



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

Department of Benefits  
and Family Support

Department of Disability  
and Aging Services

Office of Early Care  
and Education

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**MEMORANDUM**

**TO:** HUMAN SERVICES COMMISSION

**THROUGH:** TRENT RHORER, EXECUTIVE DIRECTOR

**FROM:** ANNA PINEDA, DEPUTY DIRECTOR  
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

**DATE:** DECEMBER 9, 2022

**SUBJECT:** NEW CONTRACT: **PUBLIC CONSULTING GROUP, LLC (FOR PROFIT)** TO PROVIDE CONSULTANT SERVICES FOR CALWORKS OUTCOMES AND ACCOUNTABILITY REVIEW (CAL-OAR)

DS  
EB

**CONTRACT TERM:** 1/1/2023 – 6/30/2025

<b>Contract Amount</b>	<u>1/1/23-6/30/25</u>	<u>Contingency</u>	<u>Total Amount</u>
	\$177,177	\$17,718	\$194,895

<b>Funding Source</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>FUNDING:</b>		\$177,177		\$17,718	\$194,895
<b>PERCENTAGE:</b>			100%		100%



**London Breed**  
Mayor

**Trent Rhorer**  
Executive Director

The Department of Benefits and Family Support requests authorization to enter into a new contract with Public Consulting Group, LLC for the period of January 1, 2023 to June 30, 2025 in an amount of \$177,177 plus a 10% contingency for a total amount not to exceed \$194,895. The purpose of the contract is to provide professional services for CalOAR implementation and planning that includes consultation, technical assistance and meeting facilitation to San Francisco County CalWORKs program.

### **Background**

The California Department of Social Services (CDSS) established the California CalWORKs Outcomes and Accountability Review (Cal-OAR) to facilitate a local accountability system that fosters continuous quality improvement in county CalWORKs programs and in the collection and dissemination by the department of best practices in service delivery. The overall goal of the contract is to continue to assist CalWORKs staff in completing the components of the Cal-OAR process, starting with the development of the System Improvement Plan (SIP), a Continuous Quality Improvement (CQI) process with stakeholder involvement and a cross-county peer review, and creating the 1<sup>st</sup> Progress Report based on findings from the SIP implementation.

### **Services to be provided**

Public Consultant Group (PCG) will work closely with CalWORKs Planning team to provide support in development of the SIP on how to improve the CalWORKs program based on key findings from the County Self-Assessment (CSA). They will also support the CalWORKs program in identifying successes and necessary adjustments of strategies outlined in the county's SIP and report those findings in the 1<sup>st</sup> Progress Report. See Attached Scope of Service for Details.

### **Selection**

Contractor was selected through an informal bid #1048 through, which was competitively bid in October 2022.

### **Funding**

Funding for this contract is provided by State Funds

### **ATTACHMENTS**

Public Consultant Group Appendix A – Services to be Provided

Public Consultant Group Appendix B – Budget

**Appendix A – Services to be Provided**  
**Public Consulting Group**  
**CalOAR Implementation Planning Support**  
**January 1, 2023-June 30, 2025**

**I. Purpose of Contract**

The purpose of the contract is to provide professional services for CalOAR implementation and planning that includes consultation, technical assistance and meeting facilitation to San Francisco County CalWORKs program. The overall goal of is to assist CalWORKs staff in completing the System Improvement Plan (SIP) component of the CalOAR process and support CalWORKs staff to plan the 1<sup>st</sup> Progress Report. The approach involves collaboration with the California Department of Social Services (CDSS).

**II. Definitions**

Contractor	Public Consulting Group
CalOAR	CalWORKs Outcomes and Accountability Review
CalWORKs	California Work Opportunity and Responsibility to Kids, welfare-to-work program for families receiving Temporary Aid to Needy Families (TANF) cash aid.
CDSS	California Department of Social Services
CQI	Continuous Quality Improvement
CSA	County Self-Assessment
HSA	Human Services Agency of the City and County of San Francisco
SIP	System Improvement Plan

**III. Target Population**

The target population for this contract is CalWORKs staff in the Human Services Agency.

**IV. Description of Services**

Contractor shall provide the following services during the term of this contract:

All facilitation and analysis services will be conducted in collaboration with San Francisco's CalWORKs Planning Team.

## System Improvement Plan (SIP)

Purpose: To provide support in development of a plan for how to improve the CalWORKs program based on key findings from the County Self-Assessment.

Project Activities	Timeframe
1. Engage CalWORKs Planning Team in series of planning sessions to agree on the following decisions: <ol style="list-style-type: none"> <li>Confirm overall timeframe of SIP planning process</li> <li>Refine Planning Team composition to support SIP phase</li> <li>Prepare preliminary work plan for SIP development effort</li> </ol>	1/2023-2/2023
2. Coordinate initial SIP activities: <ol style="list-style-type: none"> <li>Identify focal areas of SIP based on County Self-Assessment (CSA) findings</li> <li>Research System Improvement Ideas</li> </ol>	3/2023-5/2023
3. SIP Preparation Support <ol style="list-style-type: none"> <li>Begin planning initial SIP activities</li> <li>Contribute content &amp;/or review SIP as needed</li> </ol>	6/2023-8/2023

## Progress Report

Purpose: To support the CalWORKs program in identifying successes and necessary adjustments of strategies outlined in the county's System Improvement Plan.

