

Statement of Work: National Center on Substance Abuse and Child Welfare

1. Background and Objectives

As part of the legislation creating the Adoption and Safe Families Act (ASFA) of 1997, Congress tasked the Department of Health and Human Services (DHHS), Administration for Children and Families (ACF) and the Substance Abuse and Mental Health Services Administration (SAMHSA) with preparing a report to describe the scope of the problem of substance abuse in the child welfare population, the types of services provided to parents with substance abuse problems, and the effectiveness of these services. This resulted in the report “Blending Perspectives and Building Common Ground.” The full report can be viewed online at: <http://aspe.hhs.gov/hsp/subabuse99/subabuse.htm>.

A key objective of ASFA is to achieve faster permanent placements for children in foster care or other out of home care. As mentioned in “Blending Perspectives,” because of this, finding effective and timely methods to address the concurrent problems of substance abuse and child maltreatment has become increasingly important. Historically, parents did not always have prompt access to substance abuse treatment and their progress in treatment may not have been adequate to meet the deadlines for permanency decisions introduced by ASFA. In order to better align the goals of ASFA and the substance abuse treatment needs of parents, SAMHSA and ACF created the National Center on Substance Abuse and Child Welfare (NCSACW). The NCSACW was established through a memorandum of understanding between these two DHHS agencies. NCSACW's goals are to collect, develop and disseminate information that helps child welfare, substance abuse treatment and court professionals to better serve the needs of families involved with the child welfare system because of parental substance abuse. The NCSACW pursues these goals principally through the delivery of *technical assistance* and *training* activities.

First funded in 2002, the NCSACW has already undertaken a wide range of activities to promote effective practices and system changes within organizations serving the target families. The program has been very successful responding to hundreds of technical assistance requests since 2002, and developing information and training materials for its intended audiences. Most recently, the contractor for the NCSACW was awarded an “Outstanding Contractor of the Year Award” from the Administration for Children and Families in 2006.

This new contract will continue many of the activities undertaken during the first contract period, 2002-2007. These include 1) technical assistance, 2) training, 3) resource development, 4) information dissemination, and 5) maintenance and further development of a website. Among the additions to the new contract will be the development of a training video and new tasks to support the requirement of the Child and Family Services Improvement Act of 2006 (P.L. 109-288) to fund and provide technical assistance to Regional Partnership entities intended to increase the well-being of, and improve the

permanency outcomes for, children affected by methamphetamine or other substance abuse. ACF is currently working on plans to implement this requirement.

The new law makes changes to the Title IV-B, subparts 1 and 2, of the Act, and reauthorizes the Promoting Safe and Stable Families Program (PSSF). http://www.acf.hhs.gov/programs/cb/laws_policies/policy/im/pl109_288.pdf. The legislation allocates \$40 million dollars for this program for the first of five years, with amounts declining annually to \$20 million in the fifth year. The legislation calls for potential awardees to demonstrate that methamphetamine or other substance abuse by parents or caretakers has had a substantial impact on the number of out of home placements for children, or the number of children at risk of being placed. In addition, the language states that funds are to be used for activities and services consistent with the purposes of the legislation and may include: a) family based comprehensive long-term substance abuse treatment; b) early intervention and preventive services; c) child and family counseling; d) mental health services; and e) parenting skills training.

The new contract for the NCSACW will consist of a base year and four option years and will undertake tasks described in the requirements section that follows.

2. Requirements of the Contract

General IT Requirements

SAMHSA/DMS-IT GUIDELINES: The Contractor shall use software that meets SAMHSA Guidelines. Specifically, the system (s) must be PC compatible, operate in a Windows environment, and use Microsoft Office Suit (Word; Excel; PowerPoint; and Access), PowerBuilder or other software consistent with SAMHSA/DMS-IT standards. The Contractor shall at all times maintain compliance with current DMS-IT standards, which may change over the duration of this contract. Any deviance from the SAMHSA standards should be negotiated with DMS-IT prior to contract award.

