County of Los Angeles

DEPARTMENT OF CHILDREN AND FAMILY SERVICES

510 S. Vermont Avenue, Los Angeles, California 90020

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KATHRYN BARGER
Fifth District

November 17, 2026

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 Center for Children (Chapin Hall) to support the implementation of the Family First Prevention Services Act (FFPSA).

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 January 1, 2027 through June 30, 2028, with two (2) one-year extension options effective July 1, 2028 through June 30, 2030. The Maximum Contract Amount for the 18-month term will be $704,069, financed using 50 percent State and 50 percent federal funds.

2. Delegate authority to the Director of DCFS, or designee, to exercise each of the two (2) options to extend by written notice or amendment, provided that:
a) sufficient funding is available; b) County Counsel approval is obtained; and
c) the Director of DCFS, or designee, notifies the Board and the Chief Executive Officer (CEO), in writing, within ten (10) business days after execution.

3. 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 ten (10) business days after

execution.

4. 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 ten (10) business days after execution.

5. Delegate authority to the Director of DCFS, or designee, to execute amendments for a contractor assignment and delegation of an agreement resulting from acquisition, corporate mergers, business decisions or possible changes in ownership, and for contractor's name changes, provided that: a) County Counsel approval is obtained and b) the Director of DCFS, or designee, notifies the Board and the CEO, in writing, within ten (10) business days after execution.

6. 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 ten (10) business days of terminating the contract.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

DCFS has engaged Chapin Hall to support the planning and implementation of FFPSA in Los Angeles (LA) County. Through FFPSA, Title IV-E funding will be available to fund an array of mental health, home visiting, and engagement-centered Evidence-Based Practices (EBPs) to prevent maltreatment and child welfare system involvement for families not currently involved with DCFS and to prevent foster care placements among those with open Family Maintenance cases.

This 18-month extension will allow for Chapin Hall's continued consultant support and technical assistance as the County launched FFPSA in October 2026. Chief among the implementation priorities are transitioning to the new Child Welfare Services-California Automated Response and Engagement System, optimizing the required Continuous Quality Improvement infrastructure, expanding Family First Prevention Services-funded EBPs to additional Service Planning Areas, and the development of strategies to maximize Title IV-E funding for LA County, all of which are facilitated by this sole source contract extension.

Chapin Hall is a national expert on FFPSA and a technical assistance provider to the California Department of Social Services. Chapin Hall's long-standing role in LA County's FFPSA planning and implementation has resulted in deep institutional knowledge of the

County's systems and infrastructure, prior implementation decisions and rationale, and stakeholder landscape that is critical to maintaining the continuity that is needed for successful continued implementation of FFPSA and the County's ability to maximize the draw down of Title IV-E revenue.

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, effective January 1, 2027 through June 30, 2028, is $704,069, financed using 50 percent State funds and 50 percent federal funds. The two (2) one-year optional extensions will be effective July 1, 2028 through June 30, 2030, and if all optional extensions are exercised, the Total Maximum Budget is $1,642,828. Sufficient funding for this contract is included in the Department's Fiscal Year 2026-2027 Adopted Budget 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.

Additionally, the Board letter, adopted on May 13, 2025, delegated authority to the Director of DCFS to execute an amendment to extend the contract term effective July 1, 2025 through December 31, 2026.

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 July 1, 2026, 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 May 21, 2026, DCFS received approval from the California Department of Social Services to extend the Sole Source Contract with Chapin Hall to provide Consultant Services for the implementation of FFPSA Services for 18 months (Attachment D).

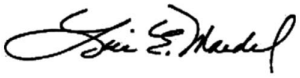
IMPACT ON CURRENT SERVICES (OR PROJECTS)

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 LA 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, LISA E. MANDEL
Interim Director



LISA E. MANDEL

Interim Director

LEM:JF:RT:KR LTI:CP:MP:sy

Enclosures

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

ATTACHMENT A

AMENDMENT NUMBER FIVE

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

This Amendment Number Five (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, 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, Amendment No. Four extended the contract term effective July 1, 2025, through December 31, 2026, increased the Maximum Contract Sum by $769,507 and makes changes to the Terms and Conditions, the Statement of Work (SOW) and Exhibits;

WHEREAS, this Amendment extends the contract term effective January 1, 2027, through June 30, 2028, increases the Maximum Contract Sum by $704,069 and makes changes to the Terms and Conditions, the SOW 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

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

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

1. **PART I, UNIQUE TERMS AND CONDITIONS, SECTION 2.0, TERM,** Subsection 2.1, Subparagraph 2.1.4 is added as follows:

   2.1.4 The term of this Contract is extended effective January 1, 2027, through June 30, 2028, unless terminated earlier or extended, in whole or in part, as provided in this Contract.

