



London Breed, Mayor

Department of Human Services  
 Department of Disability and Aging Services  
 Office of Early Care and Education

Trent Rhorer, Executive Director

**MEMORANDUM**

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

FROM: JOAN MILLER, DEPUTY DIRECTOR  
 JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS *J91*

DATE: DECEMBER 19, 2019

SUBJECT: GRANT MODIFICATION: **COMMUNITY WORKS WEST** (NON-PROFIT) TO PROVIDE VISITATION AND SUPPORT SERVICES FOR INCARCERATED PARENTS

	<u>Current</u>	<u>Modification</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
GRANT TERMS:	7/1/17-6/30/20	7/1/19-6/30/22	7/1/17-6/30/22		
GRANT AMOUNT:	\$350,017	\$371,431	\$721,448	\$72,145	\$793,593
Funding Source	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
FUNDING:	\$72,144	\$115,432	\$533,872	\$72,145	\$793,593
PERCENTAGE:	10%	16%	74%		100%

The Department of Human Services (DHS) requests authorization to modify and extend the grant agreement with Community Works West (CWW) for additional funding for this year and additional two years from July 1, 2020 to June 30, 2022, in an additional amount of \$371,431 plus a 10% contingency for a revised total amount not to exceed \$793,593. The purpose is to provide visitation and support services for incarcerated parents in the San Francisco jails and targeted California prisons.

**Background**

The Department has been providing visitation and support services in local jails and prisons throughout California since 1999. In order to satisfy court requirements, the Department provides parent-child visitation, emergency interviewing, identification of family for kinship placements and when possible, work toward reunification with the development of post-incarceration plans.

Community Works West has provided these services since July 2012. They have had a significant presence in the jail system through parenting classes, facilitation of dialogue circles with incarcerated

mothers, a mandated program for violent offenders and a program called “Women Rising”, a full service re-entry program for woman 18-25 leaving the criminal justice system. Clients have been able to access any of these programs should they be a fit with the parents’ needs.

In August of 2018, the Commission approved additional funds to increase staffing. That additional funding will be annualized and extended in this Commission action.

**Services to be Provided**

Additional funding in this modification will allow CWW to retain a .6 FTE Program Coordinator to maintain services increased last year. Services include visitation, individualized one-to-one, peer support activities and counseling for the parents of children who are dually involved in the child welfare and criminal justice system.

Community Works West program has consistently met their annual objectives and outcomes through the duration of our partnership and continues to employ innovative ways to meet the needs of clients they serve.

**Selection**

Grantee was selected through RFP 732, issued on March 1, 2017

**Funding**

Funding for this modification is provided by a combination of County General Fund (10%), state funds (16%) and federal funds (74%).

**ATTACHMENTS**

CWW Appendix A-2 Services to be Provided

CWW Appendix B-2-Calculation of Charges

**Appendix A-2**  
**Services to be Provided by Community Works West, Inc.**  
**Effective July 1, 2017 to June 30, 2022**  
**Revised effective July 1, 2019**

**I. Purpose of Services**

The purpose of these services is to provide visitation, individualized one-on-one, peer support activities and counseling for the parents/guardians of children who are dually involved in the child welfare and criminal justice systems

Incarcerated visitation services include assisting protective services workers in arranging, scheduling, navigating and confirming parent / guardian child visits at jails under the jurisdiction of the City and County San Francisco (CCSF) Sheriff Department.

Additionally, the Grantee will actively participate in the San Francisco Children of Incarcerated Parents Partnership (SFCIPP), is a coalition social service providers, representatives of government bodies, advocates and other who work with or are concerned about children incarcerated parents and their families.

**II. Target Population**

The grant will provide services to parents/legal guardians whose children are involved in the child welfare system, and who are incarcerated in San Francisco county jails, and the top 6 jails / prisons located outside of SF, where SF parents / guardians are more likely to be incarcerated. This includes active Family Maintenance (court & non court), Family Reunification (residing in home or in out-of-home placement).