IT PROPOSED RESOURCES: The Offeror must submit, in addition to the IT Total Estimate Worksheets, a budget and a narrative for each of the IT resources proposed and an IT Technical Approach for accomplishing the tasks described in the SOW.

IT Plan: The Contractor shall prepare an IT Plan that will include the Design, Development, Implementation, and Maintenance for all IT Applications. The IT Plan should include functional requirements (e.g., data, workloads, user interface, reliability, security, and maintenance), technical requirements (e.g., hardware, software, and telecommunications) and operational and other requirements. It should also include major IT milestones and implementation dates of the project. The draft and final IT Plan will be submitted as a deliverable to the Government Project Officer (GPO) and the Division of Management Systems-Information Technology Team (DMS-IT) [through the GPO] for review and approval.

IT Security Plan: In compliance with OMB Circular A-130, "Management of Federal Information Resources," the Contractor shall prepare an IT Security Plan that will include a control process to ensure that appropriate management, operational and technical safeguards are incorporated into all SAMHSA IT Applications. The Contractor shall use the guidance provided in the documentation standards of the National Institute of Standards and Technology; NIST Special Publication 800-18 Rev. 1 "Guide for Developing Security Plans for Information Technology Systems" when developing the IT Security Plan.

In addition, the contractor shall comply with the IT Application(s) security requirements needed for the contract as set forth in the Statement of Work. The Contractor further agrees to include this provision in any subcontract awarded pursuant to the prime contract. The draft and final IT Security Plan will be submitted as a deliverable to the Government Project Office (GPO) and the Division of Management Systems-Information Technology Team (DMS-IT) [through the GPO] for review and approval.

ADHERENCE to SAMHSA INTERNET/WEB POLICY: The Contractor shall follow all SAMHSA Internet/Web Site Policy. Any development and production of Internet/Web applications, including Intranets and Extranets shall comply with SAMHSA policy and procedures. These policies and procedures cover web sites, web page linkages, and web development; and agency programmatic, concept, and technical clearances. All new contracts/task orders or modifications to existing contracts/task orders involving Internet/Web sites will require Programmatic and Concept Clearance from the Office of Communications and IT Clearance from the Division of Management Systems-Information Technology Team (DMS-IT). The SAMHSA Web Site is the only authorized web site. No new web sites will be created without prior written approval of the project officer, in collaboration with appropriate agency website officials. Any new web sites created by the Contractor will become part of the SAMHSA Web Site. Applications development may be accomplished on the Contractor's server. Productions versions must reside on the SAMHSA/DMS-IT server.

SECTION 508 COMPLIANCE: Section 508 of the Rehabilitation Act, requires agencies and their contractors to buy Electronic and Information Technology (EIT) that is accessible to people with disabilities.

On June 25, 2001, accessibility requirements for Federal Electronic and Information Technology took effect under Section 508 of the Rehabilitation Act. This law requires that such technology be accessible according to standards developed by the Access Board, which are now part of the Federal government's procurement regulations (Ref. to the Section 508 Federal Acquisition Regulations (FAR) Final Rule published on April, 2001 in the Federal Register).

These standards, as issued by the Board, cover a variety of products, including computer hardware and software, websites, phone systems, fax machines, copiers, and similar technologies. Provisions in the standards spell out what makes these products accessible to people with disabilities, including those with vision, hearing, and mobility

impairments. The Board included both technical criteria specific to various types of technologies and performance-based requirements, which focus on a product's functional capabilities.

The law relies strongly on the procurement process to ensure compliance with the new standards. Compliance with the standards is required except where it would pose an "undue burden" (as defined in the standards) or where no complying product is commercially available.

To be considered eligible for award, offerors must proposed goods and/or services that meet the applicable provisions of the Access Board's standards as identified by the agency. Alternatively, offerors may propose goods or services that provide equivalent facilitation. Such offers will be considered to have met the provisions of the Access Board's standards for the feature or component providing equivalent facilitation.

SAMHSA'S WEBSITE PRIVACY POLICY: Each page of the Website, including the front or home page, must include a link to SAMHSA's Website Privacy Policy (found at <http://www.samhsa.gov/about/content/privacy.htm>). DHHS and SAMHSA policy does not allow for persistent cookies on any SAMHSA or SAMHSA funded websites. In addition, any forms on the site which will ask users to enter personal information must first be approved through SAMHSA channels.