2. **PART I, UNIQUE TERMS AND CONDITIONS, SECTION 3.0, CONTRACT SUM,** Subsection 3.1, Subparagraph 3.1.5 is added as follows:

   3.1.5 The Maximum Contract Sum for the contract period of January 1, 2027, through June 30, 2028, is $704,069.

3. **PART I, UNIQUE TERMS AND CONDITIONS, SECTION 3.0, CONTRACT SUM,** Subsection 3.8 is added to read as follows:

   3.8 Contractor must not invoice the County for disallowed costs under the Contract. Correspondingly, the Contractor must not have unresolved disallowed costs in excess of One Hundred Thousand Dollars ($100,000) that have been confirmed as disallowed costs by the contracting County department and remain unpaid for a period of six (6) months or more from the date of an Auditor-Controller (A-C) Report. Unless such disallowed costs are the subject of current good faith negotiations, as determined in the sole discretion of the County, non-compliance by Contractor regarding this provision will constitute a material breach of Contract and may result in termination for default, in addition to any other remedies available to the County. Further, if Contractor has been determined to have unresolved disallowed costs in excess of $100,000 for longer than six months since the date of the A-C Report, they will be disqualified from future County solicitations unless such disallowed costs are the subject of good faith negotiations to resolve the disallowed costs, in the sole opinion of the County, or have been resolved**.**

4. **PART I, UNIQUE TERMS AND CONDITIONS, SECTION 4.0, INVOICES AND PAYMENTS,** Subsection 4.6, is amended to read as follows:

   ~~4.6 The Contractor must 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:~~

~~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 must 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~~

4.6 The Contractor must submit monthly invoices and required supporting documentation under this Contract to the DCFS County Program Manager for review and approval. The Contractor must also submit an electronic copy via email to DCFS Accounting Services.

4.6.1 The electronic invoice must be emailed by a representative of the Contractor, whose email address has been approved by the Program Manager.

4.6.2 Invoices received from an email address not approved by the Program Manager will not be accepted.

4.6.3 Emails containing invoices must come from a contractor specific domain and not from a generic third-party platform (e.g. Gmail, Hotmail, etc.).

4.6.4 Invoices and supporting documentation should be submitted to:

County of Los Angeles

Department of Children and Family Services
Attention: Cynthia Wright-Westbrook, County Program Manager
510 S. Vermont Avenue, Los Angeles, CA 90020
Phone Number: (213) 763-1761
Email address: 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
Email address: Contractinvoices@dcfs.lacounty.gov

5. **PART II, STANDARD TERMS AND CONDITIONS, SECTION 14.0, COMPLIANCE WITH FAIR CHANCE EMPLOYMENT PRACTICES,** is amended to read as follows:

~~Contractor must comply with fair chance employment hiring practices set forth in California Government Code Section 12952, Employment Discrimination: Conviction History. Contractor's violation of this paragraph of the Contract may constitute a material breach of the Contract. In the event of such material breach, County may, in its sole discretion, terminate the Contract.~~

Contractor, and its subcontractors, must comply with fair chance employment hiring practices set forth in California Government Code Section 12952, the California Code of Regulations Section 11017.1, and County Code Chapter 8.300 (Fair Chance Ordinance for Employers). Contractor, and its subcontractor(s), can access fair chance employment resources, including a Fair Chance Fact Sheet and Workplace Posters (English/Spanish), and other program material at https://dcba.lacounty.gov/fairchance/. Additional compliance resources, including an Employer Toolkit (Fair Chance Hiring: An Employer's Guide to Hiring System-Impacted Individuals), can be accessed at https://opportunity.lacounty.gov/fair-chance-hiring-campaign/.

Contractor's violation of this paragraph of the Contract may constitute a material breach of the Contract. In the event of such material breach, County may, in its sole discretion, issue administrative penalties and/or seek additional remedies as provided within Section 8.300.100 of the Fair Chance Ordinance for Employers, and/or terminate the Contract.

6. **PART II, STANDARD TERMS AND CONDITIONS, SECTION 24.0, CONTRACTOR'S CHARITIABLE ACTIVITIES COMPLIANCE,** is amended to read as follows:

~~The Supervision of Trustees and Fundraisers for Charitable Purposes Act regulates entities receiving or raising charitable contributions. The "Nonprofit Integrity Act of 2004" (SB 1262, Chapter 919) increased Charitable Purposes Act requirements. By requiring Contractors to complete the Charitable Contributions Certification, Exhibit J, the County seeks to ensure that all County Contractors which receive or raise charitable contributions comply with California law in order to protect the County and its taxpayers. A Contractor which receives or raises charitable contributions without complying with its obligations under California law commits a material breach subjecting it to either contract termination or debarment proceedings or both. (County Code Chapter 2.202).~~

The County seeks to ensure that all County Contractors which receive or raise charitable contributions comply with California law, including the "Nonprofit Integrity Act of 2004", as approved and codified in California Government Code, Sections 12580-12599.10, in order to protect the County and its taxpayers. The Supervision of Trustees and Fundraisers for Charitable Purposes Act regulates entities receiving or raising charitable contributions. A Contractor which receives or raises charitable contributions without complying with its obligations under California law commits a material breach subjecting it to either contract termination or debarment proceedings or both. (County Code Chapter 2.202).

7. **PART II, STANDARD TERMS AND CONDITIONS, SECTION 51.0, SAFELY SURRENDER BABY LAW, Subsection 51.1,** Contractor's Acknowledgement of County's Commitment to the Safely Surrendered Baby Law, is amended to read as follows:

51.0 SAFELY SURRENDERED BABY LAW

51.1 Contractor's Acknowledgement of County's Commitment to the Safely Surrendered Baby Law

The Contractor acknowledges that the County places a high priority on the implementation of the Safely Surrendered Baby Law. ~~The Contractor understands that it is the County's policy to encourage all County Contractors to voluntarily post the County's "Safely Surrendered Baby Law" poster in a prominent position at~~

~~the Contractor's place of business. The Contractor will also encourage its subcontractors, if any, to post this poster in a prominent position in the subcontractor's place of business. The County's Department of Children and Family Services will supply the Contractor with the poster to be used. Information on how to receive the poster can be found on the Internet at www.babysafela.org.~~ The Contractor must notify and provide to its employees and will require each Subcontractor to notify and provide to its employees, a Fact Sheet regarding the Safely Surrendered Baby Law, its implementation in Los Angeles County, and information on where and how to safely surrender a baby. Additionally, the Contractor understands that it is the County's policy to encourage all County contractors to voluntarily post the County's "Safely Surrendered Baby Law Poster" (available in English/Spanish/Chinese/Korean) in a prominent position at the Contractor's place of business. The Contractor will also encourage its subcontractors, if any, to post this poster in a prominent position in the subcontractor's place of business.

