



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

Department of Benefits  
and Family Support

Department of Disability  
and Aging Services

Office of Early Care  
and Education

P.O. Box 7988  
San Francisco, CA  
94120-7988  
[www.SFHSA.org](http://www.SFHSA.org)



**London Breed**  
Mayor

**Trent Rhorer**  
Executive Director

**MEMORANDUM**

<b>TO:</b>	HUMAN SERVICES COMMISSION										
<b>THROUGH:</b>	TRENT RHORER, EXECUTIVE DIRECTOR										
<b>FROM:</b>	JOAN MILLER, DEPUTY DIRECTOR ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS										
<b>DATE:</b>	APRIL 22, 2022										
<b>SUBJECT:</b>	<b>NEW CONTRACT: TODD WRIGHT (FOR- PROFIT) TO PROVIDE OMBUDSMAN SERVICES FOR FAMILY AND CHILDREN'S SERVICES (FCS)</b>										
<b>CONTRACT TERM:</b>	JULY 1, 2022 to JUNE 30, 2026										
<b>CONTRACT AMOUNT:</b>	<table border="0"> <tr> <td><u>New</u></td> <td><u>Contingency</u></td> <td><u>Total</u></td> <td></td> <td></td> </tr> <tr> <td>\$624,000</td> <td>\$62,400</td> <td>\$686,400</td> <td></td> <td></td> </tr> </table>	<u>New</u>	<u>Contingency</u>	<u>Total</u>			\$624,000	\$62,400	\$686,400		
<u>New</u>	<u>Contingency</u>	<u>Total</u>									
\$624,000	\$62,400	\$686,400									
<b>ANNUAL AMOUNT:</b>	\$156,000										
<b><u>Funding Source</u> FUNDING:</b>	<table border="0"> <tr> <td><u>County</u></td> <td><u>State</u></td> <td><u>Federal</u></td> <td><u>Contingency</u></td> <td><u>Total</u></td> </tr> <tr> <td>\$468,00</td> <td>\$74,880</td> <td>\$81,120</td> <td>\$62,400</td> <td>\$686,400</td> </tr> </table>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>	\$468,00	\$74,880	\$81,120	\$62,400	\$686,400
<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>							
\$468,00	\$74,880	\$81,120	\$62,400	\$686,400							
<b>PERCENTAGE:</b>	<table border="0"> <tr> <td>75%</td> <td>12%</td> <td>13%</td> <td></td> <td></td> </tr> </table>	75%	12%	13%							
75%	12%	13%									

DS  
JG

The Department of Benefits and Family Support (BFS) requests authorization to enter into a contract with Todd Wright for the time period July 1, 2022 to June 30, 2026, in the amount of \$624,000 plus a 10% contingency for a total contract not to exceed amount of \$686,400. The purpose of the contract is to provide Ombudsman services to Family and Children Services (FCS) clients and foster/adoptive care providers.

**Background**

Ombudsman services have been provided to FCS clients since 1995 to provide a responsive and timely means for the resolution of complaints

from clients and care providers. The Contractor has been working as the Ombudsman since 2004 and has been competitively awarded these services four times in that time period.

**Services to be Provided**

The Contractor will provide Ombudsman services to resolve complaints from biological parents, foster and adoptive parents, and other clients who receive or have received services from the Department's Family and Children Services Division. The Ombudsman will maintain a hotline and will respond promptly to complaints and requests for information; will gather information and file official complaints where necessary. In this role, the Contractor will serve as an impartial intermediary between the complainant and the appropriate FCS staff to facilitate a fair resolution. For additional information regarding services to be provided, please refer to Appendix A (attached).

**Selection**

Contractor was selected through Request for Proposals (RFP #971) issued January 25, 2022.

**Funding**

This contract is funded through a combination of county, state and federal funds.

**ATTACHMENTS**

Appendix A- Services to be Provided

Appendix B- Calculation of Charges

**Appendix A – Services to be Provided  
Todd Wright – FCS Ombudsman  
July 1, 2022 to June 30, 2026**

**I. Purpose of Service**

To resolve complaints from individuals with concerns connected to a Family and Children’s Services (FCS) case by providing an Ombudsman who will investigate, respond to and facilitate resolution of complaints.

**II. Definitions**

Contractor      Todd Wright  
  
FCS                Family and Children Services Division of HSA  
  
HSA                San Francisco Human Services Agency

**III. Target Population**

The Ombudsman will serve biological parents, children and youth, relatives, foster and adoptive parents, caregivers and resource families who receive or have received services from FCS.