Tasks

Task 1 Project Management and Reporting

During the course of the contract the Contractor will be in regular communication with SAMHSA's Center for Substance Abuse Treatment (CSAT) Government Project Officer (GPO) and staff from the Administration for Children, Youth and Families' (ACYF), Children's Bureau (CB). Together they will develop priorities for organizing and conducting the work outlined in the defined tasks.

Specific Tasks:

- a. **Prepare and Update Project Workplans.** The Contractor shall prepare a detailed workplan for each year organized by the tasks outlined in the SOW. The workplan shall be updated annually based on input from the GPO taking into consideration pressing issues and emerging trends in the child welfare and substance abuse fields. The first workplan shall be submitted with the first quarterly project status report and subsequent workplans will be submitted with the annual report.
- b. **Participate in Project Meetings** scheduled by the GPO. Project meetings will be scheduled monthly, to take place either in person at the SAMHSA/CSAT office in Rockville, MD, or the ACYF/CB office in Washington D.C., or by conference call.

- c. Quarterly, Annual and Ad Hoc Reporting. To keep the GPO aware of progress and problems in the implementation of the contract, the Contractor will prepare Quarterly and Annual Reports.
- i. A narrative Quarterly report is due by the 15th day after the end of each quarter to the GPO and Contracting Officer (CO), covering the reporting period. The report should describe major activities by task, problems encountered and their resolution, and activities planned for the next reporting period and should not exceed 20 pages. Products collected or developed during the reporting period should be attached and may exceed the 20-page limit.
 - ii. A narrative Annual report is due no later than one week before the end of each contract year and should highlight the major activities and accomplishments included in the quarterly reports as well as the workplan and workplan narrative for the subsequent year. The report should not exceed 40 pages.
 - iii. Ad-hoc Reporting. The Contractor shall respond to ad-hoc requests from the GPO to prepare written reports on a quick turn around basis (e.g. 24-48 hours) on activities pertaining to the contract.

Task 2 Technical Assistance (TA)

During the first contract period to operate the NCSACW (the National Center) from 2002-2007, the National Center provided a range of technical assistance to build collaboration among alcohol and drug treatment agencies, child welfare agencies, and the courts. The National Center also helped these agencies develop new practices and strategies to serve families involved with or at risk of involvement with the child welfare system because of parental substance abuse. TA activities included responding to telephone inquiries, creating and disseminating written materials, conducting conference calls, making in-person one-time presentations to groups or at conferences, and delivering technical assistance to State teams over a sustained length of time, usually extending for multiple years. The content of the TA generally addressed part of a ten-part framework of collaboration developed by the Center for Children and Family Futures (CCFF) and Dr. Nancy Young. (see “Framework and Policy Tools for Improving Linkages Between Alcohol and Drug Services, Child Welfare Services and Dependency Courts,” Please refer to <http://www.ncsacw.samhsa.gov/files/NewFramework.pdf>.) The Contractor shall continue to provide this range of service while continuing to develop new ideas and strategies. Recipients of TA can be expected to continue to include public agencies and private organizations.

In addition, the Contractor shall support the technical assistance needs of entities awarded funds under the requirement of the Child and Family Services Improvement Act of 2006 (P.L. 109-288), Title IV-B, subparts 1 and 2, of the Act, reauthorizing the Promoting Safe and Stable Families Program (hereafter referred to as the Child and Family Services Improvement Act of 2006.) The Contractor will be expected to provide the same TA activities as outlined in the above paragraphs under Task 2., but expand its target audience to include entities awarded funds under the legislation.