The Contractor, and its subcontractor(s), can access posters and other program material at babysafela.org.

8. **PART II, STANDARD TERMS AND CONDITIONS, SECTION 62.0, WAIVER,** is amended to read as follows:

62.0 WAIVER

No waiver by the County of any breach of any provision of this Contract will ~~must~~ constitute a waiver of any other breach or of such provision. Failure of the County to enforce at any time, or from time to time, any provision of this Contract will ~~must~~ not be construed as a waiver thereof. The rights and remedies set forth in this Section 8.48 will ~~must~~ not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract.

9. **PART II, STANDARD TERMS AND CONDITIONS, SECTION 66.0, CAMPAIGN CONTRIBUTION PROHIBITION FOLLOWING FINAL DECISION IN CONTRACT PROCEEDING,** is amended 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~~ $500 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.

10. **Exhibit A** (Statement of Work) as attached hereto is amended and replaced in its entirety.

11. **Exhibit A-3** (Work Schedule) as attached hereto is amended and replaced in its entirety.

12. **Exhibit B-1** (Pricing Sheet) as attached hereto is amended to include the $704,069 increase for additional consultant services for Contract term of January 1, 2027, through June 30, 2028.

13. **Exhibit B-2** (Budget) as attached hereto is amended for Contract term of January 1, 2027, through June 30, 2028.

14. **Exhibit B-3** (Budget Narrative) as attached hereto is amended for Contract term of January 1, 2027, through June 30, 2028.

15. **Exhibit D** (County's Administration) as attached hereto is amended and replaced in its entirety.

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

AMENDMENT NUMBER FIVE
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 Five 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 Five 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, must constitute a duplicate original but all counterparts together must constitute a single agreement.

COUNTY OF LOS ANGELES

By: _____

LISA E. MANDEL, INTERIM DIRECTOR
Department of Children and Family Services

By: _____

David Beaudet, Senior Deputy County Counsel

CONTRACTOR

CHAPIN HALL CENTER FOR CHILDREN

By: _____

Name: _____

Title: _____

By: _____

Name: _____

Title: _____

36-2167012

Tax Identification Number

Exhibit A

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

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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

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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 must 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 must 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 must 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 must 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 must 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 must 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 must 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 must work with CPM to quickly resolve any issues that emerge regarding Contractor's performance.

2.3 Contractor must meet with CPM as needed to discuss QAP.

2.4 Contractor must: 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 must be made to the CPM whenever a Contract discrepancy is identified. The problem must be resolved within a time mutually agreed upon by the County and the Contractor. The CPM will determine whether a formal Contract Discrepancy Report must 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 must 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 must 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 must 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 must be responsible for Contractor's day-to-day activities as related to this Contract and must coordinate with CPM on a regular basis.

1.4 Contractor must 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 must not schedule or conduct any meetings or negotiations under this Contract on behalf of the County or DCFS.

1.6 Contractor must furnish all equipment and materials used to provide the services required by this Contract.

2.0 HOURS OF OPERATION

Contractor must 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 must be qualified professional staff with the background, experience, and expertise to provide the services required.

3.2 In Phases I, II, and III, Contractor must 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 must 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 must 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 must 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 must be responsible to respond to the inquiry no later than the next business day.

3.2.3 Contractor must 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 must be working with the Los Angeles County Child Welfare System.

4.0 SCOPE OF WORK

4.1 Contractor must provide DCFS with consultancy services, implementation support, and technical assistance to assist in the implementation of FFPSA.

4.2 Consultation must consist of both: key activities and deliverables.

4.3 Key activities must 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 goals Implement 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.

4.3.9 Phase XI (18months):

- Attend and co-facilitate workgroups and Ad-Hoc Meetings;
  - Prepare presentations and reports;
  - Contractor will conduct Chapin Hall internal team meetings (1x per week);
    - Review SmartSheet workplan
    - Assign deliverables
    - Review progress on deliverables
    - Prepare materials and gather national resources to inform meetings
  - CPP Leadership Team meetings (1x per month and/or as needed to fit the needs of the program)
    - Participants will examine quarterly data, inform decisions, and identify strategies to address challenges
    - Develop desired results agendas based on needs of participants, draft presentations, and prepare national resources
    - Provide CARES Claiming Implementation Support and Technical Assistance
    - Co-facilitate meetings

