

- Provide ongoing stakeholder engagement and implementation guidance throughout the project
- Build system-wide capacity through periodic consultative sessions within the leadership and governance structure and across the system to engage in continuous quality improvement processes, including the effective use of data and evidence in decision-making, in order to further the implementation of core strategies and achieve priority outcomes
- Provide planning support for Pilot Learning Site Implementation
- Draft agendas and prepare materials for weekly FFPSA Leadership Team meetings
- Draft agendas and prepare materials for quarterly FFPSA in LA Advisory Team Meetings
- Draft agendas, prepare materials, and pull resources for monthly

Service Array Workgroup

- Draft agendas, prepare materials, and pull resources for monthly Advisory Committee Workgroup
- Draft Los Angeles County Prevention Plan
- Respond to Leadership requests to provide guidance to CDSS FFPSA State Commission as needed
- Partner with the Office of Equity to design and monitor disproportionality and disparity reporting strategy for all FFPSA candidate subgroups
- Monitor and provide ongoing support to the FFPSA workgroups

4.4.6 Phase V: 3 Months

- FFPSA Leadership Team meetings 1x per week; develop agendas, draft presentations, prepare national resources
- Planning Meetings between Contractor and FFPSA leadership 1x per week; develop agendas, draft presentations, prepare national resources, provide consultation and recommendations, identify key decision points based on national Family First experience
- FFPSA Advisory Team meetings 1x per month; develop agendas, draft presentations, prepare national resources
- Attend Cluster meetings 1x per month provide consultation and national resources/expertise
- Attend Prevention Services LG Task Force Meeting 1x per month; prepare presentations and provide consultation
- Implementation Workgroups prep meetings: 5 workgroups, 2x each per month; review action items, draft presentations, convene national thought partners to inform work, partner with PDO to track deliverables, consult and provide recommendations based on national experience
- Implementation Workgroup meetings: 5 workgroups, 2x each per month; provide consultation and inform recommendations, track action items, co-facilitate meetings
- Learning Sites meetings: 2x per month prep and 2x per month meetings attend convenings, prepare presentations, and provide consultation based on national experience
- Support Phase II Learning Sites anticipated expansion of Motivational Interviewing (MI) and Home Visiting (HV) services in SPA 2 with Community Providers and expansion of candidate populations within DCFS SPA 2
- Community Pathway Co-leads Planning Meetings 2x per month attend convenings, prepare presentations, and provide consultation based on national experience
- CDSS-LA County FF Meetings 1x per six weeks; attend convenings, prepare presentations, and provide consultation based on national experience
- DCFS' Director and Executive Team Meetings; 2x per month

attend convenings, prepare presentations, and provide consultation based on national experience

- Collaborate with PDO 1x per month; review work plan and provide consultation
- Present to key stakeholder groups 2x per month; attend convenings, prepare presentations, and provide consultation based on national experience
- Internal Contractor Team Meetings 1x per week; review SmartSheet workplan, assign deliverables, review progress on deliverables, prepare materials and national resources for week's meetings
- Summary Report 1x per month; provide a written summary report to DCFS tracking tasks/deliverables/presentations completed during previous month to accompany invoice
- Strategy roadmap activities completed within the following workgroups; Practice, Fiscal/Contracts, CQI, Policy/Training, and Communications and Integration:
 - Support FFPSA SPA 2 Phase II Learning Sites to include additional EBPs
 - Launch the rolling implementation of EBPs and candidate subgroups to additional SPAs
 - Support Phase II Learning Sites to include remaining EBPs and candidate subgroups
 - Support completion of rolling implementation of EBPs and candidate subgroups to remaining SPAs

4.4.7 Phase VI: 12 Months

- FFPSA Leadership Team meetings 1x per week; develop agendas, draft presentations, prepare national resources Planning Meetings between Chapin Hall and FFPSA leadership 1x per week; develop agendas, draft presentations, prepare national resources, provide consultation and recommendations, identify key decision points based on national Family First experience
- FFPSA Advisory Team meetings 1x per month; develop agendas, draft presentations, prepare national resources
- Attend Cluster meetings 1x per month provide consultation and national resources/expertise
- Attend Prevention Services LG Task Force Meeting 1x per month; prepare presentations and provide consultation
- Implementation Workgroups prep meetings : 5 workgroups, 2x each per month; review action items, draft presentations, convene national thought partners to inform work, partner with PDO to track deliverables, consult and provide recommendations based on national experience
- Implementation Workgroup meetings: 5 workgroups, 2x each per

month; provide consultation and inform recommendations, track action items, co-facilitate meetings

- Learning Sites meetings: 2x per month prep and 2x per month meetings attend convenings, prepare presentations, and provide consultation based on national experience Support Phase II Learning Sites anticipated expansion of MI and HV services in SPA 2 with Community Providers and expansion of candidate populations within DCFS SPA 2
- Community Pathway Co-leads Planning Meetings 2x per month attend convenings, prepare presentations, and provide consultation based on national experience
- CDSS-LA County FF Meetings 1x per six weeks; attend convenings, prepare presentations, and provide consultation based on national experience
- DCFS' Director and Executive Team Meetings; 2x per month attend convenings, prepare presentations, and provide consultation based on national experience
- Collaborate with PDO 1x per month; review work plan and provide consultation
- Present to key stakeholder groups 2x per month; attend convenings, prepare presentations, and provide consultation based on national experience
- Internal Contractor Team Meetings 1x per week; review SmartSheet workplan, assign deliverables, review progress on deliverables, prepare materials and national resources for week's meetings
- Summary Report 1x per month; provide a written summary report to DCFS tracking tasks/deliverables/presentations completed during previous month to accompany invoice
- Strategy roadmap activities completed within the following workgroups; Practice, Fiscal/Contracts, CQI, Policy/Training, and Communications and Integration:
 - Support FFPSA SPA 2 Phase II Learning Sites to include additional EBPs
 - Launch the rolling implementation of EBPs and candidate subgroups to additional SPAs
 - Support Phase II Learning Sites to include remaining EBPs and candidate subgroups
 - Support completion of rolling implementation of EBPs and candidate subgroups to remaining SPAs

4.4.8 Phase VII: 12 Months

- FFPSA Leadership Team meetings 1x per week; develop agendas, draft presentations, prepare national resources Planning Meetings between Chapin Hall and FFPSA

leadership 1x per week; develop agendas, draft presentations, prepare national resources, provide consultation and recommendations, identify key decision points based on national Family First experience

- FFPSA Advisory Team meetings 1x per month; develop agendas, draft presentations, prepare national resources
- Attend Cluster meetings 1x per month provide consultation and national resources/expertise
- Attend Prevention Services LG Task Force Meeting 1x per month; prepare presentations and provide consultation
- Implementation Workgroups prep meetings: 5 workgroups, 2x each per month; review action items, draft presentations, convene national thought partners to inform work, partner with PDO to track deliverables, consult and provide recommendations based on national experience
- Implementation Workgroup meetings: 5 workgroups, 2x each per month; provide consultation and inform recommendations, track action items, co-facilitate meetings
- Learning Sites meetings: 2x per month prep and 2x per month meetings attend convenings, prepare presentations, and provide consultation based on national experience Support Phase II Learning Sites anticipated expansion of MI and HV services in SPA 2 with Community Providers and expansion of candidate populations within DCFS SPA 2
- Community Pathway Co-leads Planning Meetings 2x per month attend convenings, prepare presentations, and provide consultation based on national experience
- CDSS-LA County FF Meetings 1x per six weeks; attend convenings, prepare presentations, and provide consultation based on national experience
- DCFS' Director and Executive Team Meetings; 2x per month attend convenings, prepare presentations, and provide consultation based on national experience
- Collaborate with PDO 1x per month; review work plan and provide consultation
- Present to key stakeholder groups 2x per month; attend convenings, prepare presentations, and provide consultation based on national experience
- Internal Contractor Team Meetings 1x per week; review SmartSheet workplan, assign deliverables, review progress on deliverables, prepare materials and national resources for week's meetings
- Summary Report 1x per month; provide a written summary report to DCFS tracking tasks/deliverables/presentations completed during previous month to accompany invoice
- Strategy roadmap activities completed within the following

workgroups; Practice, Fiscal/Contracts, CQI, Policy/Training, and Communications and Integration:

- Support FFPSA SPA 2 Phase II Learning Sites to include additional EBPs
- Launch the rolling implementation of EBPs and candidate subgroups to additional SPAs
- Support Phase II Learning Sites to include remaining EBPs and candidate subgroups
- Support completion of rolling implementation of EBPs and candidate subgroups to remaining SPAs

4.4.9 Phase VIII: 18 Months

- Contractor will attend FFPSA Leadership Team meetings (1x per quarter); develop agendas, draft presentations, prepare national resources, and co-facilitate.
- Contractor will schedule and attend Planning Meetings between Contractor and FFPSA leadership (1x per week); develop agendas, draft presentations, prepare national resources, co-facilitate, provide consultation and recommendations, and identify key decision points based on national Family First experience.
- Contractor will attend FFPSA Advisory Team meetings (4x per year); contribute to the development of agendas, draft presentations, prepare national resources, track action items, and provide recommendations based on national experience.
- Contractor will attend Cluster meetings (1x per quarter); provide consultation and national resources/expertise.
- Contractor will attend Policy and Practice, Training, Communication and Integration, CQI, IT, Fiscal and Contracts, and Ad-Hoc work stream meetings (as needed); prepare presentations and provide consultation based on national experience.
- Contractor will support the launching of implementation of the seven selected Family First EBPs: Nurse Family Partnership, Healthy Families America, Parents as Teachers, Multisystemic Therapy, Family Functioning Therapy, Parent-Child Interaction Therapy, and Motivational Interviewing across additional Los Angeles County SPAs (the sequence and selection of SPA implementation is flexible and will be determined by DCFS leadership).
- Contractor will implement four EBP Initial Implementation Workgroups: Motivational Interviewing, Culturally-Specific, Mental Health, and Home Visiting in each SPA (1x per month meetings with initial implementation to 1x per quarter meetings); provide consultation and inform recommendations, track action

items,

co-facilitate meetings, partner to develop communication tools/strategies, review and track referrals, engagement, outcomes, and fidelity data, provide input for RFP and contract amendment, and hiring activities.