**IV. Services To Be Provided**

The Contractor will:

- A. Resolve issues and complaints regarding the FCS Division as an Ombudsman. San Francisco Human Services Agency (HSA) shall be responsible for reviewing and taking the final action on any recommendations. The contractor is expected to respond to three levels of concerns:
  - 1. Requests for information, including identification of resources and clarification of policies
  - 2. Issues requiring facilitation by the Ombudsman
  - 3. Assist parties in submitting formal written complaints directed to FCS Management regarding issues that cannot be resolved through direct meetings with the Child Welfare Worker.
- B. Meet with clients and/or their care provider at HSA offices and/or community locations as necessary to provide information, make referrals, and conduct complaint intakes.
- C. Consult with FCS Management and staff to resolve the issues or complaints.
- D. Assist the complainant in resolving the issue. Resolution may include, but is not limited to, the following:
  - 1. Clarification of FCS rules and policies
  - 2. Mediation between the client and staff as appropriate
  - 3. Forged agreements between staff, client, or other parties involved in the complaint
- E. Meet with FCS Deputy Director or his/her designee at least quarterly to provide feedback regarding client service issues and to make policy recommendations.
- F. Compile program data for monthly reports summarizing the number, source, nature, and outcome of complaints handled and reporting hours of service provided.
- G. Develop and maintain individual case files for every complaint. Issue a letter outlining the complaint, findings, and recommendations to the complainant, as appropriate.
- H. Participate in committees relevant to client concerns, as needed.
- I. Administer a short survey to the clients when a complaint is closed to evaluate the Contractor’s performance and elicit feedback on the process. Survey responses must be kept on file.

**V. Service Outcomes**

On an annual basis the Contractor shall meet the following objectives:

- A. Provide a maximum of 1,040 hours of Ombudsman services
- B. Respond to a minimum of 75 unduplicated referrals per year (number based on previous years actual)

## **VI. Outcome Objectives**

On an annual basis, the Contractor shall meet the following objectives:

- A. At least 70% of FCS clients, foster parents and FCS staff surveyed will report that:
  1. Ombudsman listened to and understood their concerns and compliant(s);
  2. Ombudsman was helpful, impartial and treated them with respect; and
  3. They came away with a better understanding of the Ombudsman role.
- B. Ombudsman will respond to 100% of complaints within two working days from the initial contact.
- C. Ombudsman will resolve 75% of all complaints within 90 days.

## **VII. Monitoring Activities**

Program Monitoring: Program monitoring will include review of client eligibility, documentation of service delivery, client files and progress toward service and outcome objectives.

## **VIII. Reporting Requirements**

- A. The Contractor will submit two monthly reports:
  1. Contract Report: This report will detail the number of issues and complaints, and progress toward service and outcome objectives.
  2. Program Report: This report will list the details on complaints, including the name, zip code, ethnicity and gender of the complainant; FCS worker involved, nature of the complaint, the status of the resolution, the timeline on the complaint including the date of initial contact, and the 30, 60 and 90-day status of each issue and complaint.
  3. Monthly reports are due on the 15th day of the following month, and payment of monthly invoices is contingent upon receipt of the monthly report.
- B. The Contractor will submit an annual summary report.
  1. The summary report will contain the following:
    - a. Number of phone calls, letters, visits, and cases in progress and/or resolved during the prior fiscal year
    - b. Description of complaint type, the length of time for resolution, and how it is being resolved
    - c. Progress toward meeting Service and Outcome Objectives outlined in the previous sections
    - d. Policy concerns and recommendations that arise from the complaints
  2. The annual summary reports will be due July 15 of each year.
- C. Monthly contract reports and annual summary reports will be entered into CARBON and monthly program reports will be submitted electronically to FCS deputy director and program manager as indicated below:

Joan Miller, Deputy Director  
Family and Children's Services  
Human Services Agency  
[Joan.Miller@sfgov.org](mailto:Joan.Miller@sfgov.org)

Regie DeLos Santos, Program manager  
[Regie.Delossantos@sfgov.org](mailto:Regie.Delossantos@sfgov.org)

**Appendix B - Calculation of Charges**  
**Todd Wright – FCS Ombudsman**  
**July 1, 2022 to June 30, 2026**

**Budget Summary**

- I.** The Contract term for Ombudsman services will begin effective July 1, 2022 and end June 30, 2026.
- II.** Contractor shall submit invoices on a monthly basis. Invoices shall detail the services provided, the staff providing the service, the number of hours provided, and the dates of service provision.
- III.** The City and County of San Francisco agrees to pay the Contractor an hourly fee of \$150. The budget amount is **\$156,000 annually and \$624,000** for the term of this agreement.
- IV.** Contingent amount up to **\$62,400** may be available at the City's sole and absolute discretion.
- V.** The total contract will not exceed **\$686,400** for the period between July 1, 2022 and June 30, 2026