- Weekly Touch Base between Chapin Hall and FFPSA leadership (1x per week)
    - Team will elevate challenges, successes, and critical steps to strengthen implementation
    - Develop agendas, draft presentations, and share national resources
    - Provide CARES Claiming Implementation Support and Technical Assistance
    - Co-facilitate meetings
    - Consult and provide recommendations based on national experience
    - Identify key decisions to be made and recommend strategies
- Fiscal and Contracts/MOU Support and Technical Assistance
    - Co-facilitate Workgroup (2x per month)
    - Develop agendas, draft presentations, and share national resources
    - Develop fiscal monitoring processes for DCFS working with DMH and DPH
    - Support the development of claiming-related business processes, procedures, and policy
    - Provide CARES Claiming Implementation Support and Technical Assistance
    - Consult and provide recommendations based on national experience
    - Identify key decisions to be made and recommend strategies
    - Support the development of MOUs, contracts/contract amendments
    - Workgroup will identify challenges, and develop strategies; develop a strategic prevention reinvestment plan with IV-E dollars and scale HV & MH EBPs to remaining SPAs (1-3-4-5-7-8)
- Tribal Partners Workgroup (1x per quarter)
    - Contribute to the development of agendas that gain understanding of culturally specific or adapted interventions in place or of interest, draft presentations, and gather national resources
    - Consult and provide recommendations based on national experience
    - Provide CARES Claiming Implementation Support and Technical Assistance
    - Track action items and provide recommendations based on national experience
    - Provide consultation and inform recommendations
    - Provide recommendations based on national experience
- Continuous Quality Improvement

- Motivational Interviewing CQI Workgroup (1x a month including prep with DCFS Leads and expert consultants each month, and monitoring follow-up tasks)
- Gather and analyze data from providers and CARES, troubleshoot with DCFS Leadership and CBO program leads, identify action items and follow-up
    - Capacity (CARES & Lyssn & eSym)
    - Training/certification (Capacity)
    - Fidelity/coding & coaching
    - Outcomes
    - Child specific prevention plan development & inclusion of MI
    - Utilization documentation (Reach)
- Support the development and implementation of strategies and business processes for required components of the community pathway, such as the candidacy determination process, family well-being plan/child specific prevention plan, care coordination, safety/risk assessment, etc.
- Develop quarterly CQI Report summarizing reach, capacity, fidelity, and outcomes
- Develop annual report noting implementation progress, outcomes, trends, and recommendations for improvement
- Provide CARES Claiming Implementation Support and Technical Assistance
- Integrate expert consultants (lived, community, and Tribal expertise) into the workgroup (included in the prep call with leads each month & time to complete any follow-up tasks)

- Home Visitation CQI Workgroup (1x a month including prep with DPH designee and expert consultants each month, and monitoring follow-up tasks)
    - Gather and analyze data from providers and CARES, troubleshoot with DCFS Leadership and DPH FFPSA program leads, identify action items and follow-up
        - Capacity
        - Referrals
        - Fidelity
        - Outcomes
        - Child specific prevention plan development & inclusion of NFP, HFA, or PAT
        - Utilization documentation
    - Support the development and implementation of strategies and business processes for required components of the community pathway, such as the candidacy determination process, family well-being plan/child specific prevention plan, care coordination, safety/risk assessment, etc.

    - Develop quarterly CQI Report summarizing reach, capacity, fidelity, and outcomes
    - Develop annual report noting implementation progress, outcomes, trends, and recommendations for improvement
    - Provide CARES Claiming Implementation Support and Technical Assistance
    - Integrate expert consultants (lived, community, and Tribal expertise) into the workgroup (included in the prep call with leads each month & time to complete any follow-up tasks)
- Mental Health CQI Workgroup (1x a month including prep with DMH designee and expert consultants each month, and monitoring follow-up tasks)
    - Gather and analyze data from providers and CARES, troubleshoot with DCFS Leadership and DMH FFPSA program leads, identify action items and follow-up
        - Capacity
        - Referrals
        - Fidelity
        - Outcomes
        - Child specific prevention plan development & inclusion of NFP, HFA, or PAT
        - Utilization documentation
    - Support the development and implementation of strategies and business processes for required components of the community pathway, such as the candidacy determination process, family well-being plan/child specific prevention plan, care coordination, safety/risk assessment, etc.
    - Develop quarterly CQI Report summarizing reach, capacity, fidelity, and outcomes
    - Develop annual report noting implementation progress, outcomes, trends, and recommendations for improvement
    - Provide CARES Claiming Implementation Support and Technical Assistance
    - Integrate expert consultants (lived, community, and Tribal expertise) into the workgroup (included in the prep call with leads each month & time to complete any follow-up tasks)
- Regional Prevention CQI Collaborative (PCC) (1x a quarter)
- Join expert consultants and FFPSA leads in a quarterly regional PCC - Brings together local county CPP/CQI teams to share implementation progress, successes, challenges
- Help prepare data and presentations for PCCs as needed
- Provide a summary of monthly progress to DCFS (1x per month)

- Attend, prepare presentations, and provide consultation based on national experience to the Policy and Practice, Training, and IT, ad hoc workstreams (as needed)
- Attend and provide consultation based on national experience to the Cluster Meetings (1x per quarter)
- Attend, prepare presentations, and provide consultation throughout CDSS-CARES enhancements (1x per month)
- Attend, prepare presentations, and provide consultation based on national experience to key stakeholder groups as requested by leads (2x per month)
- Assist with planning and co-facilitation of annual CPP Convening
- Contractor will attend Community Pathway Workgroup Meetings (1x per quarter); provide consultation and recommendations based on national experience.
- Contractor will assist in the planning and co-facilitating of the annual CPP convening.
- Potential Addition
  - Communications Support (monthly)
  - Develop communication strategies and materials to facilitate outreach, engagement, utilization, of prevention programs and overall program success
  - Key audiences include, but are not limited to: DCFS staff, CBO staff, community referral sources, families, etc.
  - Materials may include, but are not limited to: newsletters, brochures, flyers, posters, FAQs, cross-walks, “monthly messages”, tip sheets, etc.
  - The goals of the materials are threefold:
    1) generate referrals;
    2) share outcomes;
    3) solicit feedback (ask a question each month, create an idea inbox)
- Develop and launch a prevention service webinar for all county stakeholders and potential referral sources to learn about the array of EBPs available, the providers in their SPA, eligible families, and how to access.