- Support the expansion of Motivational Interviewing EBP Training: attend and co-facilitate meetings, provide consultation and inform recommendations, and track action items.
- Contractor will attend Learning Sites workgroup meetings (1x per month); prepare presentations, provide consultation based on national experience, and continue support of Learning Sites expansion of MI and HV services in SPAs 2 and 6 with Community Providers and expansion of candidate populations within DCFS' SPAs 2 and 6.
- Contractor will support the development and drafting of Countywide MOU articulating CWS-CARES provider portal requirements.
- Contractor will attend Community Pathway Workgroup Meetings: 1x per month; provide consultation and recommendations based on national experience.
- Contractor will attend the California Department of Social Services' (CDSS) new comprehensive child welfare system (CWS-CARES) meetings, prepare presentations, and provide consultation throughout CDSS' CWS-CARES implementation: (1x per month).
- Contractor will attend Tribal Partners Workgroup (4x per year); contribute to the development of agendas, draft presentations, gather national resources, consult and provide recommendations based on national experience, and track action items.
- Contractor will assist with planning and co-facilitation of annual CPP convening.
- Contractor will collaborate with PDO (1x per month); review work plan and provide consultation.
- Contractor will present to key stakeholder groups (1-2x per month); attend convening, prepare presentations, and provide consultation based on national experience.
- Contractor will support LA County's utilization of the new CWS-CARES system, estimated to be released in 2026.
- Collaborate and partner with Los Angeles County DCFS divisions, consultants and other county leads on prevention related efforts related to concrete supports. Provide consultation based on national experience and strategic recommendations to explore enhancing existing concrete supports and adding new ones.
- Contractor will collaborate and partner with Los Angeles county

consultants and leads on prevention related efforts including coordination between the Prevention & Promotion Systems Governing Committee and the DCFS FFPS Team to support programs or strategies that evolve from the child and family wellbeing, transition age youth behavioral health, and homelessness and housing domains.

- Contractor will solicit input and support the drafting of the next 3-year Comprehensive Prevention Plan by July 2026.
- Contractor will conduct Internal Contractor Team Meetings 1x per week; review SmartSheet workplan, assign deliverables, review progress on deliverables, prepare materials and national resources to inform meetings.
- Contractor will provide a written summary report to DCFS tracking tasks/deliverables/presentations completed during previous month to accompany invoice 1x per month.

4.4.10 The deliverables identified in each Phase shall be delivered within or by the end of that Phase.

5.0 REPORTS, RECORD KEEPING, AND INVOICES

5.1 A monthly report that summarizes all activities taken place during the month to document progress towards accomplishing key deliverables shall be submitted by the 15th day of each month, following the month in which services were rendered. This monthly report shall also incorporate updates on top priority projects, when applicable.

5.2 Contractor shall maintain a record of all work performed under this Contract and shall make the records available to CPM, or designee, upon request.

5.3 Contractor shall submit original monthly invoices to reflect Exhibit A-5 (FFPSA Consulting Invoice) in arrears by the 30th of each month pursuant to this Contract. Invoices must include the following elements:

- Agency Name and Address
- Contact Person and Phone Number
- Contract Name
- Contract Number
- Contract Period
- Invoice Date
- Billing Period
- Fiscal Year
- Invoice Total

5.4 Invoices shall be submitted electronically via email to the CPM, or designee,

and to the DCFS Finance Division. The email shall include the current year-to-date expenditures and remaining contract budget. Contractor may be requested to format the invoices in a manner determined by County.

- 5.5 The CPM, or designee, shall review the invoice within 30 days of invoice receipt and notify the Contractor of any discrepancies noted on the invoice in writing. Contractor shall be provided one business week to provide any additional documentation to address the discrepancies.
- 5.6 Enclosed with the invoice, Contractor shall affix a monthly report of activities to document achievement towards deliverables outlined in Exhibit A-3 (Schedule of Work). This report shall include updates on top priority projects, when appropriate, and must clearly indicate identify the phase, month number, and fiscal year.
- 5.7 Invoices shall also include documents or reports, such as expense receipts to support its monthly invoices. The expense receipts shall have time stamps and sufficient details to support the transactions.
- 5.8 County may request additional documents or reports to support the transaction.
- 5.9 Invoices submitted by the Contractor for payment must have the written approval of the CPM, or designee, prior to any payments.

6.0 CONTRACTOR'S QUALITY CONTROL

The Contractor shall establish and maintain a Quality Control Plan to assure the requirements of the Contract are met. A copy must be provided to the CPM on 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 Methods used to ensure 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 to identify and prevent deficiencies in the quality of service performed prior to the level of performance becomes unacceptable.
 - 6.1.1 Methods for ensuring uninterrupted service to County in the event of a strike by Contractor's employees or any other potential disruption in service.
 - 6.1.2 A record of all inspections conducted by the Contractor, any corrective action taken, time in which the problem was first identified, a clear description of the problem, and the time elapsed

between identification and completion of corrective action, shall be provided to the County upon request.

- 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, Standard Terms and Conditions, Section 26.0, County's Quality Assurance Plan and Monitoring, of the Contract.

7.0 ASSURANCE PLAN AND MONITORING

The County will evaluate the Contractor's performance under this Contract using the quality assurance procedures as defined in this Contract, Part II, Standard Terms and Conditions, Section 26.0, County's Quality Assurance Plan and Monitoring.

7.1 Meetings

Contractor is required to attend weekly, Ad-Hoc, and scheduled monthly meetings.

8.0 GREEN INITIATIVE

- 8.1 Contractor shall use reasonable efforts to initiate "green" practices for environmental and energy conservation benefits.
- 8.2 Contractor shall notify CPM of Contractor's new green initiatives prior to the Contract commencement.

E. PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

- 1.0 All listings of services used in the PRS are intended to be completely consistent with the Contract and the SOW, and are not meant in any case to create, extend, revise, or expand any obligation of the Contractor beyond that defined in the Contract and the SOW. In any case of apparent inconsistency between services as stated in the Contract, the SOW, and the PRS, the meaning apparent in the Contract and the SOW will prevail. If any service seems to be created in the PRS, which is not clearly set forth in the Contract and the SOW, that apparent service will be null and void and place no requirement on the Contractor.
- 2.0 A standard level of performance will be required of the Contractor for the required services. Exhibit A-1 (Performance Requirements Summary) of this SOW

summarizes the required services, performance standards, maximum allowable deviation from the standards, methods of surveillance to be used by the County, and quality assurance procedures to be imposed for unacceptable performance. Failure of the Contractor to achieve this standard can result in an assessment of liquidated damages against the Contractor's monthly payment as determined by the County.

- 3.0 When the Contractor's performance does not conform to the requirements of this Contract, the County will have the option to apply the following non- performance remedies:

Require the Contractor to implement a formal corrective action plan, subject to approval by the County. In the plan, the Contractor must include reasons for the unacceptable performance, specific steps to return performance to an acceptable level, and monitoring methods to prevent recurrence.

- 3.1 Reduce payment to the Contractor by a computed amount based on the assessment fee(s) in the PRS.
- 3.2 Reduce, suspend or cancel this Contract for systematic, deliberate misrepresentations or unacceptable levels of performance.
- 3.3 Failure of the Contractor to comply with or satisfy the request(s) for improvement of performance or to perform the neglected work specified within ten (10) Business Days shall constitute authorization for the County to have the service(s) performed by others. The entire cost of such work performed by others due to the Contractor's failure to perform said service(s), as determined by the County, shall be credited to the County on the Contractor's future invoice.
- 4.0 This paragraph does not limit the County's right to terminate the Contract upon ten (10) Business Day's written notice with or without cause, as provided for in Paragraph Part II, Section 55.0 (Termination for Convenience) of the Contract.

F. PERFORMANCE OUTCOME MEASURE SUMMARY

Contractor shall adhere to the measures established in this SOW to achieve the outcomes specified in Exhibit A-2 (Performance Outcome Measure Summary).

G. SCHEDULE OF WORK

Contractor shall adhere to the time frame, activities, and deliverables established in the Exhibit A-3 (Schedule of Work).