**III. Definitions**

CARBON	Contracts Administration, Reporting, and Billing Online.
Concurrent Planning	Pursuing a permanent and stable placement in the most intimate setting possible for the long-term well-being and development of the child requires working simultaneously toward reunification with biological family and developing other options that will lead to adoption or legal guardianship.
Family Maintenance Cases	Parents who are actively working to address identified risk-factors with the goal of preventing future harm, increasing protective capacity and promoting well-being of their

	child / children.
Family Reunification Cases	Parents who are actively pursuing reunification with their children through a child welfare case plan.
Family Team Meeting	A convening of parents, caregivers and supportive adults who are engaged in planning and decision making to develop a specific action steps to support parents in their efforts to ensure the safety, permanency and well-being of child / children who have become involved in the child welfare system. Topics may include placement, reunification, education, supportive services, case planning etc. May include: Child Family Team, Family Team, GOALS Meetings.
FCS	Family & Children Services Division of the San Francisco Human Services Agency.
HSA-Linked	Child Welfare Case: Active FCS cases in which: <ol style="list-style-type: none"> <li>1. The child has been the subject of a Child Abuse Neglect or Abuse Referral and</li> <li>2. The primary plan is to sustain the family relationships.</li> </ol>
Incarcerated Parents/Legal Guardians	Parents who are incarcerated in California jails and prisons and whose children have been identified as at risk of abuse and/or neglect by SFHSA.
PSW	Protective Services Worker.
SFHSA	San Francisco Human Services Agency (also HSA).

**IV. Services to be Provided**

The Grantee will provide the following services:

- A. Serve as primary point of contact for prisoners seeking information regarding HSA-linked children.

- B. Provide prompt availability to PSWs providing referrals, requesting contact with incarcerated parents, or seeking consultation and information. This includes emergency situations and weekends/evenings, as necessary.
1. **Out of County Visits Consultation:** For visits at jail and prison facilities outside of the CCSF, Grantee will maintain updated compendium of visit policies and procedures, point of contacts, contact information, visiting hours, facility requirements and on-site resources i.e. visiting rooms. Out of County visits will not include coordination or facilitation of visits.
  2. **Case Consultation:** provide case consultation to PSW as requested to clarify visitation procedures within SF, access to jails / prisons outside of SF County; promising / evidenced-based / trauma informed practice working with incarcerated parents.

C. Visitation

1. **Track all visit requests** for referrals received including consultations and those in which visitation occurs within SF.
2. **Facilitate visits** for children whose parents/guardians are dually involved in the child welfare and criminal justice systems.
3. **Visitation services include** assisting protective services workers in arranging, scheduling, navigating and confirming parent / guardian child visits at jails under the jurisdiction of the City and County San Francisco (CCSF) Sheriff Department.
4. For visits at jail and prison facilities outside of the CCSF, maintain updated compendium of visit policies and procedures, point of contacts, contact information, visiting hours, facility requirements, and on-site resources i.e. visiting rooms.
5. Prior to visit, discuss with the assigned PSW how to support the goals for the visitation interface with the family and clarify any other issues.
6. During the visit, encourage positive interaction between the child and the parent, including modeling or coaching, reinforcing successful parental interventions, support the child during difficult times, assuring the child that the visit the case manager can always hear and see the persons being supervised, ensuring all parties adhere to visitation guidelines and explain the role of the case manager during the visit. Visits may be terminated if the child suffers any undue discomfort and attempt to alleviate discomfort are unsuccessful.
7. **Document visit(s)** prepare a review of Visitation plan and complete the "1044SVD" form which includes a narrative description of progress on visitation plan, activities for the visit which can support parent's progress, factual observations of interaction, and areas of concern.
8. Between visits, discuss the following with the assigned PSW: visitation objectives met or not met development of next objectives / steps for

ongoing visits, referrals that may be needed i.e. therapeutic interventions, permanency, parenting, substance abuse support etc.

- D. Provide services that focus on building the parent and child's familial relationships, increasing parent participation and strength-based relationship building; incorporate trauma informed and safety organized practice and core practice model strategies.
  - 1. **Individualized one-on-one support:** include parent engagement, teaming with protective services workers to inform case planning and identification of case plans goals uniquely suited to address unmet needs or activities for parents / guardians who are incarcerated. Other individualized support will include orientation for parents, release / post incarceration planning.
  - 2. **Peer support:** activities parenting workshops and groups that provide opportunity to acquire knowledge, practice and apply skills with an emphasis on improving parental capacity to foster and promote improved child / parent relationships, child well-being, and safety utilizing trauma informed, evidenced-based informed parenting education, and age appropriate child development methods and strategies.
- E. **Facilitate resource connections** and linkage support to available services and support within county jail system upon request of incarcerated parent(s).
- F. Provide services in parent(s) first language or with language interpretation.
- G. **Community Partnerships / Collaboration:** provide subject matter expertise to further the collaborative goals of the San Francisco Children of Incarcerated Parents Partnership (SFCIPP), is a coalition social service providers, representatives of government bodies, advocates and other who work with or are concerned about children incarcerated parents and their families.