4.4 Key deliverables must 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 Phase IX: 18 Months

- Contractor will attend FFPSA Leadership Team meetings (1x per month); 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 Fiscal and Contracts workgroup meetings and ad-hoc MOU meetings (2x month); co-facilitate fiscal and contract workgroup meetings, develop agendas, draft presentations, share national resources, develop fiscal monitoring processes for DCFS working with DMH and DPH, support development of claiming related business processes, procedures, and policy, provide CARES claiming implementation support and technical assistance, consult and provide recommendations based on national experience, support development of MOUs and contracts/contract amendments, support the identification of challenges and develop strategies, and develop a strategic prevention reinvestment plan with IV-E dollars and scale to remaining SPAs (1-3-4-5-7-8).
- Contractor will attend Tribal Partners workgroup meetings (1x quarter); provide consultation based on national experience, draft presentations, gather national resources, contribute to the development of agendas that gain understanding of culturally specific or adapted interventions of interest, provide CARES claiming implementation support and technical assistance, tract action items.
- Contractor will support the 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 attend four EBP CQI Implementation Workgroups: Motivational Interviewing, Mental Health, and Home Visiting in each (1x per month meetings with initial implementation to 1x per quarter meetings); provide consultation and inform recommendations, attend planning meetings, track action items, co-facilitate meetings, gather and analyze data from DCFS and CBOs, troubleshoot, identify action items and follow-up, support development of strategies, support development of business processes for required community pathway components, develop quarterly CQI reports summarizing reach, capacity, fidelity, and outcomes, develop annual report on implementation progress, outcomes, trends, and provide recommendations for improvement, provide CARES claiming implementation support and technical assistance, and integrate expert consultants into the workgroups including monthly prep calls with leads and time to complete any follow-up tasks.
- Contractor will attend Regional Prevention CQI Collaborative (PCC) (1x a quarter); join expert consultants and FFPS leads in regional meetings to share implementation progress, successes, and challenges, and help prepare data and presentations for PCCs (as needed).
- Contractor will attend Policy and Practice, Training, IT, and other ad-hoc workgroups (as needed); provide support and consultation based on national experience.
- Contractor will attend Cluster meetings (1x quarter or as needed); provide consultation based on national experience.
- Contractor will attend the California Department of Social Services' (CDSS) new comprehensive child welfare system (CWS-CARES) enhancement meetings (1x month); prepare presentations and provide consultation throughout CDSS' CWS-CARES enhancements.
- Contractor will attend key Stakeholder ad-hoc meetings (2x month or as needed); prepare presentations and provide consultation based on national experience.
- Contractor will attend Community Pathway Workgroup Meetings (1x per quarter); provide consultation and recommendations based on national experience.
- Contractor will assist in the planning and co-facilitating of the annual CPP convening.
- Potential addition (monthly): contractor will provide communications support; develop communication strategies, develop materials to facilitate outreach, engagement, utilization of prevention programs, and develop and launch a prevention service webinar for county stakeholders to learn about the available EBP array and how to access.

- Contractor will support LA County's utilization of the new CWS-CARES system, estimated to be released in October 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

4.4.11 The deliverables identified in each Phase must 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 must be submitted by the 15th day of each month, following the month in which services were rendered. This monthly report must also incorporate updates on top priority projects, when applicable.

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

5.3 Contractor must 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 must be submitted electronically via email to the CPM, or designee,

and to the DCFS Finance Division. The email must 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, must review the invoice within 30 days of invoice receipt and notify the Contractor of any discrepancies noted on the invoice in writing. Contractor must be provided one business week to provide any additional documentation to address the discrepancies.

5.6 Enclosed with the invoice, Contractor must affix a monthly report of activities to document achievement towards deliverables outlined in Exhibit A-3 (Schedule of Work). This report must include updates on top priority projects, when appropriate, and must clearly identify the phase, month number, and fiscal year.

5.7 Invoices must also include documents or reports, such as expense receipts to support its monthly invoices. The expense receipts must 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 must 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 must 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 must include methods to identify and prevent deficiencies in the quality of service performed prior to the level of performance becoming 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, must be provided to the County upon request.

6.2 Contractor must 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 must use reasonable efforts to initiate "green" practices for environmental and energy conservation benefits.

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

SCHEDULE OF WORK

TIME FRAME	ACTIVITIES	DELIVERABLES
Phase I: Months 6	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	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

		6. Draft agendas and prepare materials for weekly FFPSA Leadership Team meetings 7. Draft agendas and prepare materials for quarterly FFPSA in LA Advisory Team Meetings 8. Draft agendas, prepare materials, and pull resources for monthly Service Array Workgroup

TIME FRAME	ACTIVITIES	DELIVERABLES
Phase II: Months 10	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	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
Phase III: Months 12	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 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)	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	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: a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training 8. Implementation workgroup meetings: 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	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

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

TIME FRAME	ACTIVITIES	DELIVERABLES
Phase V: Months 3	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: a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training 8. Implementation workgroup meetings: 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	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 1xper 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

	16. Summary Report 17. Complete strategy roadmap activities within the following workgroups: a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training	8. Implementation workgroup meetings 5 workgroups, 2x each per month, provide consultation and inform recommendations, track action items, and 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, and prepare materials and national resources for week's meetings 16. Summary report 1x per month, provide a