PERFORMANCE REQUIREMENTS SUMMARY (PRS) CHART

REQUIRED SERVICES	PERFORMANCE STANDARD	MONITORING METHOD	REMEDIES FOR NON-COMPLIANCE MONITORING METHOD
<p>Contractor shall comply with the Contract Terms and Conditions, Exhibit A: Statement of Work (SOW) and all other provisions of the Contract.</p>	<p>Contractor shall have no more than one non-compliance issue within one six-month period.</p>	<p>County will monitor Contractor's compliance according to Contract.</p> <p>CPM receives notification from Target Population identified in Exhibit A: SOW.</p> <p>CPM receives results of any audit regarding Contractor's performance.</p> <p>CPM notifies the Contractor in writing, and submits a written notice for each separate incident of non-compliance.</p>	<p>If two written notices are submitted to the Contractor in one six-month period that indicate Contractor is not in compliance with the SOW, and/or any other provision of the Contract, Contractor shall submit a written Corrective Action Plan (CAP) to the CPM with an explanation of the problem, and a plan for correcting the problem. All CAPs are subject to County approval.</p>

PERFORMANCE OUTCOME MEASURE SUMMARY

COUNTY PERFORMANCE MEASURE SUMMARY		
FFPSA IMPLEMENTATION CONSULTANT SERVICES		
OUTCOME GOAL: CHILDREN, YOUTH & FAMILIES		
OUTCOME INDICATORS	METHOD OF DATA COLLECTION	PERFORMANCE TARGETS
Design the implementation plan and related work plans to support the roll-out of the Prevention Plan in County	<p>Engage service providers and internal and external stakeholders to review the results of the data analysis and recommend prevention service array</p> <p>Provide expert consultation and recommendations regarding the draft Prevention Plan</p> <p>Consult the State in the development of the evaluation strategy and continuous quality improvement approach for inclusion in the Prevention Plan.</p>	Completion of the implementation plan deliverable
Launch Implementation	Launch Prevention Pilot to include supporting the testing in select regions and refinement of the approach ahead of full implementation	Provide implementation and capacity building support in the preparation and pilot rollout
Ongoing Implementation Support	Ongoing stakeholder engagement and work plan development and installation.	Completion of Family First Prevention Plan Implementation

SCHEDULE OF WORK

TIME FRAME	ACTIVITIES	DELIVERABLES
Phase I: Months 6	<ol style="list-style-type: none"> 1. Discuss results of data analysis and make service array recommendations 2. Co-design an implementation plan and related work plans to support the roll-out of the Prevention Plan 3. Review and provide expert consultation and recommendations regarding the draft Prevention Plan 4. Review and provide expert consultation to DCFS as they assist the State in the design of the required statewide evaluation strategy and County specific continuous quality improvement 5. Co-facilitate weekly FFPSA Leadership Team Meetings 6. Co-facilitate quarterly FFPSA in LA Advisory Team 7. Co-facilitate monthly Service Array Workgroups 	<ol style="list-style-type: none"> 1. Convene County EBP service providers and internal and external stakeholders to discuss results of data analysis and recommend prevention service array 2. Develop an implementation plan and related work plans 3. Comprehensive review of and recommendations regarding California's Prevention Plan by a team of Contractor experts identifying the implications and impact for County before submission to the Children's Bureau 4. Comprehensive review and recommendations for the evaluation and CQI approach that articulates a clear theory of change and related research questions, along with the design of a data collection approach that corresponds with key milestones, indicators, and outcomes delineated in the Prevention Plan 5. Examine existing CQI structures, approaches, processes and resources in place throughout LA County to monitor and promote performance improvement; identify strengths, gaps and opportunities to enhance or streamline existing efforts to ensure the Prevention Plan evaluation and CQI strategy builds on existing capacity

		<ol style="list-style-type: none">6. Draft agendas and prepare materials for weekly FFPSA Leadership Team meetings7. Draft agendas and prepare materials for quarterly FFPSA in LA Advisory Team Meetings8. Draft agendas, prepare materials, and pull resources for monthly Service Array Workgroup
--	--	--

TIME FRAME	ACTIVITIES	DELIVERABLES
Phase II: Months 10	<ol style="list-style-type: none"> 1. Co-facilitate weekly FFPSA Leadership Team Meetings 2. Co-facilitate quarterly FFPSA in LA Advisory Team 3. Co-facilitate monthly Service Array Workgroups 4. Co-facilitate any ad hoc meetings and workgroups, as needed 5. Consultant to liaise between Contractor and the DCFS' FFPSA Leadership Team and DCFS' Chief Deputy Director by coordinating review and approval of implementation procedures and data analysis requests 	<ol style="list-style-type: none"> 1. Design the parameters of a Prevention Pilot that highlights key practice elements and defines the scope and duration of the pilot 2. Submit an FFPSA Pilot Referral to the Outcomes Driven Advisory Team (ODAT) to determine optimal pilot sites 3. Develop business process maps to align core department functions 4. Guide an implementation team responsible for leading the development and deployment of the implementation plan and related work plans for the pilot sites 5. Consult the Training Section in the development of curriculum for supervisors and case workers at "pilot sites" 6. Revisit and enhance business process maps to align core departmental functions needed 7. Conduct review of statewide policies to identify barriers to implementation and recommendation revisions 8. Consult in the refinement of training curriculum to scale up across the state 9. Draft agendas and prepare materials for weekly FFPSA Leadership Team meetings 10. Draft agendas and prepare materials for quarterly FFPSA in LA Advisory Team Meetings 11. Draft agendas, prepare materials, and pull resources for monthly Service Array Workgroup 12. Liaise services between Contractor and DCFS' Chief Deputy Director

TIME FRAME	ACTIVITIES	DELIVERABLES
<p>Phase III: Months 12</p>	<ol style="list-style-type: none"> 1. Provide ongoing Stakeholder Engagement and Family First Prevention Plan Initial Implementation 2. Co-facilitate weekly FFPSA Leadership Team Meetings 3. Co-facilitate quarterly FFPSA in LA Advisory Team 4. Co-facilitate monthly Service Array Workgroups 5. Co-facilitate monthly Advisory Committee Workgroup 6. Provide support in planning of countywide Family First Prevention implementation 7. Co-facilitate bi-monthly FFPSA workgroups <ol style="list-style-type: none"> a. Technology b. Fiscal and Contracts c. Practice d. Communication and Integration e. Research / Continuous Quality Improvement f. Policy and Training 8. Co-facilitate any ad hoc meetings and workgroups, as-needed 9. Provide support to FFPSA County Prevention Pilot (Learning Sites) 	<ol style="list-style-type: none"> 1. Provide ongoing stakeholder engagement and implementation guidance throughout the project 2. Build system-wide capacity through periodic consultative sessions within the leadership and governance structure and across the system to engage in continuous quality improvement processes, including the effective use of data and evidence in decision-making, in order to further the implementation of core strategies and achieve priority outcomes 3. Draft agendas and prepare materials for weekly FFPSA Leadership Team meetings 4. Draft agendas and prepare materials for quarterly FFPSA in LA Advisory Team Meetings 5. Draft agendas, prepare materials, and pull resources for monthly Service Array Workgroup 6. Draft agendas, prepare materials, and pull resources for monthly Advisory Committee Workgroup 7. Draft Los Angeles County Prevention Plan 8. Partner with the Office of Equity to design and monitor disproportionality and disparity reporting strategy for all FFPSA candidate subgroups 9. Monitor and provide ongoing support to the FFPSA workgroups

TIME FRAME	ACTIVITIES	DELIVERABLES
Phase IV: Months 3	<ol style="list-style-type: none"> 1. FFPSA Leadership Team meetings 2. Planning meetings between Contractor and FFPSA leadership 3. FFPSA Advisory Team meetings 4. Attend Cluster meetings 5. Attend Prevention Services LG Task Force Meeting 6. Attend CDSS-CARES meetings 7. Implementation workgroup co-leads prep meetings: <ol style="list-style-type: none"> a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training 8. Implementation workgroup meetings: <ol style="list-style-type: none"> a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training 9. Learning Sites Meetings 10. Community Pathway Co-leads Planning Meetings 11. CDSS-LA County FF Meetings 12. DCFS' Director and Executive Team Meetings 13. Collaborate with PDO 14. Present to Key Stakeholder Groups 	<ol style="list-style-type: none"> 1. Leadership team meetings: 1x per week; develop agendas, draft presentations, and prepare national resources 2. Planning meetings between Contractor and FFPSA leadership: 1x per week; develop agendas, draft presentations, prepare national resources, and provide consultation and recommendations, identify key decision points based on national Family First experience 3. FFPSA Advisory meetings: 1x per month; develop agendas, draft presentations, prepare national resources 4. Attend Cluster meetings 1x per month; provide consultation and national resources/expertise 5. Attend Prevention Services LG Task Force meeting 1x per month; prepare presentations and provide consultation 6. Attend CDSS-CARES meetings 1x/week develop agendas, draft presentations, and prepare national resources 7. Implementation workgroup co-leads prep meetings 5 workgroups, 2x each per month; review action items, draft presentations, convene national thought partners to inform work, partner with PDO to track deliverables, and consult and provide recommendations based on

	15. Internal Contractor Team Meetings 16. Summary Report 17. Collaborate with LA County FFPSA Leads 18. CA Prevention Plan	national experience 8. Implementation workgroup meetings 5 workgroups, 2x each per month; provide consultation and inform recommendations, track action items, co-facilitate meetings 9. Learning Sites meetings 2x per month prep and 2x per month meetings, attend convenings, prepare presentations, and provide consultation based on national experience 10. Community Pathway Co-leads Planning Meetings 2x per month, attend convenings, prepare presentations, and provide consultation based on national experience 11. CDSS-LA County FF Meetings 1x per six weeks, attend convenings, prepare presentations, and provide consultation based on national experience 12. DCFS' Director and Executive Team Meetings 2x per month, attend convenings, prepare presentations, and provide consultation based on national experience 13. Collaborate with PDO 1x per month, review work plan and provide consultation 14. Present to Key Stakeholder Groups 2x per month, attend convenings, prepare presentations, and provide consultation based on national experience 15. Internal Contractor Team 1x per week, review SmartSheet, assign deliverables, review progress on deliverables, prepare materials and national resources for week's meetings
--	---	--

