



**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: DAN KAPLAN, DEPUTY DIRECTOR ADMINISTRATION AND FINANCE
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

DATE: MAY 27, 2021

SUBJECT: NEW CONTRACT: **EXEMPLAR** (FOR PROFIT) TO PROVIDE CONSULTING SERVICES INCLUDING REPORT PRODUCTION AND ANALYTICAL SERVICES TO SUPPORT THE CALWORKS PROGRAMS

DS
JG

CONTRACT TERM 7/1/21-6/30/24



London Breed
Mayor

Trent Rhorer
Executive Director

| | | | | | |
|------------------------------|----------------|--------------------|----------------|--------------------|--------------|
| CONTRACT AMOUNT: | <u>New</u> | <u>Contingency</u> | <u>Total</u> | | |
| | \$906,000 | \$90,600 | \$996,600 | | |
| ANNUAL AMOUNT | <u>FY22/23</u> | <u>FY23/24</u> | <u>FY24/25</u> | <u>Contingency</u> | <u>Total</u> |
| | \$302,000 | \$302,000 | \$302,000 | \$90,600 | \$996,600 |
| <u>Funding Source</u> | <u>County</u> | <u>State</u> | <u>Federal</u> | <u>Contingency</u> | <u>Total</u> |
| FUNDING: | | \$208,380 | \$697,620 | \$90,600 | \$996,600 |
| PERCENTAGE: | | 23% | 77% | | 100% |

The Department of Benefits and Family Support requests authorization to enter into a new contract with Exemplar Human Services for the period of July 1, 2021 to June 30, 2024 in an amount of \$906,000 plus a 10% contingency for a total amount not to exceed \$996,600. The purpose of the contract is to provide consulting services including report production, monthly

forums, and analytical services to support the CalWORKs Eligibility and Welfare-to-Work (WTW) programs based upon data extracted from CalWIN. These caseload reports will provide CalWORKs staff with the tools needed to track eligibility and participation in order for the County to meet the required Work Participation Rate (WPR) and avoid federal penalties.

Background

Since 2015, Exemplar has worked with San Francisco and multiple other counties to gain understanding of the data and produce the reports and data alerts that are crucial for managing caseloads, eligibility, and monitoring participation.

Services to be Provided

Contractor will provide performance management services to assist HSA's CalWORKs Eligibility and WTW programs in its efforts to improve client engagement, work participation, and service effectiveness. The Engagement Matrix™ Proprietary Analytic Services reports, data, and forums provided through this contract have been specifically focused on client engagement and progress of clients engaged in training and work activities. These services will be provided via electronic transfers of data to a shared, secure FTP server and reports emailed to end-users.

Selection

Contractor is a sole source provider. Contractor is the only vendor providing these services with the expertise in CalWIN.

Funding

Funding for this grant is provided by a combination of Federal and State funds.

ATTACHMENTS

Appendix A – Services to be Provided

Appendix B – Budget

Appendix A
Services to be provided by
Exemplar Human Services, LLC
CONSULTING AND REPORTING SERVICES
July 1, 2021 – June 30, 2024

I. Purpose of Contract

The purpose of this contract is to provide performance management services to assist San Francisco Human Services Agency in its efforts to improve client engagement, work participation, and service effectiveness in its CalWORKs Eligibility and Welfare-to-Work (WTW) programs.

II. Definitions

| | |
|-----------------|---|
| Contractor | Exemplar Human Services, LLC (Exemplar) |
| HSA | San Francisco Human Services Agency |
| CalSAWS | California Statewide Automated Welfare System |
| CalWORKs | California Work Opportunity & Responsibility to Kids |
| CalWIN | An online, real-time computer program that supports the administration of public assistance programs in California, including CalWORKs, CalFresh, Medi-Cal, General Assistance, Foster Care, and case management functions for Employment Services. |
| CIS | CalWIN Project County Information System |
| ESS | Economic Self-Sufficiency Programs |
| IT | Information Technology Department at HSA |
| Welfare-to-Work | Program within ESS designed to assist welfare recipients to obtain or prepare for employment |

III. Target Population

HSA staff working with CalWORKs families who are receiving Eligibility and Welfare-to-Work supports and services.

IV. Description of Services

Services include custom data reporting, daily report production, and performance analytics to support the performance mandates in CalWORKs Eligibility and Welfare-to-

Work (WTW) programs by leveraging CalSAWS and other related system extracts. The package of reports, data, and outputs provided through this contract are focused on the metrics and outcomes for CalWORKs Eligibility and WTW participants' engagement and progress in training, education and work activities.

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

- A.** Provide HSA with an enhanced caseload management tool for staff to view Eligibility and WTW caseload and alerts data including planned and actual Eligibility and WTW activities in a comprehensive detailed (case level) and summary format.
- B.** Work closely with the HSA CW and IT to develop alerts and reports that facilitate HSA's achievement of desired outcomes and validate the report alerts as they are initially created and prior to full implementation, and when modifications or changes are made.
- C.** Provide in a daily email, to all Eligibility and WTW workers supervisors and managers, three (3) reports (combined within one email attachment). This is to assist HSA to monitor regular, key performance activity and trends as defined by HSA to better serve clients and improve operations. The three (3) reports to be provided are the San Francisco County Alerts Dashboard report, Caseload Summary Report, and E2Lite Caseload Summary Report.
- D.** Provide on a daily basis any and/or all operational alert and/or trigger reports in Contractor's portfolio used by other CalWIN counties. This applies to base alert and/or trigger reports using only CalWIN data and not multiple data sources.
- E.** For alerts or triggers that are parameterized, HSA may set customized thresholds. For example, the threshold for number of consecutive days in unengaged (or sanctioned, enrolled pending start, etc.) can be specified.
- F.** Ensure the alerts will report on whether performance is in desirable ranges as defined by HSA, which may be updated at HSA request throughout the term of this contract. When performance falls below minimum thresholds, HSA will receive appropriate alerts relevant to their areas of responsibility, informing HSA to follow-up or take appropriate action with the cases that require attention.
- G.** Make changes to existing alerts to reflect legislative, regulatory and policy changes impacting the Eligibility and WTW Programs, such as eliminating work requirements for certain individual who are no longer work eligible, or adjustments to exemption and participation requirements. Exemplar will retain the right to determine scope and determine when and how much additional cost may be incurred as a result of changes.
- H.** On a daily basis, use the most updated CalWIN and web portal data based on agreed and determined upon schedule or time by HSA CW and IT to generate the daily reports that consists of all the required data parameters.