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

TIME FRAME	ACTIVITIES	DELIVERABLES
Phase VI: Months 12	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: a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training 8. Implementation workgroup meetings: 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	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 1xper 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

	16. Summary Report 17. Complete strategy roadmap activities within the following workgroups: a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training	8. Implementation workgroup meetings 5 workgroups, 2x each per month, provide consultation and inform recommendations, track action items, and 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, and prepare materials and national resources for week's meetings 16. Summary report 1x per month, provide a

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

TIME FRAME	ACTIVITIES	DELIVERABLES
Phase VII: Months 12	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: a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training 8. Implementation workgroup meetings: 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	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 1xper 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

	16. Summary Report 17. Complete strategy roadmap activities within the following workgroups: a. Practice, b. Fiscal/Contracts, c. Communication/Integration, d. CQI, e. Policy/Training	8. Implementation workgroup meetings 5 workgroups, 2x each per month, provide consultation and inform recommendations, track action items, and 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, and prepare materials and national resources for week's meetings

		16. Summary report 1x per month, provide a written summary report to DCFS tracking tasks/deliverables/presentations completed during previous month to accompany invoice 17. Support FFPSA SPA 2 Phase II Learning Sites to include additional EBPs 18. Launch the rolling implementation of EBPs and candidate subgroups to additional SPAs 19. Support Phase II Learning Sites to include remaining EBPs and candidate subgroups 20. Support completion of rolling implementation of EBPs and candidate subgroups to remaining SPAs

TIME FRAME	ACTIVITIES	DELIVERABLES
Phase VIII: Months 18	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): 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: 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	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

	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	resources, consult and provide recommendations based on national experience, and track action items. 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,

		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. 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. 12. Meet and collaborate with PDO (1x per month); review work plan and provide consultation. 13. Attend, prepare presentations, and provide consultation based on national experience to key stakeholder groups as requested by leads (1 - 2x per month). 14. Assist with planning and co-facilitation of annual CPP Convening. 15. Solicit input and support the drafting of the next 3-year Comprehensive Prevention Plan by July 2026. 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. 17. 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. 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.

TIMEFRAME	ACTIVITIES	DELIVERABLES
Phase IX: 18 Months	1. CPP Leadership Team meetings 2. Weekly meetings between Contractor and FFPSA leadership 3. Tribal Partners Workgroup meetings 4. Community Pathway Workgroup meetings 5. Implement EBPs in additional SPAs (the order of SPA implementation is flexible and will be determined by DCFS leadership) 6. EBP Implementation workgroups (four workgroups): a. Motivational Interviewing Workgroup b. Motivational Interviewing CBO EBP Workgroup c. Home Visiting EBP Workgroup d. Mental Health EBP Workgroup 7. Implementation work stream meetings: a. Policy and Practice, b. Fiscal and Contracts, c. Training, d. IT 8. Regional Prevention CQI Collaborative	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 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. 4. Attend Community Pathway Workgroup Meetings (1x per quarter); provide consultation and inform recommendations based on national experience. 5. Support expansion of implementation of the seven selected Family First EBPs: Nurse

	(PCC) 9. Cluster meetings 10. CDSS-CARES Enhancement Meetings 11. Key Stakeholder Meetings 12. Provide Monthly Invoices and Written Summary Reports 13. Chapin Hall Internal Team Meetings 14. Annual CPP Convening	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. 6. Support four Evidence Based Practice (EBP) Initial Implementation Workgroups meetings (1x month): Motivational Interviewing, Home Visiting, and Mental Health; provide consultation and inform recommendations, attend planning meetings, track action items, co-facilitate meetings, gather and analyze data from DCFS and CBOs, troubleshoot, identify action items and follow-up, support development of strategies, support development of business processes for required community pathway components, develop quarterly CQI reports summarizing reach, capacity, fidelity, and outcomes, develop annual report on implementation progress, outcomes, trends, and provide recommendations for improvement, provide CARES claiming implementation support and technical assistance, and integrate expert consultants into the workgroup. 7. Support ad-hoc work streams and meetings (as needed). Provide consultation and inform recommendations. 8. Attend Regional Prevention CQI

		Collaborative meetings (1x a quarter); provide consultation based on national experience, support planning and presentations. 9. Attend Board of Supervisors Cluster meetings (as needed); provide consultation based on national experience. 10. Attend CDSS CARES Enhancement meetings (1x month): prepare presentations and provide consultation throughout CARES enhancements 11. Attend Stakeholder meetings (2x month): prepare presentations, and provide consultation based on national experience to key stakeholder groups as requested by leads 12. Provide written summary reports and invoices to DCFS tracking tasks/deliverables/presentations completed during previous month (1x month). 13. Attend internal team meetings (1x month); review workplan, assign deliverables, review progress, prepare material and gather national resources to inform meetings. 14. Attend the annual CPP Convening (1x year); assist with planning and co-facilitating.