		<p>16. Summary report 1x per month, provide a written summary report to DCFS tracking tasks/deliverables/presentations completed during previous month to accompany invoice</p> <p>17. Collaborate with LA County FFPSA leads to finalize and submit the Comprehensive Prevention Plan due January 31, 2023</p> <p>18. Review and provide comment on California Prevention Plan (1 additional round expected)</p>
--	--	---

TIME FRAME	ACTIVITIES	DELIVERABLES
<p>Phase V: Months 3</p>	<ol style="list-style-type: none"> 1. FFPSA Leadership Team meetings 2. Planning meetings between Contractor and FFPSA leadership 3. FFPSA Advisory Team meetings 4. Attend Cluster meetings 5. Attend Prevention Services LG Task Force Meeting 6. Attend CDSS-CARES meetings 7. Implementation workgroup co-leads prep meetings: <ol style="list-style-type: none"> a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training 8. Implementation workgroup meetings: <ol style="list-style-type: none"> a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training 9. Learning Sites Meetings 10. Community Pathway Co-leads Planning Meetings 11. CDSS-LA County FF Meetings 12. DCFS' Director and Executive Team Meetings 13. Collaborate with PDO 14. Present to Key Stakeholder Groups 15. Internal Contractor Team Meetings 	<ol style="list-style-type: none"> 1. Leadership team meetings 1x per week, develop agendas, draft presentations, and prepare national resources 2. Planning meetings between Contractor and FFPSA leadership 1x per week, develop agendas, draft presentations, prepare national resources, provide consultation and recommendations, and identify key decision points based on national Family First experience 3. FFPSA Advisory meetings 1x per month, develop agendas, draft presentations, and prepare national resources 4. Attend Cluster meetings 1x per month, provide consultation and national resources/expertise 5. Attend Prevention Services LG Task Force meeting 1x per month, prepare presentations and provide consultation 6. Attend CDSS-CARES meetings 1x per week, develop agendas, draft presentations, and prepare national resources 7. Implementation workgroup co-leads prep meetings 5 workgroups 2x each per month, review action items, draft presentations, convene national thought partners to inform work, partner with PDO to track deliverables, and consult and provide recommendations based on national experience

	<p>16. Summary Report</p> <p>17. Complete strategy roadmap activities within the following workgroups:</p> <ul style="list-style-type: none"> a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training 	<p>8. Implementation workgroup meetings 5 workgroups, 2x each per month, provide consultation and inform recommendations, track action items, and co-facilitate meetings</p> <p>9. Learning Sites meetings 2x per month prep and 2x per month meetings, attend convenings, prepare presentations, and provide consultation based on national experience</p> <p>10. Community Pathway Co-leads Planning Meetings 2x per month, attend convenings, prepare presentations, and provide consultation based on national experience</p> <p>11. CDSS-LA County FF Meetings 1x per six weeks, attend convenings, prepare presentations, and provide consultation based on national experience</p> <p>12. DCFS' Director and Executive Team Meetings 2x per month, attend convenings, prepare presentations, and provide consultation based on national experience</p> <p>13. Collaborate with PDO 1x per month, review work plan and provide consultation</p> <p>14. Present to Key Stakeholder Groups 2x per month, attend convenings, prepare presentations, and provide consultation based on national experience</p> <p>15. Internal Contractor Team 1x per week, review SmartSheet, assign deliverables, review progress on deliverables, and prepare materials and national resources for week's meetings</p> <p>16. Summary report 1x per month, provide a</p>
--	---	---

		<p>written summary report to DCFS tracking tasks/deliverables/presentations completed during previous month to accompany invoice</p> <p>17. Support FFPSA SPA 2 Phase II Learning Sites to include additional EBPs</p> <p>18. Launch the rolling implementation of EBPs and candidate subgroups to additional SPAs</p> <p>19. Support Phase II Learning Sites to include remaining EBPs and candidate subgroups</p> <p>20. Support completion of rolling implementation of EBPs and candidate subgroups to remaining SPAs</p>
--	--	---

TIME FRAME	ACTIVITIES	DELIVERABLES
Phase VI: Months 12	<ol style="list-style-type: none"> 1. FFPSA Leadership Team meetings 2. Planning meetings between Contractor and FFPSA leadership 3. FFPSA Advisory Team meetings 4. Attend Cluster meetings 5. Attend Prevention Services LG Task Force Meeting 6. Attend CDSS-CARES meetings 7. Implementation workgroup co-leads prep meetings: <ol style="list-style-type: none"> a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training 8. Implementation workgroup meetings: <ol style="list-style-type: none"> a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training 9. Learning Sites Meetings 10. Community Pathway Co-leads Planning Meetings 11. CDSS-LA County FF Meetings 12. DCFS' Director and Executive Team Meetings 13. Collaborate with PDO 14. Present to Key Stakeholder Groups 15. Internal Contractor Team Meetings 	<ol style="list-style-type: none"> 1. Leadership team meetings 1x per week, develop agendas, draft presentations, and prepare national resources 2. Planning meetings between Contractor and FFPSA leadership 1x per week, develop agendas, draft presentations, prepare national resources, provide consultation and recommendations, and identify key decision points based on national Family First experience 3. FFPSA Advisory meetings 1x per month, develop agendas, draft presentations, and prepare national resources 4. Attend Cluster meetings 1x per month, provide consultation and national resources/expertise 5. Attend Prevention Services LG Task Force meeting 1x per month, prepare presentations and provide consultation 6. Attend CDSS-CARES meetings 1x per week, develop agendas, draft presentations, and prepare national resources 7. Implementation workgroup co-leads prep meetings 5 workgroups 2x each per month, review action items, draft presentations, convene national thought partners to inform work, partner with PDO to track deliverables, and consult and provide recommendations based on national experience

	<p>16. Summary Report</p> <p>17. Complete strategy roadmap activities within the following workgroups:</p> <ul style="list-style-type: none"> a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training 	<p>8. Implementation workgroup meetings 5 workgroups, 2x each per month, provide consultation and inform recommendations, track action items, and co-facilitate meetings</p> <p>9. Learning Sites meetings 2x per month prep and 2x per month meetings, attend convenings, prepare presentations, and provide consultation based on national experience</p> <p>10. Community Pathway Co-leads Planning Meetings 2x per month, attend convenings, prepare presentations, and provide consultation based on national experience</p> <p>11. CDSS-LA County FF Meetings 1x per six weeks, attend convenings, prepare presentations, and provide consultation based on national experience</p> <p>12. DCFS' Director and Executive Team Meetings 2x per month, attend convenings, prepare presentations, and provide consultation based on national experience</p> <p>13. Collaborate with PDO 1x per month, review work plan and provide consultation</p> <p>14. Present to Key Stakeholder Groups 2x per month, attend convenings, prepare presentations, and provide consultation based on national experience</p> <p>15. Internal Contractor Team 1x per week, review SmartSheet, assign deliverables, review progress on deliverables, and prepare materials and national resources for week's meetings</p> <p>16. Summary report 1x per month, provide a</p>
--	---	---

		<p>written summary report to DCFS tracking tasks/deliverables/presentations completed during previous month to accompany invoice</p> <p>17. Support FFPSA SPA 2 Phase II Learning Sites to include additional EBPs</p> <p>18. Launch the rolling implementation of EBPs and candidate subgroups to additional SPAs</p> <p>19. Support Phase II Learning Sites to include remaining EBPs and candidate subgroups</p> <p>20. Support completion of rolling implementation of EBPs and candidate subgroups to remaining SPAs</p>
--	--	---

TIME FRAME	ACTIVITIES	DELIVERABLES
Phase VII: Months 12	<ol style="list-style-type: none"> 1. FFPSA Leadership Team meetings 2. Planning meetings between Contractor and FFPSA leadership 3. FFPSA Advisory Team meetings 4. Attend Cluster meetings 5. Attend Prevention Services LG Task Force Meeting 6. Attend CDSS-CARES meetings 7. Implementation workgroup co-leads prep meetings: <ol style="list-style-type: none"> a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training 8. Implementation workgroup meetings: <ol style="list-style-type: none"> a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training 9. Learning Sites Meetings 10. Community Pathway Co-leads Planning Meetings 11. CDSS-LA County FF Meetings 12. DCFS' Director and Executive Team Meetings 13. Collaborate with PDO 14. Present to Key Stakeholder Groups 15. Internal Contractor Team Meetings 	<ol style="list-style-type: none"> 1. Leadership team meetings 1x per week, develop agendas, draft presentations, and prepare national resources 2. Planning meetings between Contractor and FFPSA leadership 1x per week, develop agendas, draft presentations, prepare national resources, provide consultation and recommendations, and identify key decision points based on national Family First experience 3. FFPSA Advisory meetings 1x per month, develop agendas, draft presentations, and prepare national resources 4. Attend Cluster meetings 1x per month, provide consultation and national resources/expertise 5. Attend Prevention Services LG Task Force meeting 1x per month, prepare presentations and provide consultation 6. Attend CDSS-CARES meetings 1x per week, develop agendas, draft presentations, and prepare national resources 7. Implementation workgroup co-leads prep meetings 5 workgroups 2x each per month, review action items, draft presentations, convene national thought partners to inform work, partner with PDO to track deliverables, and consult and provide recommendations based on national experience