**V. Location and Time of Services**

The San Francisco County Jail, Sheriff's Department community-based sites or other appropriate location that facilitates day-to-day access within San Francisco.

Office is open 8am to 4pm.

**VI. Grantee Responsibilities**

- A. Grantee is a mandated reporter of child abuse.
- B. Grantee shall ensure all employees of this grant are TB tested annually.
- C. Grantee shall attend all meetings required by FCS, including but not limited to, unit meetings, TDMs, worker orientations, etc.
- D. Grantee shall familiarize themselves with FCS practices and policies.

- E. Grantee shall conduct criminal background checks on all employees and shall arrange to receive subsequent criminal notifications if the employee is convicted of a crime during the time of his or her employment.

## **VII. Service and Outcome Objectives**

### **A. Service Objectives:**

Objectives are annual unless otherwise specified

1. Provide the number of unduplicated referrals received from Protective Service Workers, Probation Officer, and parent self referrals.
2. Grantee will provide a minimum of 200 visits for parents with their child(ren) over the course of a program year.
3. Grantee will maintain a minimum caseload of 1:18 (1-on-1 Individualized services). Caseload here is defined as any parent who has, within the last 60 days, received supervised visitation or phone calls with her or his children, 1-on- Individualized services or participation in parenting / peer support activities.
4. Grantee will offer peer support activities a minimum of twice per month. Provide a listing of activities that were provided during the quarter.
5. Grantee will provide a minimum of 300 consultations to PSWs.
6. Grantee will provide a minimum of 125 "other" case consultations that include: lawyers, probation and program.
7. Prepare and maintain a policy and procedure guide for PSWs that provides up-to-date information for the top 6 out of county jails / prisons where SF parents / guardians are more likely to be incarcerated.

### **B. Outcome Objectives:**

1. A minimum of 75% of referrals received requesting emergency visitation within SF or consultations for information from PSW to facilitate access for visiting jails or prisons outside of San Francisco will be completed.
2. A minimum of 75% of parents participating in 1-on-1 Individualized services for a minimum of 60 days will develop a plan for maintaining connections (building the parent and child's familial relationships, increasing parent participation and strength-based relationship building with their child(ren) that includes specific steps to address barriers that prevent maintaining connections.
3. In a survey of parents served, a minimum 75% of those participating in Peer Support, including parenting workshop activities will indicate a score of 3, or higher, on a 5 point scale (usefulness of information, facilitation of topic, engagement).

4. In a survey of PSWs, a minimum of 75% requesting case consultations for referrals, access to jails within San Francisco, or requesting information / consultation on visitation procedures for the top 6 jails / prisons<sup>1</sup> (San Bruno, Santa Rita/ Dublin, Redwood City, San Quentin, Chowchilla, Vacaville) will rate 3, or higher, on a scale of 5 for: timeliness of response, usefulness of information, and customer service / engagement.

### **VIII. Grantee Reporting Requirements**

- A. Grantee will provide monthly reports for the number of visitations provided. The report will include referrals from: Protective Service Workers, San Francisco Probation, and Self Referrals.

Grantee will submit monthly reports on the template approved by the FCS Analyst during by the 15<sup>th</sup> of the month following the end of the reporting period.

- B. Grantee will provide quarterly reports of activities, referencing the tasks as described in the Service and Outcome Objectives sections. Grantee will submit quarterly reports on the template approved by the FCS Analyst and uploaded the report to the CARBON database by the 15<sup>th</sup> of the month following the end of the reporting period.

The reports will include the following:

1. Summary of progress towards service and outcome objectives
  2. Listing of incarcerated parents served, indicating the type of service(s) the parent is receiving and the start and end dates of the services;
  3. Narrative description / summary services provided / progress towards identified goal;
  4. Contact Log (PSWs, incarcerated parents, collateral providers, and others)
  5. Updated Compendium of Visiting policies and procedures (Top 6 jails / prisons)
  6. Opportunities & Challenges
  7. Client Vignette
- C. Grantee will provide an annual report summarizing the contract activities, referencing the tasks as described in the Service and Outcome Objectives sections. This report will also include accomplishments and challenges encountered by the Grantee. Grantee will enter the annual metrics in the CARBON database by the 15<sup>th</sup> of the month following the end of the program year. For each grant year, Grantee shall submit an annual report that provides data for the year ending June 30. This report shall provide cumulative results

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<sup>1</sup> Based on data where FCS parents are more likely to be incarcerated.



for each objective as outlined above. Annual reports are due 30 days after the end of the each grant year.