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 must 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**
	9	Months 1-18 (1/1/27 – 6/30/28)	$704,069

Name:	Title:
Signature:	Date:

CHAPIN HALL

Exhibit B-2

LA County Family First Continuation Admendment FY27 -FY28
LA County DCFS
01/00/1900-01/00/1900
Chapin Hall Project ID: #
Summary of Costs by Personnel

	Period 1 | 6 months 01/01/2027-06/30/2027			**Period 2 | 12 months** 07/01/2027-06/30/2028			**Total**		
PERSONNEL	Hours	FTE	Cost	Hours	FTE	Cost	Hours	FTE	Cost
O'Brien, Jennifer	262	0.269		537	0.275		799	0.272	
Brunsink, Ashley	215	0.221		381	0.195		596	0.208	
Fenton-LeShore, Karen	0	0.000		0	0.000		0	0.000	
Hyland, Sean	0	0.000		0	0.000		0	0.000	
Matter, Alexandra	260	0.267		464	0.238		724	0.252	
Reed-Martinez, Heather	217	0.223		395	0.203		612	0.213	
Roygardner, Debangshu	267	0.274		490	0.251		757	0.263	
Waugh, Elizabeth	184	0.189		353	0.181		537	0.185	
Total Personnel Estimated Costs			**$ 217,674**			**$ 440,332**			**$ 658,005**
OTHER DIRECT COSTS									
Travel			$ 23,032			$ 23,032			$ 46,064
Other Direct Costs			$ 23,032			$ 23,032			$ 46,064
Total Other DirectCosts			**$ 23,032**			**$ 23,032**			**$ 46,064**
Total Project Costs			**$ 240,706**			**$ 463,363**			**$ 704,069**

CONFIDENTIAL: This budget contains proprietary data that may be used only for award and evaluation purposes.

EXHIBIT B-3

BUDGET NARRATIVE

Project Title: Los Angeles County Family First Implementation
Principal Investigator: Jennifer O'Brien
Organization Name: Chapin Hall Center for Children
For the Project Period: January 2027 – June 2028

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

PERSONNEL
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 5% annually on July 1.
Total Personnel: $276,712

Fringe Benefits:
Fringe benefits are directly proportional to personnel costs allocated in the project. The PTO cost is calculated as the product of the PTO rate (19.11%) and actual hourly costs. Fringe is calculated as the product of the fringe rate (31.8%) 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 5% increase on fringe and 5% on PTO rates on July 1 annually.
Total Fringe: $163,432

Personnel Description:
Jennifer O'Brien, Policy Fellow, Principal Investigator, will serve as the project lead for Chapin Hall.
Role and Responsibilities:

- Responsible for the integrity of the project
- Maintain responsibility for all aspects of the project, including strategy, supervision, implementation, and product development.
- Participate in ad hoc county and state leadership convenings.
- Coordinates development of presentations, reports, and proposals

Alexandra Matter, FFPSA Senior Policy Analyst – Co-PI & MH Lead Role and Responsibilities:

- Supports FFPSA Leads/Chapin Hall planning meetings.
- Supports MH CQI Workgroup
- Supports Policy and Practice, Training, and Fiscal and Contracts ad hoc workstreams.
- Supports planning and execution of Annual CPP Convening

Debangshu Roygardner, FFPSA Senior Researcher – CQI Lead
Roles and Responsibilities:

- Leads integration of CQI principles across project
- Supports MI, HV, & MH CQI Workgroups
- Supports Policy and Practice, Training, and Fiscal and Contracts ad hoc workstreams.

Ashleigh Brunsink, FFPSA Policy Analyst – HV Lead
Role and Responsibilities:

- Supports lived, community, and Tribal experts' preparation, participation, and provides follow-up support for all CQI Workgroups
- Supports HV CQI Workgroup
- Supports Tribal Partners Workgroup
- Supports Policy and Practice, Training, and Fiscal and Contracts ad hoc workstreams.

Elizabeth Waugh, FFPSA Project Assistant
Role and Responsibilities:

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

Heather Reed-Martinez, FFPSA Motivational Interviewing Subject Matter Expert – MI Lead
Role and Responsibilities:

- Supports MI CQI Workgroup
- Supports Policy and Practice, Training, and Fiscal and Contracts ad hoc workstreams with any MI related tasks.

Potential Addition
Karen Fenton-LeShore, FFPSA Communications Specialist
Role and Responsibilities:

- Supports FFPSA/Chapin Hall Weekly Touch Base meetings.
- Drafts robust communications plan, materials, and coordinates activities to elevate community awareness of FFPSA.
- Supports MI, HV, and MH CQI Workgroups with communications.

TRAVEL
Total Travel Cost: $18,522

Description	Purpose	#Staff
2027 CPP Convening	Attend and Present	6
2028 CPP Convening	Attend and Present	6

Cost Breakout

Number of Trips (3 days/2 nights)	12
Air	$600
Lodging ($250/night x 2 nights)	$500
MI&E ($64.50/$86)	$197.50
Ground Transportation	$126

Total Number of Trips Per Person	6 staff/ 2 trips
Total Per Person	$1,543.50

INDIRECT COST
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 53.5% for the entire project period using the modified total direct cost (MTDC) formula as per the approved rate agreement dated February 3, 2025. **Total Indirect Costs: $245,387**

Tamara Hunter Digitally signed by Tamara Hunter
Date: 2026.07.27 11:00:52 -07'00'

Program Manager's Signature

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:	Stephanie Yu
Address:	510 S. Vermont Ave, 14th Floor
	Los Angeles, CA 90020
Telephone:	213-866-9033
E-mail Address:	YuS@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

COUNTY OF LOS ANGELES BOARD OF SUPERVISORS POLICY 5.100
SOLE SOURCE CHECKLIST

Department Name: Children and Family Services

☐ New Sole Source Contract

☑ New Sole Source Contract for Replacement of Existing Services, or Amendments for Extension of Contracts for Existing Services

Date Existing Contract First Approved: April 1, 2020

Check (✓)	JUSTIFICATION FOR SOLE SOURCE CONTRACTS AND AMENDMENTS TO EXTEND CONTRACTS **Identify applicable justification and provide documentation for each checked item.**
	➢ Only one single source for the service exists.
	➢ 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 services and/or support services agreements are required on equipment and/or software, which must be serviced by the original manufacturer, software provider, or an authorized service representative.
✓	➢ 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.