	<p>16. Summary Report</p> <p>17. Complete strategy roadmap activities within the following workgroups:</p> <ul style="list-style-type: none"> a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training 	<p>8. Implementation workgroup meetings 5 workgroups, 2x each per month, provide consultation and inform recommendations, track action items, and co-facilitate meetings</p> <p>9. Learning Sites meetings 2x per month prep and 2x per month meetings, attend convenings, prepare presentations, and provide consultation based on national experience</p> <p>10. Community Pathway Co-leads Planning Meetings 2x per month, attend convenings, prepare presentations, and provide consultation based on national experience</p> <p>11. CDSS-LA County FF Meetings 1x per six weeks, attend convenings, prepare presentations, and provide consultation based on national experience</p> <p>12. DCFS' Director and Executive Team Meetings 2x per month, attend convenings, prepare presentations, and provide consultation based on national experience</p> <p>13. Collaborate with PDO 1x per month, review work plan, and provide consultation</p> <p>14. Present to Key Stakeholder Groups 2x per month, attend convenings, prepare presentations, and provide consultation based on national experience</p> <p>15. Internal Contractor Team 1x per week, review SmartSheet, assign deliverables, review progress on deliverables, and prepare materials and national resources for week's meetings</p>
--	---	--

		<ul style="list-style-type: none">16. Summary report 1x per month, provide a written summary report to DCFS tracking tasks/deliverables/presentations completed during previous month to accompany invoice17. Support FFPSA SPA 2 Phase II Learning Sites to include additional EBPs18. Launch the rolling implementation of EBPs and candidate subgroups to additional SPAs19. Support Phase II Learning Sites to include remaining EBPs and candidate subgroups20. Support completion of rolling implementation of EBPs and candidate subgroups to remaining SPAs
--	--	---

TIME FRAME	ACTIVITIES	DELIVERABLES
Phase VIII: Months 18	<ol style="list-style-type: none"> 1. CPP Leadership Team meetings 2. Weekly meetings between Contractor and FFPSA leadership 3. Prevention Advisory Team meetings 4. Cluster meetings 5. CDSS CWS-CARES meetings 6. Tribal Partners Workgroup meetings 7. Community Pathway Workgroup meetings 8. Implement EBPs in additional SPAs (the order of SPA implementation is flexible and will be determined by DCFS leadership) 9. EBP Implementation workgroups (four workgroups in each SPA): <ol style="list-style-type: none"> a. Motivational Interviewing Initial Implementation b. Home Visiting EBP initial Implementation c. Mental Health EBP Initial Implementation d. Culturally-Specific EBP Initial Implementation 10. Implementation work stream meetings: <ol style="list-style-type: none"> a. Policy and Practice, b. Fiscal and Contracts, c. Communication and Integration, d. CQI, e. Training, f. IT 11. Learning Sites Meetings 12. Collaborate with PDO 13. Present to key stakeholder groups 	<ol style="list-style-type: none"> 1. Attend and co-facilitate CPP Leadership Team meetings (1x per quarter); develop agendas, draft presentations, and prepare national resources. 2. Attend planning meetings between Contractor and FFPSA leadership (1x per week); develop agendas, draft presentations, prepare national resources, co-facilitate, provide consultation and recommendations, and identify key decision points based on national Family First experience. 3. Attend and co-facilitate Prevention Advisory Team meetings (4x per year); contribute to the development of agendas, draft presentations, prepare national resources, track action items, and provide recommendations based on national experience. 4. Attend Cluster meetings (1x per quarter); provide consultation and national resources/expertise. 5. Attend meetings, prepare presentations, and provide consultation throughout California Department of Social Services' (CDSS) Child Welfare System-California Automated Response and Engagement System (CWS-CARES) implementation (1x per month). 6. Attend and co-facilitate Tribal Partners Workgroup (4x per year); collaborate with the development of agendas, draft presentations, and gather national

	<ul style="list-style-type: none"> 14. Planning and co-facilitation of annual CPP Convening 15. Solicit input and support drafting of the next 3-year CPP 16. Provide consultation throughout CDSS CWS-CARES system implementation 17. Partner and collaborate with other LA County prevention related efforts 18. Internal Contractor Team Meetings and Summary Report 	<p>resources, consult and provide recommendations based on national experience, and track action items.</p> <ul style="list-style-type: none"> 7. Attend and co-facilitate Community Pathway Implementation Workgroup Meeting (1x per month); provide consultation and inform recommendations based on national experience. 8. Expand implementation of the seven selected Family First EBPs: Nurse Family Partnership, Healthy Families America, Parents as Teachers, Multisystemic Therapy, Family Functioning Therapy, and Parent-Child Interaction Therapy, and Motivational Interviewing across additional Los Angeles County service planning areas. 9. Support four Evidence Based Practice (EBP) Initial Implementation Workgroups meetings each SPA: Motivational Interviewing, Home Visiting, Mental Health, and Culturally-Specific, (1x per month meetings with initial implementation to 1x per quarter meetings); provide consultation and inform recommendations, track action items, co-facilitate meetings, partner to develop communication tools/strategies, review and track referrals, engagement, outcomes, and fidelity data, monitor provider selection, provide input for RFP and contract amendment, hiring activities, provide consultation on policy drafting, Q&A training, CQI, conduct workflow mapping, and assist with the preparation of the countywide MOU articulating CARES provider portal requirements. 10. Attend Policy and Practice, Training,
--	--	--

		<p>Communication and Integration, IT, CQI, Fiscal and Contracts, and Ad-Hoc work stream meetings as needed; prepare presentations and provide consultation based on national experience.</p> <p>11. Support Learning Sites (1x per month); attend meetings, prepare presentations, provide consultation based on national experience, and continue support of Learning Sites expansion of MI and HV services in SPA 2 and 6 with Community Providers and expansion of candidate populations within DCFS SPA 2 and 6.</p> <p>12. Meet and collaborate with PDO (1x per month); review work plan and provide consultation.</p> <p>13. Attend, prepare presentations, and provide consultation based on national experience to key stakeholder groups as requested by leads (1 - 2x per month).</p> <p>14. Assist with planning and co-facilitation of annual CPP Convening.</p> <p>15. Solicit input and support the drafting of the next 3-year Comprehensive Prevention Plan by July 2026.</p> <p>16. Attend meetings, prepare presentations, and provide consultation throughout CDSS CWS-CARES implementation (1x per month) and support LA County's utilization of the new comprehensive child welfare information system, CWS-CARES estimated to be released in 2026.</p> <p>17. Collaborate and partner with Los Angeles county consultants and leads on the prevention related efforts including coordination between the Prevention &</p>
--	--	--

		<p>Promotion Systems Governing Committee and the DCFS Family First Prevention Services (FFPS) Team to support programs or strategies that evolve from the child and family wellbeing, transition age youth behavioral health, and homelessness and housing domains.</p> <p>18. Plan and attend internal Contractor Team Meetings 1x per week; review SmartSheet workplan, assign deliverables, review progress on deliverables, and prepare materials and national resources to inform meetings. Provide a written summary of the tasks/deliverables completed during the previous month to accompany invoice.</p>
--	--	--

CONTRACT DISCREPANCY REPORT

SAMPLE

CONTRACTOR RESPONSE DUE BY _____ (enter date and time)

Date: Click or tap here to enter text.		Contractor Response Received: Click or tap here to enter text.			
Contractor: Click or tap here to enter text.		Contract No. Click or tap here to enter text.		County's Project Manager: Click or tap here to enter text.	
Contact Person: Click or tap here to enter text.		Telephone: Click or tap here to enter text.		County's Project Manager Signature:	
Email: Click or tap here to enter text.		Email: Click or tap here to enter text.			
A contract discrepancy(s) is specified below. The Contractor will take corrective action and respond back to the County personnel identified above by the date required. Failure to take corrective action or respond to this Contract Discrepancy Report by the date specified may result in the deduction of damages.					
No.	Contract Discrepancy	Contractor's Response*	County Use Only		
			Date Correction Due	Date Completed	Approved
1	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
2	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
3	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

*Use additional sheets if necessary

<hr/> <i>Contractor's Representative Signature</i>		<hr/> Click or tap here to enter text. <i>Date Signed</i>
Additional Comments: Click or tap here to enter text.		



Chapin Hall

Billing Number: 0061

Invoice Number: INV-0000009804

Description: Contract No. 19-4-064 FY20

Invoice Date: 12/27/2024

Bill To:

LA County DCFS
Dept. of Children and Family Services
Contract Acctng Unit, Elia Hernandez
510 S. Vermont Ave, FL #14-30
Los Angeles, CA 90020

Remit To:

Chapin Hall Center for Children
PO Box 85290
Chicago, IL 60689-5290

Customer Number: 60323

Project Number: 700195.00.01

Project Name: LA County FFPSA

Project POP: 04/01/2020 to 06/30/2025

Project Manager: O'Brien, Jennifer

Terms: NET 30

Due Date: 01/26/2025

Cost: \$2,691,378.00

Fee: \$0.00

Total: \$2,691,378.00

Cumulative Amount Billed: \$2,330,783.65

Funded Value

Billing Period From: 11/01/2024

To: 11/30/2024

	Current Amount	Cumulative Amount
Schedule Bill	\$0.00	\$2,330,783.65
	\$0.00	\$2,330,783.65
Invoice Total	\$0.00	\$2,330,783.65

SAMPLE INVOICE

Billing Number:	0061	Project Number:	700195.00.01	
Invoice Number:	INV-0000009804	Project Name:	LA County FFPSA	Invoice Date: 12/27/2024

By signing this report, I certify to the best of my knowledge and belief that the report is true, complete, and accurate, and the expenditures, disbursements and cash receipts are for the purposes and objectives set forth in the terms and conditions of the Federal award or non-Federal award. I am aware that any false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil or administrative penalties for fraud, false statements, false claims or otherwise. (U.S. Code Title 18, Section 1001 and Title 31, Sections 3729-3730 and 3801-3812).