- D. Grantee will provide Ad Hoc reports as required by the Department.
- E. All reports will be entered into the CARBON System. For assistance with reporting requirements or submission of reports, contact:

Johanna Gendelman  
Principal Administrative Analyst  
Contracts  
Johanna.Gendelman@sfgov.org

Irina Kadantseva  
Senior Administrative Analyst  
Family & Children's Services  
Irina.Kadantseva@sfgov.org

## **IX. Monitoring Requirements**

- A. Program Monitoring: Grantee will maintain the following records at their work site and will make them available for inspection by City and County staff, upon 48 hours' notice:
  - 1. Copies of the Visitation Plans received, case plans of all of the parents they serve, including case notes on additional services provided by Grantee in assisting the parents with fulfilling their visitation and/or case plans and progress notes on identified goals items in the case plans have been fulfilled;
  - 2. Attendance sheets for all peer support activities offered;
  - 3. Sign in sheets for all parent-child visits, with notes on which of the participants have children in the San Francisco child welfare system;
  - 4. Copies of all pre- and post-tests for Parenting workshop participants in the child welfare system;
  - 5. Plans written by parents, demonstrating their increased ability and willingness to parent their children in a safe way, as outlined under outcomes;
  - 6. Records documenting that all employees have received a criminal background check and an annual TB test.
- B. Fiscal Compliance and Contract Monitoring: Fiscal monitoring will include review of the Grantee's organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting documentation for selected invoices, cash receipts and disbursement journals. The compliance monitoring will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

A	E	H	I	J	K	L	M	N
<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>								
1	Name							
2	Community Works West, Inc							
3	(Check One) New <input type="checkbox"/> Renewal <input checked="" type="checkbox"/> Modification X__							
4	If modification, Effective Date of Mod. 7/1/2019							
5	Program: One Family							
6	Budget Reference Page No.(s)							
7	Previous	7/1/17-6/30/18	Previous	7/1/18-6/30/19	Current	7/1/19-6/30/20	Modification	7/1/19-6/30/20
8	Expenditures							
9	Salaries & Benefits	\$78,684	\$106,941	\$80,110	\$38,438	\$118,548	\$121,511	\$124,549
10	Operating Expense	\$9,450	\$23,257	\$5,921	\$9,635	\$15,556	\$15,944	\$12,907
11	Subtotal	\$88,134	\$130,198	\$86,031	\$48,073	\$134,104	\$137,455	\$137,456
12	Indirect Percentage (%)		15%	15%	15%	15%	15%	15%
13	Indirect Cost (Line 16 X Line 15)	\$13,220	\$19,530	\$12,905	\$7,211	\$20,116	\$20,618	\$20,618
14	Capital Expenditure		\$0	\$0				
15	Total Expenditures	\$101,354	\$149,727	\$98,936	\$55,283	\$154,219	\$158,074	\$158,074
16	<b>HSA Revenues</b>							
17	General Fund	\$94,169	\$101,523	\$98,936		\$154,219	\$158,074	\$158,074
18	Additional revenue	\$4,831	\$43,435		\$50,791			
19	CODB	\$2,354	\$4,769		\$4,492		\$3,855	
20								
21								
22								
23								
24								
25								
26								
27								
28								
29								
30	TOTAL HSA REVENUES	\$101,354	\$149,727	\$98,936	\$55,283	\$154,219	\$158,074	\$158,074
31	<b>Other Revenues</b>							
32								
33								
34								
35								
36								
37	Total Revenues			\$0				
38	Full Time Equivalent (FTE)		1.79					
39								
40	Prepared by: Adrienne Hogg							
41	HSA-CO Review Signature:							
42	HSA #1							
								Appendix B-2
								7/1/2019
								510-268-8116
								11/15/2007
								Community Works West

### Salaries & Benefits Detail

Program Name: One Family  
(Same as Line 9 on HSA #1)