- I. The Contractor will respond to system failures within 24 hours and rerun and provide an updated report upon detection of corrupted data.
- J. The Contractor will provide a single point of contact to resolve individual case data issues.
- K. The Contractor will provide a single point of contact to work with HSA management to develop new alerts.
- L. The Exemplar team member will present and discuss the results to HSA-designated WTW management team on a monthly basis.
- M. Exemplar will attend all requirements gathering meetings on-site in San Francisco.
- N. Exemplar will provide a web portal accessible to CalWORKs Welfare-to-Work participants to track and monitor their time spent in eligible activities.

V. HSA Responsibilities

- A. Notify Contractor of changes to HSA key performance activity and trends, performance objectives, and desirable ranges, as well as CalWIN releases and infrastructure changes to assist Contractor in updating reports.
- B. Provide Contractor access via a secure connection to a secure FTP server for purposes of accessing data extracts to produce daily reports.
- C. Ensure data is refreshed daily and in the format agreed upon between the Contractor and HSA-IT.
- D. Provide a single point of contact for communication of ongoing business needs and problem resolution.
- E. Provide detailed business requirements for new requests when needed.
- F. Provide e2Lite data sample to Contractor as soon as it is available.

Data Processing Procedures:

- A. HSA will provide Exemplar with access to the CIS data on a Microsoft SQL Server database server provisioned, administered, and maintained for the purpose by HSA;
 - 1. HSA will provide read-only access to a database that contains the CIS data. This database will be refreshed daily from HSA's CIS database.
 - 2. HSA will provide Exemplar with database-owner access to another database, in which Exemplar can load data and run processes as necessary to produce the reports.
 - 3. Exemplar will connect to the database service using MS-SQL protocol, via an IPsec VPN tunnel.
- B. Exemplar will use any HSA-provided data and systems access solely for the purpose of fulfilling the services described in this Agreement, and for no other use or purpose.
- C. For the data returning to HSA, Exemplar will provide HSA with the data dictionary in order for HSA to be able to load the data (if needed) and make sense of the data fields to do further analysis.

VI. Location and Time of Services

All data collection and reporting meetings, user interviews, and project team meetings may be on site in San Francisco CA as needed.

VII. Service Objectives

- A. Daily email delivery of the three reports noted above by 8AM, assuming HSA has the data ready timely
- B. 4 hour response to system errors or failed report distribution
- C. 24 hour response to inquiries related to case data issues
- D. 3 business days response to evaluate new report requests/report change requests

VIII. Reporting Requirements

- A. Contractor will provide monthly reports that outline the services provided including the flat monthly fee. The monthly reports are due 15 days after the end of the month and are required to accompany invoices for payment. Invoices are to be submitted in the CARBON database.
- B. Contractor will work with Anna Pineda, who will serve as the principal contact person between Contractor staff and San Francisco County.
 - CalWORKs contacts are Anna Pineda, Anna.Pineda@sfgov.org
 - WTW Program Monitor is Marlén Sánchez, marlen.sanchez@sfgov.org
 - Families Rising contact is Terri Austin, Terri.Austin@sfgov.org
 - HSA IT contacts are Crystal Chang, Crystal.Chang@sfgov.org and Robert Eickwort, Robert.Eickwort@sfgov.org
 - Office of Contracts Management contact is Leslie Lau, leslie.lau1@sfgov.org

**Appendix B – Calculation of Charges
Exemplar
Consulting Services for CalWIN Data Extracts
July 1, 2021 - June 30, 2024**

- I. DHS agrees to pay the contractor a monthly reporting services fee of **\$21,000** and an annual Web Portal Distance for **\$50,000** the term of the contract for the performance management services described in **Appendix A**.

- II. For services described in Appendix A, Item N, the cost of reporting of activity through the web portal for up to 8 weeks of usage per participant from date of enrollment are as follows:
 - a. \$300 flat fee for each participant from the date of enrollment up to 30 hours of participation (initial) for up to 150 clients.
 - b. \$200 additional flat fee for each participant for any hours over the initial 30 hours of participation (ongoing) for up to 25 clients.
 - c. Annual amount up to \$50,000

- III. The annual cost for services are as follows:

| | |
|----------|-----------|
| FY 21/22 | \$302,000 |
| FY 22/23 | \$302,000 |
| FY 23/24 | \$302,000 |

| Services | FY22 | FY23 | FY24 | Total |
|---|-------------------|------------------|------------------|------------------|
| Reporting Fee @ \$21,000 per month | \$ 252,000 | \$252,000 | \$252,000 | \$756,000 |
| Web Portal Distance @ \$50,000*annually | \$ 50,000 | \$50,000 | \$50,000 | \$150,000 |
| Total Annual | \$ 302,000 | \$302,000 | \$302,000 | \$906,000 |

- IV. Contingent amount up to \$90,600 may be available at the City’s Sole and absolute discretion

- V. **The total contract will not exceed \$996,600 for the period between July 1, 2021 and June 30, 2024**