Grants and Contracts Administrator

SAMPLE INVOICE

Electronic remittance (preferred):
Beneficiary: Chapin Hall Center for Children
Receiving Bank Name: Fifth Third Bank
Bank Account Number: 7232881628

Wire Transfer:

Bank Routing Number: 042000314

ACH/EFT:

Bank Routing Number: 071923909

SWIFT Code: FTBCU53C

Indicate Chapin Hall invoice # and invoice billing period in the description field of the transmittal

Check remittance (USPS):

Chapin Hall Center for Children
PO Box 85290

Chicago, IL 60689-5290

Indicate Chapin Hall invoice # and invoice billing period in the description field of the transmittal

Overnight mail (UPS, FedEx or USPS Mail Express):

Fifth Third Bank Lockbox Operations

Chapin Hall Center for Children

Lockbox Number 235290

910 Pasquinelli Dr

Westmont, IL 60559-5526

Indicate Chapin Hall invoice # and invoice billing period in the description field of the transmittal

Invoice prepared by: Accounts Receivable, Accountsreceivable@chapinhall.org

**CONSULTING SERVICES FOR
Family First Prevention Services Act (FFPSA) Implementation Support**

PRICING SHEET

Contractor hereby agrees to perform the services for the County of Los Angeles, Department of Children and Family Services, under all of the terms and conditions specified in the Contract, Statement of Work, Exhibits and Attachments. This fixed price contract guarantees that each phase price shall include, but is not limited to, costs for labor, materials, equipment, supplies, applicable taxes, including sales taxes, and other identifiable costs needed to comply with the requirements of the Contract and Statement of Work. Contractor agrees to commence services immediately following the receipt of the Start Work Notice. Contractor agrees not to exceed the Maximum Contract Sum of **\$769,507** for the period of 18 months, and to provide the specified services for the following submitted compensation.

The fixed price is as follows:

CONSULTING SERVICES FOR FFPSA Implementation Support	Phase	Period of Service	Price
	8	Months 1-18 (7/1/25 – 12/31/26)	\$769,507

Name:	Title:
Signature:	Date:



LA County Family First Continuation FY25-28 LA County DCFS 07/01/2025-12/31/2026 Chapin Hall Project ID: #5153									
Summary of Costs for All Tasks by Year									
	Period 1			Period 2			Total		
	07/01/2025-06/30/2026			07/01/2026-12/31/2026					
TASKS	Hours	%	Cost	Hours	%	Cost	Hours	%	Cost
1 - Governance Structure (CPP LT, Prevention Advisory, Cluster)	665	34%	\$ 104,926	327	17%	\$ 54,771	992	51%	\$ 159,697
2 - EBP Initial and Full Implementation	1568	80%	\$ 230,080	787	40%	\$ 122,214	2355	121%	\$ 352,294
3 - Other Implementation Activities (CP Workgroup, MOU, ad hoc workstream support, CDSS meetings)	789	40%	\$ 115,739	286	15%	\$ 46,106	1075	55%	\$ 161,845
4 - Presentations & Collaboration	160	8%	\$ 36,808	90	5%	\$ 17,391	250	13%	\$ 54,199
5 - Project Maintenance	232	12%	\$ 27,229	114	6%	\$ 14,243	346	18%	\$ 41,472
Total Task Estimated Costs	3414		\$ 514,782	1604		\$ 254,725	5018		\$ 769,507
OTHER DIRECT COSTS									
Total Project Costs									
			\$ 514,782				\$ 254,725		



1313 East 60th Street
Chicago, IL 60637
chapinhall.org

BUDGET NARRATIVE

Project Title: LA County Family First Continuation FY25-28

Principal Investigator: Jennifer O'Brien

Organization Name: Chapin Hall Center for Children

For the Project Period: July 1, 2025 – December 31, 2026 (18 months)

A Proposal For: County of Los Angeles, Department of Children and Family Services

Overview

This narrative addresses personnel, rate statements and calculations, other direct costs, and indirect costs estimated in performing the proposed project.

Category	Year 1 (12 months)	Year 2 (6 months)	Total (18 months)
Personnel	217,264	108,890	326,154
Fringe	112,151	58,692	170,843
Travel	9,258	-	9,258
Total Direct Costs	338,673	167,582	506,255
Indirect Costs	176,109	87,143	263,252
Total Project Costs	514,782	254,725	769,507

Personnel \$326,154

Name	Position	FTE	Base Salary	Budget Request
O'Brien, Jennifer	Principal Investigator	0.32	207,272	98,825
Brunsink, Ashley	Policy Analyst	0.21	100,067	32,592
Roygardner, Debangshu	Senior Researcher	0.32	127,192	62,383
Hyland, Sean	Policy Analyst	0.24	80,476	29,923
Project Assistant, TBD	Project Assistant	0.14	51,896	11,283
Matter, Alexandra	Senior Policy Analyst	0.26	118,838	48,718
Fenton-LeShore, Karen	Senior Policy Analyst	0.20	139,524	42,430

Jennifer O'Brien, Principal Investigator, Policy Fellow, will serve as the project lead for Chapin Hall.

- Responsible for the integrity of the project

- Maintain responsibility for all aspects of the project, including strategy, supervision, implementation, and products
- Oversee project communications
- Participates in ad hoc county and state leadership convenings
- Coordinates development of presentations, reports, and proposals

Ashleigh Brunsink, Policy Analyst

- Supports Community Pathway Implementation Workgroup planning and meetings
- Supports MI, HV, MH, and CS EBP Initial Implementation Workgroups (4) meetings
- Supports CPP Leadership Team meetings
- Supports Prevention Advisory Team meetings
- Supports Tribal Partners Workgroup
- Supports Policy and Practice, Training, and Fiscal and Contracts ad hoc workstreams

Debangshu Roygardner, Senior Researcher

- Leads integration of CQI principles across project
- Supports Community Pathway Implementation Workgroup
- Supports MI, HV, MH, and CS EBP Initial Implementation Workgroups (4) meetings
- Supports CPP Leadership Team and FFPSA Leads/Chapin Hall planning meetings
- Supports Policy and Practice, Training, and Fiscal and Contracts ad hoc workstreams

Sean Hyland, Policy Analyst

- Supports CPP Leadership Team meetings
- Supports MI, HV, MH, and CS EBP Initial Implementation Workgroups (4) meetings
- Supports CARES integration activities
- Supports Policy and Practice, Training, and Fiscal and Contracts ad hoc workstreams

Alexandra Matter, Senior Policy Analyst

- Supports CPP Leadership Team and FFPSA Leads/Chapin Hall planning meetings
- Supports Cluster
- Supports Community Pathway Implementation Workgroup meetings
- Supports MI, HV, MH, and CS EBP Initial Implementation Workgroups (4) meetings
- Supports Policy and Practice, Training, and Fiscal and Contracts ad hoc workstreams
- CPP revision lead

- Supports planning and execution of Annual CPP Convening

Karen Fenton-LeShore, Senior Policy Analyst

- Supports CPP Leadership Team meetings
- Supports MI, HV, MH, and CS EBP Initial Implementation Workgroups (4) meetings
- Develops, enacts, and disseminates innovative approaches to addressing policy and practice issues
- Lead for Communications and Equity activities

TBD, Project Assistant

- Supports scheduling and coordination of all FFPSA workgroups and meetings
- Coordinates development of monthly progress reports
- Manage SharePoint

Rate Statements and Calculations

Chapin Hall sets and adjusts compensation based on a set of compensation principles and regular assessment to ensure that compensation at Chapin Hall is fair, competitive, and transparent and is leveraged to attract, retain, and motivate a high performing, diverse workforce that supports the organization's goals. Each spring, merit increases are considered for all non-temporary staff coinciding with the annual performance management process and estimated to increase 4% annually at July 1.

Fringe Benefits: \$170,843

Fringe benefits are directly proportional to personnel costs allocated in the project. The PTO cost is calculated as the product of the PTO rate (18.67%) and actual hourly costs. Fringe is calculated as the product of the fringe rate (27.77%) and PTO and salary costs. This rate is fixed for federal and non-federal projects, assessed as a percentage of salary costs. This budget estimates a 4% increase on fringe and PTO rates on July 1 annually.

Category			Total
PTO	40,558	21,141	61,699
Fringe Benefits	71,592	37,552	109,144
Total	112,150	58,693	170,843

Travel: \$9,258

Travel is budgeted for 7 staff to attend CPP Convening in each year of the project. Cost estimates include air, lodging, M&I per diem, ground transportation, airfare and airport transit.

#Trips	4	3
Air	350.00	600.00
Lodging (\$225/night)	450.00	450.00

M&I (\$86 full/64.50 first & last)	215.00	215.00
Dest Ground Transportation (.67/mile)	100.42	100.44
Airport Trans (trip)	100.00	100.00
Cost per Trip	1,215.42	1,465.44
#Staff	4	3
Total	\$4,861.68	\$4,396.32

Per diem and mileage are estimated using FY 2025 Per Diem Rates for California.