Specific Tasks:

- a. Consultant/staff Recruitment and Training. The Contractor shall develop a cadre of qualified consultants and staff to address a wide range of issues that TA and training recipients will face. The consultants hired will have knowledge of substance abuse treatment and will have worked in one or more of the following areas: substance abuse treatment, child abuse and neglect and child welfare, courts, behavioral health financing, organizational development and organizational management. Consultants will have at least ten years' relevant experience and a proven track record in leadership/management roles and in communications and training. Comprehensive training, approved by the GPO, for new consultants/staff will be held yearly or more often as needed to staff the TA and training activities provided by the National Center. Staff/consultant training may include but is not limited to multi-day meetings, site visits to existing programs, as well as shadowing the work of more experienced consultants or staff. (Note: The consultant rate is \$400.00 per day unless the contractor requests an exception and can document an approved Federal rate for the consultant for similar work. This rate requires Contracting Officer approval before work can begin.) A list of consultants that have worked on the NCSACW can be provided should the project be transitioned to a new Contractor.
- b. Provision of Technical Assistance. During the NCSACW contract years 2002-2007, the Center responded to an average of 150 to 200 TA requests per year. Of those, approximately half were of a short-term nature, (such as responding to telephone inquiries, mailing out information, identifying needed resources, making referrals, etc.) and required approximately 2 FTE's to fulfill; the remainder involved multiple contacts and on-going involvement with the TA recipient. In this Contract, the demands for all types of TA could increase between 30 and 50 percent over the previous contract upon award of funds related to the Child and Family Services Improvement Act of 2006.

During the NCSACW contract years 2002-2007, 10 States and one Tribe received in-depth technical assistance. Assistance lasted from 15 months to over two years, with follow-up provided as needed. Commitments are made to TA sites over multi-year time frames contingent upon the availability of future Option year funds. On average, three to four in-depth TA sites were supported at the same time, and each received a consultant for 20 to 25% time of a full time staff equivalency (equaling the combined consultant/staff time of one man year.) As

mentioned, in-depth TA may increase under this contract by between 30 to 50 percent. In addition, the types of collaborative groups that could participate in the in-depth TA will expand to include not only State agencies but also agencies from other levels of governance (i.e. county, city or regional collaborating agencies and organizations.).

In addition, the Contractor shall propose a plan to address and provide assistance at varying levels to meet the variety of needs that may arise from entities awarded funds from the Child and Family Services Improvement Act of 2006 and other collaborative teams. TA methods, such as learning academies or policy academies and workgroups could be explored to meet identified TA needs. A TA needs assessment of these Regional Partnerships shall be conducted to assist in the development of a TA plan; however, as the legislation emphasizes regional partnerships and activities related to supporting such, an emphasis of the TA will be on collaboration. As the legislation funding is structured with decreasing Federal contributions and increased program match over time, there will also be an emphasis on program *funding* and *sustainability*.

Tools and products developed for the program of in-depth technical assistance during the NCSACW contract years 2002-2007, will be used to support TA requests (i.e. use of protocols, training plans, strategic plans, MOUs, etc. see <http://www.ncsacw.samhsa.gov/products.asp>.) In addition, the Contractor is expected to develop new tools and strategies to meet very specific TA or training needs. in collaboration with the GPO and staff from ACF. Some of these tools may be adapted from organizational development, training and management strategies used in other fields or disciplines, which the Contractor shall identify and present to the GPO for consideration.

Task 3 Training

While training can be considered a form of TA, it is distinguished from TA here to more clearly delineate the expectations of tasks to be undertaken by the Contractor.

Specific Tasks

- a. Training Events. The contractor shall identify and recommend to the GPO audiences for training that could be influential in promoting better services for families (e.g. State legislators, a national association's leadership team, judges, etc.) or that would most benefit from training (e.g. State or county teams, Tribes, sub-groups of Promoting Safe and Stable Families (PSSF) program etc.) Training could be in-person or distance (i.e. web-based or teleconference), and could be one-time or a series of training events. The Contractor shall propose a level of training for specific audiences to advance the goals of the project. Plans should include up to two in-person and 2 web-based or teleconference training events annually.