Approved by:

Michael J. Martinez Digitally signed by Michael J. Martinez Date: 2026.10.21 17:27:54 -07'00'

Chief Executive Office

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

LISA E. MANDEL
Acting Chief Deputy Director

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

June 29, 2026

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

From: Brandon T. Nichols
Director

SOLE SOURCE CONTRACT WITH CHAPIN HALL CENTER FOR CHILDREN TO PROVIDE CONSULTANT SERVICES FOR THE FAMILY FIRST PREVENTION SERVICES ACT

In compliance with Board Policy 5.100, Sole Source Contracts, this is to notify the Board that the Department of Children and Family Services (DCFS) intends to amend a Sole Source Contract with Chapin Hall Center for Children to continue to provide Consultant Services to support the implementation of the Family First Prevention Services Act (FFPSA).

BACKGROUND

Since 2020, Chapin Hall has provided critical consulting and technical assistance support to the DCFS' FFPSA implementation efforts. Specifically, Chapin Hall has supported the following:

- Implementation of evidence-based programs in the Learning Sites Service Planning Areas 2 and 6, in alignment with all applicable state requirements.
- Development and refinement of a Continuous Quality Improvement infrastructure consistent with evolving California Department of Social Services (CDSS) guidance.
- Translation of federal and state policy requirements into operational practice.

FFPSA implementation remains an ongoing and adaptive process, particularly as CDSS continues to release new guidance. Major upcoming milestones are the planned statewide launch of Child Welfare Services-California Automated Response and Engagement System (CWS-CARES) and FFPSA claiming capabilities in October 2026. Continued technical assistance is required to ensure DCFS is fully prepared across all required domains to support claiming, quality assurance, and successful operationalization at launch.

JUSTIFICATION

The contract term will expire on December 31, 2026. An amendment for an 18-month extension effective Jan 1, 2027 through June 30, 2028, is requested for continued consultant support to provide necessary advancement to the Countywide FFPSA implementation and to ensure organizational readiness for statewide launch of CWS-CARES and FFPSA claiming in October 2026. Ongoing technical assistance is required to support implementation of evidence-based programs, ensure compliance with evolving state guidance, and system readiness across multiple operational domains.

Approval of this extension will enable DCFS to maintain implementation momentum, mitigate fiscal and operational risks, and ensure readiness for the next phase of FFPS implementation.

DCFS will proceed with the sole source contract renegotiations within two weeks of this notification, unless otherwise instructed by the Board Office.

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

BTN:LEM:RT:KR
LTI:CP:MP:sy

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

CDSS

CALIFORNIA HEALTH & HUMAN SERVICES AGENCY
DEPARTMENT OF SOCIAL SERVICES
744 P Street • Sacramento, CA 95814 • *www.cdss.ca.gov*

JENNIFER TROIA
DIRECTOR

GAVIN NEWSOM
GOVERNOR

May 21, 2026

Ms. Leticia Torres-Ibarra
Division Manager
Contracts Administration Division
County of Los Angeles
Department of Children and
Family Services
510 S. Vermont Avenue
Los Angeles, CA 90020

Ms. Torres-Ibarra,

SUBJECT: APPROVAL TO EXTEND CONSULTANT SERVICES CONTRACT WITH CHAPIN HALL CENTER FOR CHILDREN AT THE UNIVERSITY OF CHICAGO FOR 18 MONTHS

Dear Leticia Torres-Ibarra:

By letter dated May 8, 2026, the Los Angeles County Department of Children and Family Services (County) requests to extend its current consultant services contract with Chapin Hall Center for Children (Chapin Hall Contract) for 18 months, from January 1, 2027, through June 30, 2028. The County makes this request pursuant to Manual of Policies and Procedures (MPP) section 23-650.1.18. CDSS hereby approves this request.

On March 20, 2020, CDSS approved a request to procure by negotiation the Chapin Hall Contract. The Chapin Hall Contract is designed to implement services consistent with the Family First Prevention Services Act (FFPSA), including implementation of evidence-based practices, development of the Continuous Quality Improvement infrastructure, development of a framework for countywide implementation, and support for utilization of CWS-CARES upon its estimated 2026 release.

In accordance with MPP section 23-650.1.18, contracts may be negotiated; in this instance, the negotiation leads to an extension of the term, under unique circumstances as approved by CDSS. The County's justification for an 18-month extension is to allow additional time to develop and implement the above-referenced FFPSA services, and to ensure the County receives continued consultant services support in the event of unexpected postponements from the State or Federal level during this program implementation period. By allowing consultant services to continue,

the County will ensure that the FFPSA is implemented in accordance with State and federal requirements, and ensure that at-risk children and families are supported with adequate services.

For the reasons stated above, CDSS approved the request to extend the current Chapin Hall Contract for 18 months.

For comments or questions, I may be reached at Sharon.Hoshiyama@dss.ca.gov.

Sincerely,

Sharon Hoshiyama

Sharon Hoshiyama, Section Chief
Grants, MOU, and Child Care Direct Services

Signature: Sharon Hoshiyama
Email: Sharon.Hoshiyama@dss.ca.gov
Title: Section Chief, Grants, MOU, and Child Care
Company: STATE OF CALIFORNIA DEPARTMENT OF