Project Activities	Timeframe
1. Engage CalWORKs Planning Team in series of planning sessions to agree on the following decisions: <ol style="list-style-type: none"> <li>Confirm overall timeframe of Progress Report planning process</li> <li>Refine Planning Team composition to support Progress Report phase as needed</li> <li>Prepare preliminary work plan for Progress Report development effort</li> </ol>	8/2023-9/2023
2. Coordinate initial Progress Report activities: <ol style="list-style-type: none"> <li>Identify focal areas of Progress Report based on SIP</li> <li>Evaluation Design</li> </ol>	10/2023-12/2023
3. 1 <sup>st</sup> Progress Report Support <ol style="list-style-type: none"> <li>Begin planning 1<sup>st</sup> Progress Report</li> <li>Contribute content &amp;/or review 1<sup>st</sup> Progress Report as needed</li> </ol>	1/2024-12/2024

**V. Location and Time of Services**

Initial meetings will be held virtually via MS Teams or Zoom.

**VI. Deliverables**

The following table outlines the deliverables to be provided.

**System Improvement Plan (SIP)**

<b>Services</b>	<b>Deliverables</b>
Project Planning & Coordination	- Project Schedule - Bi-weekly Status Updates
Meeting Design, Preparation & Follow-up	- Meeting Agendas, Notes & Handouts
Meeting Facilitation (3 days)	- 6 hours/day x 3 on-site or virtual visits - 3 virtual meetings
Research System Improvement Ideas	- Research system improvement ideas & evaluation methods
Deliverable Writing, Editing & Production	- Feedback on System Improvement Drafts - Summary of research on system improvement and evaluation ideas - Drafting portions of Final Systems Improvement Plan - All products and templates developed and used as part of SF's CalOAR planning and implementation, including those used in meetings

**Progress Report**

<b>Services</b>	<b>Deliverables</b>
Project Planning & Coordination	- Project Schedule - Bi-weekly Status Updates
Evaluation Design	- Evaluation Design
Meeting Facilitation (3 days)	- 6 hours/day x 3 on-site or virtual visits - 3 virtual meetings
Deliverable Writing, Editing & Production	- Drafting portions of Progress Report - All products and templates developed and used as part of SF's CalOAR planning and implementation, including those used in meetings

**VII. Reporting Requirements**

- A. Contractor will provide regular updates and reports on progress made towards meeting the tasks described in Section VI - Deliverables.
- B. Contractor will provide a final report summarizing the contract activities, referencing the tasks as described in Section VI – Deliverables once all deliverables are met. This report may also include accomplishments and challenges encountered by the Contractor.
- C. Contractor will provide Ad Hoc reports as required by the Department.
- D. All reports will be submitted to the CalWORKs Program Manager and Contract Monitor.

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

Leslie Lau, Contract Manager  
Office of Contract Management  
[Leslie.lau1@sfgov.org](mailto:Leslie.lau1@sfgov.org)

or

Yunny Tai, CalWORKs Program Manager  
CalWORKs Program  
[Yunny.tai@sfgov.org](mailto:Yunny.tai@sfgov.org)

or

Christina Chen, Contract Monitor  
Welfare-to-Work Services Division  
[Christina.x.chen@sfgov.org](mailto:Christina.x.chen@sfgov.org)

**Appendix B – Calculation of Charges**  
**Public Consultant Group**  
**Cal-OAR Implementation Planning Support**  
**1/1/2023-6/30/2025**

Services	Deliverables	Assoc. Mgr.	Sr. Consultant	Business Analyst	Business Analyst	Cost by Service Provided
		\$319	\$297	\$165	\$165	
<b>System Improvement Plan (SIP)</b>						
Project Planning & Coordination	Project Schedule	1	6	5	5	\$16,016
	Bi-weekly Status Updates	7	16	16	16	
Meeting Design, Preparation & Follow-up	Meeting Agendas, Notes & Handouts		4	8	8	\$3,828
Meeting Facilitation	6 hrs/day x 3 on-site or virtual visits	20	32	32	32	\$33,968
	3 virtual meetings		12	12	12	
Research System Improvement Ideas	Research system improvement ideas & evaluation methods	2	20	40	40	\$19,778
Deliverable Writing, Editing & Production	Feedback on System Improvement Plan Drafts	2	8	8	8	\$44,946
	Summary of research on system improvement and evaluation ideas		8	32	32	
	Drafting portions of Final Systems Improvement Plan	2	16	16	16	
	All products and templates developed and used as part of SF's CalOAR planning and implementation, including those used in meetings	2	24	24	24	
<b>SIP Total</b>						<b>\$118,536</b>
<b>Progress Report</b>						
Project Planning & Coordination	Project Schedule	1	7	4		\$15,950
	Bi-weekly Status Updates	10	21	21		
Evaluation Design	Evaluation Plan	5	30	30		\$15,455
Deliverable Writing, Editing & Production	Drafting portions of Progress Report	2	30	40		\$27,236
	All products and templates developed and used as part of SF's CalOAR planning and implementation, including those used in meetings	0	24	24		
<b>Progress Report Total</b>						<b>\$58,641</b>
<b>Project Total</b>						<b>\$177,177</b>

- I.** HSA will reimburse the contractor for services provided based on the above schedule of rates on completion of each phase.
- II.** Contractor shall submit invoices on a monthly basis in CARBON (Contract Administration, Reporting, and Billing Online) for actual services provided. Invoices shall clearly state the Phase completion.
- III.** Contractor shall submit Monthly Status Reports with their invoices. Verification and approval of the work detailed in the Monthly Status Reports and the invoices by Launchpad Project Manager and Contract Manager is required for payment.

- IV.** The total amount of this budget is **\$177,177**. Contingent amount up to **\$17,718** may be available, at the City's sole discretion.
  
- V.** The total amount of the contract shall not to exceed **\$194,895**.