- b. Meeting participation and support. In response to implementing the TA requirements of the law, one strategy will be to task the Contractor with assisting in the planning of and participation in the initial 2-day kickoff meeting and subsequent annual meetings for the Regional Partnerships hosted by the Children's Bureau. The Contractor will assist in developing the training agenda, identifying speakers, participating in the meetings and covering expenses for up to six outside speakers.
- c. Special Issue Meetings. Beginning in the Fall of 2008, and subsequently for each of the next Option years, Contractor staff shall develop and deliver a 2-day training program in the metropolitan Washington, D.C., area targeted at those entities awarded funding under the Child and Family Services Improvement Act of 2006 on two topics pertinent to this program: 1) Comprehensive Family Substance Abuse Treatment and 2) Treatment for Methamphetamine. Meeting participants will support their own travel but the Contractor is responsible for working with the GPO to develop the training agenda, identifying speakers, and covering all logistics and expenses involved with conduct of the training including expenses for up to 12 presenters. The Contractor will work with other ACYF TA contractor(s) to coordinate meeting plans and logistics.
- d. Web-based Tutorials. The contractor shall maintain the 3 NCSACW web-based training curricula, update the curricula as needed and shall report on the use of the curricula (curricula accessed, completed, and evaluation reports) in the quarterly report. In addition, an adaptation to the existing curricula will be made to prepare web-based training for legislators and their staffs. Please refer to: <http://www.ncsacw.samhsa.gov/tutorials/index.asp>.
- e. On-line Training. During the NCSACW contract years 2002-2007, work was initiated on a training program for child welfare program staff concerning substance abuse and mental health issues facing families in the child welfare system. The training is a web-based product that can be used by trainers looking for materials on these topics. During this contract the Contractor shall prepare all final web pages (there will be approximately 200) and ensure that the training is accessible to interested audiences. The Contractor will actively market the availability of this resource to intended audiences such as the SAMHSA ATTCs, community colleges that conduct training for child welfare staff, schools of social work, the Children's Bureau's Training and Technical Assistance Network, and other relevant organizations including SAMHSA child-serving grantees. Updates to the training will be made if needed throughout the life of the contract as directed and approved by the GPO and staff from ACF.

Task 4 Information Dissemination

In addition to providing technical assistance and training, the Contractor shall undertake activities to promote awareness of the concerns addressed by the National Center. These activities are directed toward large numbers of people who seek information or who are sought out by the National Center as an important audience for the Center's messages and work.

Specific Tasks:

- a. Conference and meeting presentations. During the NCSACW contract years 2002-2007, National Center staff made approximately 12 to 16 presentations per year at conferences and meetings. The level of support for this activity is expected to remain constant. The Contractor shall identify 3 to 5 conferences and meetings per year where information about the work of the National Center could be shared and submit proposals in response to "calls for workshops or presentations." Power Point presentations will be prepared for each presentation and submitted to the GPO within 7 business days of the meeting for final approval. In addition, the Contractor will respond to requests for presentations at National, Regional, or State conferences and meetings and other SAMHSA/ACF grantee meetings. Where possible, requestors will be asked to help support the direct costs such as airfare, and lodging, of National Center staff invited to make conference presentations.
- b. Written materials. During this contract, the Contractor shall use materials developed during the NCSACW contract years 2002-2007 to create "spin-off" products. An emphasis will be placed on packaging existing materials in new ways to reach diverse audiences. These products are described at <http://www.ncsacw.samhsa.gov>. The Contractor should plan to develop 2-3 spin off products per year. Copies of all newly published materials will be provided to SAMHSA's SHIN Clearinghouse and ACYF's Child Welfare Information Gateway. New materials created by communities participating in the National Center TA activities or in the PSSF program may be identified and when possible and with permission, be added to the National Center website (with or without any adaptations.) Materials for promoting the availability of TA and training from the National Center shall be updated and widely disseminated. In addition, in response to emerging trends or newly identified needs, 2 to 4 short (20 pages or less) documents shall be written per year at the request of the GPO. The Contractor is responsible for preparing SAMHSA product concept clearances as needed for new publications.

Task 5 Update and Maintain Web Site

During the NCSACW contract years 2002-2007, a website for the National Center was created (see <http://www.ncsacw.samhsa.gov>) that included information about National Center products, TA, training, tutorials, resources, presentations, conferences and related links. The website receives approximately 200 to 250 thousand hits per month.