A	B	C	D	E	F	N	O	P	Q	R	S
						7/1/19-6/30/20	Modification 7/1/19-6/30/20	7/1/19-6/30/20	7/1/20-6/30/21	7/1/21-6/30/22	
	Agency Totals	For HSA Program		For DHS Program							
	Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	Budgeted Salary						TOTAL
13											
14	\$53,000	100%	100%		\$53,000	\$55,683	\$0	\$55,683	\$57,075	\$58,502	\$264,317
15									\$0	\$0	\$3,538
16	\$50,000	60%	60%		NA	\$30,750	\$30,750	\$30,750	\$31,519	\$32,307	\$132,755
17	\$76,000	100%	19%		\$8,000	\$8,405	\$0	\$8,405	\$8,615	\$8,831	\$48,751
18											
19											
20											
21											
22											
23											
24											
25											
26											
27											
28	\$129,000	2.60	1.79	0.00	\$61,000	\$64,088	\$30,750	\$94,838	\$97,209	\$99,639	\$449,361
29											
30	25%		25%								
31	\$32,250				\$15,250	\$16,022	\$7,688	\$23,710	\$24,302	\$24,910	\$100,872
32											
33											
34	\$161,250				\$76,250	\$80,110	\$38,438	\$118,548	\$121,511	\$124,549	\$550,233
35											11/15/2007

A	B	C	D	H	K	L	M	N	O	P	Q
1											3/14/2018
2											
3											
4	Program Name: One Family										
5	(Same as Line 9 on HSA #1)										
6											
7											
8											
9											
10											
11											
12	Expenditure Category		TERM	7/1/17-6/30/18	7/1/18-6/30/19	7/1/19-6/30/20	7/1/19-6/30/20	7/1/19-6/30/20	7/1/20-6/30/21	7/1/21-6/30/22	TOTAL
13	Rental of Property			\$0	\$0	\$0	\$0	\$0			\$0
14	Utilities(Elec, Water, Gas, Phone, Scavenger)			\$0	\$0	\$0	\$0	\$0			\$0
15	Office Supplies, Postage			\$3,572	\$5,865	\$320	\$2,220	\$2,540	\$2,576	\$2,540	\$17,093
16	Building Maintenance Supplies and Repair			\$0	\$0	\$0	\$0	\$0			\$0
17	Printing and Reproduction			\$908	\$908	\$908		\$908	\$908	\$908	\$4,540
18	Insurance			\$0	\$0			\$0			\$0
19	Staff Training			\$0	(\$0)	\$513	\$995	\$1,508	\$1,860	\$1,508	\$4,876
20	Staff Travel-(Local & Out of Town)			\$80	\$80	\$80	\$920	\$1,000	\$1,000	\$1,000	\$3,160
21	Rental of Equipment			\$0	\$0			\$0			\$0
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE			\$0	\$0			\$0			\$0
23	Contract services (eg Translation, database)			\$1,318	\$12,905	\$4,100	\$2,000	\$6,100	\$6,100	\$3,451	\$29,874
24				\$0	\$0						\$0
25				\$0	\$0						\$0
26				\$0	\$0						\$0
27				\$0	\$0						\$0
28	OTHER				\$0						\$0
29	Food & Incentives for families			\$3,572	\$3,500	\$0	\$3,500	\$3,500	\$3,500	\$3,500	\$17,572
30				\$0	\$0						\$0
31				\$0	\$0						\$0
32				\$0	\$0						\$0
33				\$0	\$0						\$0
34											\$0
35	TOTAL OPERATING EXPENSE			\$9,450	\$23,257	\$5,921	\$9,635	\$15,556	\$15,944	\$12,907	\$77,114
36											
37	HSA #3										11/15/2007

Operating Expense Detail

	A	B	C	D	E	F
1						Appendix B, Page
2						Document Date:
3						
4	Program Name:					
5	(Same as Line 9 on HSA #1)					
6						
7						
8						
9						
10						TOTAL
	EQUIPMENT	TERM	1/0/1900	New	#REF!	
11	No.	ITEM/DESCRIPTION				
12						0
13						0
14						0
15						0
16						0
17						0
18						0
19						0
20	TOTAL EQUIPMENT COST		0	0	0	0
21						
22	REMODELING					
23	Description:					0
24						0
25						0
26						0
27						0
28						0
29	TOTAL REMODELING COST		0	0	0	0
30						
31	TOTAL CAPITAL EXPENDITURE		0	0	0	0
32	(Equipment and Remodeling Cost)					
33	HSA #4					11/15/2007