Indirect Costs: \$263,252

Indirect costs are based on Chapin Hall's negotiated rate with the cognizant federal authority and are applied to direct costs at a rate of 52% for the entire project period using the modified total direct cost (MTDC) formula as per the approved rate agreement dated May 2, 2023.

Total Direct Costs	338,673	167,582	506,255
Indirect Costs	176,109	87,143	263,252
Total Project Costs	514,782	254,725	769,507

COUNTY'S ADMINISTRATION

CONTRACT NO. 19-4-064

COUNTY'S PROJECT DIRECTOR:

Name:	Angela Parks-Pyles
Title:	Deputy Director
Address:	510 S. Vermont Ave.
	Los Angeles, CA 90020
Telephone:	213-371-6253
E-mail Address:	parksaa@dcfs.lacounty.gov

COUNTY'S CONTRACT ANALYST:

Name:	Marla Pearson
Address:	510 S. Vermont Ave, 14 th Floor
	Los Angeles, CA 90020
Telephone:	213-866-8991
E-mail Address:	pearasm@dcfs.lacounty.gov

COUNTY'S PROJECT MANAGER:

Name:	Cynthia Wright-Westbrooks
Title:	Children Services Administrator II
Address:	510 S. Vermont Ave.
	Los Angeles, CA 90020
Telephone:	213-725-3319
E-mail Address:	carpec@dcfs.lacounty.gov

COUNTY'S PROJECT MONITOR:

Name:	Nancy Delgado
Title:	Children Services Administrator I
Address:	510 S. Vermont Ave.
	Los Angeles, CA 90020
Telephone:	213-410-8156
E-mail Address:	delgan@dcfs.lacounty.gov

CONTRACTOR'S ADMINISTRATION

CONTRACTOR'S NAME: Chapin Hall Center for Children

CONTRACT NO. 19-4-064

CONTRACTOR'S PROJECT MANAGER:

Name: Jennifer O'Brien

Title: Senior Policy Fellow

Address: c/o Impact House

200 W. Madison St, Suite 300
Chicago, IL 60606

Telephone: 630-301-8108

E-mail Address: jobrien@chapinhall.org

CONTRACTOR'S AUTHORIZED OFFICIAL(S):

Name: Bryan Samuels

Title: Executive Director

Address: c/o Impact House

200 W. Madison St, Suite 300
Chicago, IL 60606

Telephone: 773-256-5116

E-mail Address: bsamuels@chapinhall.org

Name: Joanne Pearlman

Title: Chief Financial Officer

Address: c/o Impact House

200 W. Madison St, Suite 300
Chicago, IL 60606

Telephone: 202-320-4759

E-mail Address: jpearlman@chapinhall.org

NOTICES TO CONTRACTOR:

Name: Lisa Williams

Title: General Counsel

Address: c/o Impact House

200 W. Madison St, Suite 300
Chicago, IL 60606

Telephone: 423-914-2973

E-mail Address: researchadministration@chapinhall.org

CONTRIBUTION AND AGENT DECLARATION FORM

This form must be completed separately by all bidders/proposers, including all prime contractors and subcontractors, and by all applicants for licenses, permits, and other entitlements for use issued by the County of Los Angeles ("County").

Pursuant to the Levine Act (Government Code section 84308), a member of the Board of Supervisors, other elected County officials (the Sheriff, Assessor, and the District Attorney), and other County employees and/or officers ("County Officers") are disqualified and not able to participate in a proceeding involving contracts, franchises, licenses, permits and other entitlements for use if the County Officer received more than \$250 in contributions in the past 12 months from the bidder, proposer or applicant, any paid agent of the bidder, proposer, or applicant, or any financially interested participant who actively supports or opposes a particular decision in the proceeding.

State law requires you to disclose information about contributions made by you, your company, and lobbyists and agents paid to represent you. Failure to complete the form in its entirety may result in significant delays in the processing of your application and potential disqualification from the procurement or application process.

You must fully answer the applicable questions below. You ("Declarant"), or your company, if applicable, including all entities identified below (collectively, "Declarant Company") must also answer the questions below. The term "employee(s)" shall be defined as employees, officers, partners, owners, or directors of Declarant Company.

An affirmative response to any questions will not automatically cause the disqualification of your bid/proposal, or the denial of your application for a license, permit or other entitlement. However, failure to answer questions completely, in good faith, or providing materially false answers may subject a bidder/proposer to disqualification from the procurement.

This material is intended for use by bidders/proposers, including all prime contractors and subcontractors, and by all applicants for licenses, permits, and other entitlements for use issued by the County of Los Angeles and does not constitute legal advice. If you have questions about the Levine Act and how it applies to you, you should call your lawyer or contact the Fair Political Practices Commission for further guidance.

CONTRIBUTION AND AGENT DECLARATION FORM

Complete each section below. State "none" if applicable.

A. COMPANY OR APPLICANT INFORMATION

1) Declarant Company or Applicant Name:

[Click or tap here to enter text.](#)

a) If applicable, identify all subcontractors that have been or will be named in your bid or proposal: [Click or tap here to enter text.](#)

b) If applicable, variations and acronyms of Declarant Company's name used within the past 12 months: [Click or tap here to enter text.](#)

c) Identify all entities or individuals who have the authority to make decisions for you or Declarant Company about making contributions to a County Officer, regardless of whether you or Declarant Company have actually made a contribution:

[Click or tap here to enter text.](#)

[IF A COMPANY, ANSWER QUESTIONS 2 - 3]

2) Identify only the Parent(s), Subsidiaries and Related Business Entities that Declarant Company has controlled or directed, or been controlled or directed by. "Controlled or directed" means shared ownership, 50% or greater ownership, or shared management and control between the entities.

a) Parent(s):

[Click or tap here to enter text.](#)

b) Subsidiaries:

[Click or tap here to enter text.](#)

c) Related Business Entities:sign

[Click or tap here to enter text.](#)

3) If Declarant Company is a closed corporation (non-public, with under 35 shareholders), identify the majority shareholder.

[Click or tap here to enter text.](#)

4) Identify all entities (proprietorships, firms, partnerships, joint ventures, syndicates, business trusts, companies, corporations, limited liability companies, associations, committees, and any other organization or group of persons acting in concert) whose contributions you or Declarant Company have the authority to direct or control.

[Click or tap here to enter text.](#)

CONTRIBUTION AND AGENT DECLARATION FORM

- 5) Identify any individuals such as employees, agents, attorneys, law firms, lobbyists, and lobbying firms who are or who will act on behalf of you or Declarant Company and who will receive compensation to communicate with a County Officer regarding the award or approval of **this** contract or project, license, permit, or other entitlement for use.

*(Do **not** list individuals and/or firms who, as part of their profession, either (1) submit to the County drawings or submissions of an architectural, engineering, or similar nature, **or** (2) provide purely technical data or analysis, **and** who will not have any other type of communication with a County agency, employee, or officer.)*

[Click or tap here to enter text.](#)

- 6) If you or Declarant Company are a 501(c)(3) non-profit organization, identify the compensated officers of your organization and the compensated members of your board.

[Click or tap here to enter text.](#)

B. CONTRIBUTIONS

- 1) Have you or the Declarant Company solicited or directed your employee(s) or agent(s) to make contributions, whether through fundraising events, communications, or any other means, to a County Officer in the past 12 months? If so, provide details of each occurrence, including the date.

Date (contribution solicited, or directed)	Recipient Name (elected official)	Amount
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

*Please attach an additional page, if necessary.

- 2) Disclose all contributions made by you or any of the entities and individuals identified in Section A to a County officer in the past 12 months.

Date (contribution made)	Name (of the contributor)	Recipient Name (elected official)	Amount
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

*Please attach an additional page, if necessary.

CONTRIBUTION AND AGENT DECLARATION FORM

C. DECLARATION

By signing this Contribution and Agent Declaration form, you (Declarant), or you and the Declarant Company, if applicable, attest that you have read the entirety of the Contribution Declaration and the statements made herein are true and correct to the best of your knowledge and belief. (Only complete the one section that applies.)

There are [Click or tap here to enter text.](#) additional pages attached to this Contribution Declaration Form.

COMPANY BIDDERS OR APPLICANTS

I, [Click or tap here to enter text.](#) (Authorized Representative), on behalf of [Click or tap here to enter text.](#) (Declarant Company), at which I am employed as [Click or tap here to enter text.](#) (Title), attest that after having made or caused to be made a reasonably diligent investigation regarding the Declarant Company, the foregoing responses, and the explanation on the attached page(s), if any, are correct to the best of my knowledge and belief. Further, I understand that failure to answer the questions in good faith or providing materially false answers may subject Declarant Company to consequences, including disqualification of its bid/proposal or delays in the processing of the requested contract, license, permit, or other entitlement.

IMPORTANT NOTICE REGARDING FUTURE AGENTS AND FUTURE CONTRIBUTIONS:

By signing this Contribution and Agent Declaration form, you also agree that, if Declarant Company hires an agent, such as, but not limited to, an attorney or lobbyist during the course of these proceedings and will compensate them for communicating with the County about this contract, project, permit, license, or other entitlement for use, you agree to inform the County of the identity of the agent or lobbyist and the date of their hire. You also agree to disclose to the County any future contributions made to members of the County Board of Supervisors, another elected County officer (the Sheriff, Assessor, and the District Attorney), or any other County officer or employee by the Declarant Company, or, if applicable, any of the Declarant Company's proposed subcontractors, agents, lobbyists, and employees who have communicated or will communicate with the County about this contract, license, permit, or other entitlement after the date of signing this disclosure form, and within 12 months following the approval, renewal, or extension of the requested contract, license, permit, or entitlement for use.