Specific Tasks:

- a.** Maintain Website. The Contractor shall continue to maintain the Center website and review it on an on-going basis to insure that information remains current, links are appropriate and operational, and that visitors will frequently find fresh information. New information will be submitted to the GPO for approval and old information will be deleted. Changes to the website shall be coordinated by the Contractor with the SAMHSA Webmaster. Levels of use of the website will be reported in the Quarterly reports.
- b.** The Contractor shall provide suggestions to the GPO and make agreed upon improvements in the overall appearance and navigation of the website while keeping within the general specifications of the SAMHSA Web site policy.

Task 6 Create Training Video

The purpose of this task is to produce one 20 to 25 minute video for audiences about successes that have been achieved for families through inter-agency collaboration between child welfare, substance abuse and court agencies. The Contractor will propose a time frame for developing the video in the workplan for the National Center. The video will introduce some of the effective practices that have been implemented, put a human face on the work involved in creating the successes, and serve to motivate and inspire others to pursue collaborative efforts to meet the needs of families they serve. It will be used at NCSACW TA or training events, by other SAMHSA/CSAT or ACF/CB technical assistance providers, and by TA recipients who would like to share it with diverse audiences in their State or Region, including legislators, funders, or State and local program planning and development staff. The Contractor shall be responsible for obtaining all required clearances, waivers and signatures, as necessary in production of the video.

Specific Tasks:

- a.** Develop Video Script. The Contractor shall meet with the GPO to discuss ideas for the video and develop themes and proposed content for it. The video will include footage from several sites such as those described in SAMHSA/CSAT Technical Assistance Publication 27, "Navigating the Pathways: Lessons and Promising Practices in Linking Alcohol and Drug Services with Child Welfare," practices featured in either the first or second National Conference on Substance Abuse and Child Welfare (2007)

conference sponsored by the Center for Children and Family Futures) or the ACYF-SAMHSA May 2006 “Methamphetamine: the Child Welfare Impact and Response” conference. Sites could also include successes from the NCSACW’s program of in-depth technical assistance, or others. The Contractor is responsible for preparing detailed scripts and storyboards and preparing the clearance request from SAMHSA Office of Communication and DHHS Office of the Assistant Secretary for Public Affairs.

- b. Filming. The Contractor shall organize the staging and filming of the sites as well as all other footage planned for the video, such as interviews with individuals. The Contractor shall also provide voice over narration, and provide stock music. (Assume two crew people traveling for each 3-day trip with up to 4 trips (fly out and shoot Day 1; shoot Day 2; shoot and fly back Day 3).)
- c. Technical requirements. The Contractor shall 1) edit additional material into the base program and stream and caption the base video; 2) Deliver a small number of DVD approval dubs and final DVD dubs of the final program. 3) Provide final deliverables: one master tape; one final VHS approval dub; and 200 DVD dubs of the finished program. Video must be in appropriate format. The video will be closed captioned. It will not be mass duplicated under this budget.
- d. Dissemination. The Contractor shall develop a plan for disseminating the DVD to ensure that it is utilized by the intended audiences and viewed at conferences and other meetings.

Task 7 Transition Plan

To provide a smooth transition for the continuation of the contract in the event that the effort is re-solicited and awarded to an entity other than the incumbent at the end of the contract (regardless of cause of contract termination.). Should the Government discontinue the contract without awarding a new contract, the Contractor should prepare a transition to the Government Project Officer.

Specific Tasks:

- a. Turnover at the end of Contract. The contractor shall provide, no later than 90 days prior to the end of the final performance period, copies of plans for the transfer of the project should a new contractor be selected. If necessary, the contractor shall initiate transition activities 60 days prior to the expiration of the contract. These activities include providing complete documentation and all materials and transfer of all software developed for the web site and data acquired with contract funds, or under the contractor’s control as Government Furnished Property or Materials shall be turned over to SAMHSA or the new contractor at the direction of the GPO, as well as participating in meetings and assisting with the development of a project transition plan.