Signature

[Click or tap here to enter text.](#)

Date

CONTRIBUTION AND AGENT DECLARATION FORM

INDIVIDUAL BIDDERS OR APPLICANTS

I, [Click or tap here to enter text.](#), declare that the foregoing responses and the explanation on the attached sheet(s), if any, are correct to the best of my knowledge and belief. Further, I understand that failure to answer the questions in good faith or providing materially false answers may subject me to consequences, including disqualification of my bid/proposal or delays in the processing of the requested license, permit, or other entitlement.

IMPORTANT NOTICE REGARDING FUTURE AGENTS AND FUTURE CONTRIBUTIONS:

If I hire an agent or lobbyist during the course of these proceedings and will compensate them for communicating with the County about this contract, project, permit, license, or other entitlement for use, I agree to inform the County of the identity of the agent or lobbyist and the date of their hire. I also agree to disclose to the County any future contributions made to members of the County Board of Supervisors, another elected County official (the Sheriff, Assessor, and the District Attorney), or any other County officer or employee by me, or an agent such as, but not limited to, a lobbyist or attorney representing me, that are made after the date of signing this disclosure form, and within 12 months following the approval, renewal, or extension of the requested contract, license, permit, or entitlement for use.

Signature

[Click or tap here to enter text.](#)

Date

SOLE SOURCE CHECKLIST

Department Name: Children and Family Services

☐

New Sole Source Contract

☒

Sole Source Amendment to Existing Contract

Date Existing Contract First Approved:

4/1/2020

Check (✓)	JUSTIFICATION FOR SOLE SOURCE CONTRACTS AND AMENDMENTS Identify applicable justification and provide documentation for each checked item.
	➤ Only one bona fide source (monopoly) for the service exists; performance and price competition are not available. A monopoly is an “ <i>Exclusive control of the supply of any service in a given market. If more than one source in a given market exists, a monopoly does not exist.</i> ”
	➤ Compliance with applicable statutory and/or regulatory provisions.
✓	➤ Compliance with State and/or federal programmatic requirements.
	➤ Services provided by other public or County-related entities.
	➤ Services are needed to address an emergent or related time-sensitive need.
	➤ The service provider(s) is required under the provisions of a grant or regulatory requirement.
	➤ Services are needed during the time period required to complete a solicitation for replacement services; provided services are needed for no more than 12 months from the expiration of an existing contract which has no available option periods.
	➤ Maintenance and support services are needed for an existing solution/system during the time to complete a solicitation for a new replacement solution/system; provided the services are needed for no more than 24 months from the expiration of an existing maintenance and support contract which has no available option periods.
	➤ Maintenance service agreements exist on equipment which must be serviced by the original equipment manufacturer or an authorized service representative.
	➤ It is more cost-effective to obtain services by exercising an option under an existing contract.
	➤ It is in the best economic interest of the County (e.g., significant costs and time to replace an existing system or infrastructure, administrative cost and time savings and excessive learning curve for a new service provider, etc.). In such cases, departments must demonstrate due diligence in qualifying the cost-savings or cost-avoidance associated with the best economic interest of the County.

Michael J. Martinez

Digitally signed by Michael J. Martinez
Date: 2025.04.23 10:35:51 -07'00'

Chief Executive Office

Date

SOLE SOURCE JUSTIFICATION

It is the policy of the County to solicit the maximum number of bids/proposals for a commodity or service from the largest relevant market and to select vendors on a competitive basis.

There are certain acquisitions which, when in the best interest of the County, can only be obtained from a sole source. Sole source acquisitions must be justified in sufficient detail to explain the basis for suspending the usual competitive procurement process.

NOTE: Please refer to Section 2.5 of the Los Angeles County Services, Supplies & Equipment Contract/Purchasing Policy Manual (Attachment III).

DOCUMENTATION FOR SOLE SOURCE JUSTIFICATION MUST INCLUDE RESPONSES TO THE FOLLOWING QUESTIONS WHEN APPLICABLE:

1. What is being requested?

The Department of Children and Family Services (DCFS) requests your Board's approval to amend the existing Sole Source Contract with Chapin Hall at the University of Chicago (Chapin Hall) for the Consultant Services to support the implementation of the Family First Prevention Services Act (FFPSA).

One additional amendment is being requested to continue receiving the support of Chapin Hall consulting services as the County continues to work on the FFPSA implementation. A fourth amendment is to increase the funding by \$769,507 and extend the contract through December 31, 2026.

In December 2019, the Department of Children and Family Services (DCFS) engaged Chapin Hall at the University of Chicago to develop the Los Angeles County Family First Prevention Services Act (FFPSA) Implementation Plan and guide implementation efforts. FFPSA amends Title- IV-E funding, making it available to support prevention services for eligible children, youth, and families with the goal of preventing entry and re-entry into the child welfare system and/or congregate care. It supports an array of evidence-based prevention services in mental health, substance disorder treatment, and in-home parenting skills programs. FFPSA also makes significant changes to Title IV-B, by increases oversight and requirements for congregate care.

2. Why is the product needed – how will it be used?

On April 1, 2020, DCFS entered into a contract with Chapin Hall to assist in planning for FFPSA implementation.

The continued support of Chapin Hall is needed in order to: continue support for FFPSA Phase V-VII expansion of the learning sites pilots; launch the rolling implementation of Evidence-Based Practices (EBPs) and candidate subgroups to additional Service Planning Areas (SPAs); support ongoing stakeholder engagement; review and provide comment on future iteration of the California Prevention Plan; complete the development of a CQI infrastructure and convene FFPSA workgroups, prepare reports, agendas and presentations.

DCFS is requesting to increase funds to the current contract and extend the contract for 18 months to continue receiving the support of implementation activities from Chapin Hall in order to support a sustainable implementation of FFPSA.

3. Is this “brand” of product the only one that meets the user’s requirements?
No, there may be other consultants who are knowledgeable about FFPSA; however, Chapin Hall has been supporting DCFS’ FFPSA implementation efforts since December 2019 when pre-work activities began. These activities were made possible through the support from the Anthony and Jeanne Pritzker Family Foundation and Casey Family Programs, as facilitated by the Center for Strategic Partnerships. Chapin Hall was selected due to their expertise and experience in working with DCFS and supporting other nationwide jurisdictions in FFPSA implementation.
4. Have other product/vendors been considered?
No, other vendors have not been considered because Chapin Hall has been guiding DCFS since implementation efforts began. Bringing on a new vendor as we move forward with implementation would require us to backtrack and waste much of the groundwork already completed by Chapin Hall, who is already familiar with our business process and needs.
5. Will purchase of this product avoid other cost?
Yes, the purchase of this product will avoid other costs because a new vendor will not have the knowledge of the County’s efforts and/or interdepartmental established relationships needed to implement FFPSA successfully.
6. Is this product proprietary or is it available from various dealers?
This product is proprietary and is not available through other dealers. Chapin Hall is the sole provider.
7. Reasonableness of Price. Does the County obtain a percentage discount or special discount not available to the private sector
The County does not receive a discount. Chapin Hall consulting services are not available from any other provider.
8. What is the dollar value of existing equipment and the Purchase Order No. for the existing equipment?
Not applicable. This proposal is for technical support services not hardware.

Approval Signature: _____ Date: _____



County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES

510 S. Vermont Avenue, Los Angeles, California 90020
 (213) 351-5602



BRANDON T. NICHOLS
 Director

JENNIE FERIA
 Chief Deputy Director

Board of Supervisors
 HILDA L. SOLIS
 First District
 HOLLY J. MITCHELL
 Second District
 LINDSEY P. HORVATH
 Third District
 JANICE HAHN
 Fourth District
 KATHRYN BARGER
 Fifth District

December 27, 2024

To: Supervisor Kathryn Barger, Chair
 Supervisor Hilda L. Solis
 Supervisor Holly J. Mitchell
 Supervisor Lindsey P. Horvath
 Supervisor Janice Hahn

From: Brandon T. Nichols
 Director

**NOTICE OF INTENT TO AMEND A SOLE SOURCE CONTRACT WITH CHAPIN HALL
 AT THE UNIVERSITY OF CHICAGO FOR CONSULTANT SERVICES**

This notice is issued in compliance with Board Policy 5.100, Sole Source Contracts, to notify the Board that the Department of Children and Family Services (DCFS) intends to request the Board's approval for delegated authority to extend the Sole Source Contract with Chapin Hall at the University of Chicago (Chapin Hall) (Contract Number 19-4-064).

The current contract term will end June 30, 2025. The Amendment will extend the term effective July 1, 2025 through December 31, 2026, in order to continue to provide consultant services to support the implementation of the Family First Prevention Services Act. The Maximum Contract Sum for the extension will be \$769,507, financed by 50 percent State Block Grant funds and 50 percent Title IV-E funds. In addition, the Statement of Work will expand implementation of the seven selected Family First Evidence-Based Practices.

If you have any questions or need additional information, you may contact me, or your staff may contact Aldo Marin, Board Liaison, at (213) 371-6052.

BTN:JF:CMM:RW
 LTI:CP:SK:ab

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