



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

**Memorandum**

**To:** Human Services Commission

**Through:** Trent Rhorer, Executive Director

**From:** Joan Miller, Deputy Director  
Esperanza Zapien, Director Of Office of Contract Management

**Date:** June 19, 2026

**Subject:** New Contract: **Community Works West** (Nonprofit) For Provision Of Visitation for Incarcerated Parents

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	<u>Full Term</u>	<u>Contingency</u>	<u>Total</u>		
<b>Contract Term:</b>	7/1/26-6/30/30				
<b>Contract Amount:</b>	\$734,584	\$73,458	\$808,042		
<b>Annual Amount:</b>	<u>FY 26-27</u>	<u>FY 27-28</u>	<u>FY 28-29</u>	<u>FY 29-30</u>	
	\$183,646	\$183,646	\$183,646	\$183,646	
<b>Funding Source:</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
	\$345,254	\$389,330		\$73,458	\$808,042
<b>Percentage:</b>	47%	53%			100%

The Human Services Agency (SFHSA) requests authorization to enter into a new contract agreement with **Community Works West** for the period of July 1, 2026, to June 30, 2030, in the amount of \$734,584 plus a 10% contingency for a total amount not to exceed \$808,042. The purpose of this contract is to provide visitation, individualized one-on-one and peer support activities for children and parents/guardians who are dually involved in the child welfare and criminal justice systems.



## 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 visiting, emergency interviewing, identification of family for kinship placements and when possible, work toward reunification with the development of post-incarceration plans.

## Services to be Provided

The purpose of this contract is to provide structured visitation services, individualized one-on-one support, peer support activities, and counseling to parents and legal guardians whose children are dually involved in the child welfare and criminal justice systems. Services are intended to strengthen parent-child relationships, support permanency goals, and promote child safety and well-being.

Please refer to Appendix A – Services to be Provided (attached).

## Location

Services will be provided at the following locations:

- County Jail 425 7<sup>th</sup> St San Francisco
- County Jail 1 Moreland Dr San Bruno

## Selection

The contractor was selected through RFP # 1215 issued on March 4, 2026.

## Funding

Funding for this contract is provided through State and County General Funds.

## Attachments

Appendix A, Scope of Services  
Appendix B, Budget



## Appendix A – Scope of Services

### Community Works West Visitation and Support Services for Incarcerated Parents July 1, 2026 – June 30, 2030

**I. Purpose of Contract**

The purpose of this contract is to provide structured visitation services, individualized one-on-one support, peer support activities, and counseling to parents and legal guardians whose children are dually involved in the child welfare and criminal justice systems. Services are intended to strengthen parent-child relationships, support permanency goals, and promote child safety and well-being.

Visitation services include assisting Protective Services Workers (PSWs) with the coordination, scheduling, navigation, and confirmation of parent-child visits within jail facilities operated by the City and County of San Francisco (CCSF) Sheriff’s Department, as well as selected out-of-county facilities if necessary.

The Contractor shall participate in community collaboration to advance system coordination and provide subject matter expertise focused on addressing the needs of children with incarcerated parents and their families.

**II. Definitions**

CARBON	SFHSA’s web-based Contracts Administration, Reporting, and Billing On-line System
City	City and County of San Francisco, a municipal corporation
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.
Contractor	Community Works West
DAS	Department of Disability and Aging Services



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	Active FCS cases in which the child has been the subject of a Child Abuse Neglect or Abuse Referral and the primary plan is to sustain the family relationships.
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
SFCIPP	San Francisco Children of Incarcerated Parents Partnership
SFHSA	San Francisco Human Services Agency

**III. Target Population**

The Contractor shall provide services to incarcerated parents and legal guardians whose children are involved in the child welfare system, including Family Maintenance (court and non-court) and Family Reunification cases. Services shall be provided to individuals incarcerated in San Francisco County jails and up to six designated out-of-



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

county jail or prison facilities in which San Francisco parents are most frequently incarcerated.

**IV. Description of Services**

The Contractor shall deliver services using trauma-informed, evidence-based, and promising practices, including Safety-Organized Practice and Core Practice Model strategies.

1. Visitation Services
  - a. Assist PSWs with arranging, scheduling, navigating, and confirming parent-child visits within CCSF Sheriff's Department jail facilities.
  - b. Facilitate supervised visitation for families dually involved in the child welfare and criminal justice systems, including:
    - Encouraging positive parent-child interaction;
    - Modeling and coaching appropriate parenting behaviors;
    - Supporting children during visits; and
    - Ensuring compliance with visitation guidelines and agreements.
    - Visits may be terminated if a child experiences undue distress that cannot be reasonably mitigated.
  - c. For Out of County visits in 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)
  - d. All visits referral request for visits and visitation services provided will be tracked and visit observations will be documented
2. Visitation Documentation
  - a. After each visit a "1044SVD" form will be completed and provided to the assigned PSW. The information will include 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 will be provided to the assigned PSW.



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

3. Case Consultation
  - a. Clarification of jail and prison visitation procedures for San Francisco and designated out-of-county facilities.
  - b. Timely responsiveness to PSW referrals, inquiries, and emergency requests, including evenings and weekends as necessary.
  - c. Coordination with PSWs regarding visitation goals and review of the “1044VR” Visitation Request and Plan.
  - d. Participation in Child and Family Team meetings and other case coordination meetings as requested.
4. Individualized One-on-One Support
  - a. Provide individualized services that include visitation preparation, parent engagement, orientation, case planning, unmet needs assessment, and release or post-incarceration planning. Services shall emphasize strengthening parent-child relationships and increasing meaningful parental participation.
  - b. Support for incarcerated parents will focus on building the parent and child’s familial relationships, increasing parent participation and strength-based relationship building.
5. Peer Support Activities
  - a. Facilitate parenting workshops and peer support groups using trauma-informed, evidence-based parenting education and age-appropriate child development strategies.
6. Resource and Referral Assistance
  - a. Upon request, assist incarcerated parents in accessing available resources and supportive services within the jail system.
7. Language Access
  - a. Services shall be provided in the parent’s primary language or through qualified interpretation services.
8. Community Collaboration
  - a. The Contractor shall actively participate in the San Francisco Children of Incarcerated Parents Partnership (SFCIPP), a multidisciplinary coalition of service providers, government representatives, advocates, and other stakeholders
  - b. The Contractor shall participate in a Visiting Committee that includes Facility Command staff, San Francisco Sheriff Office



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

Program staff, community based organization staff and occasionally community members.

9. Contractor Responsibilities
  - a. Act as a mandated reporter of child abuse.
  - b. Ensure annual TB testing for all assigned staff.
  - c. Attend required FCS shall attend all meetings required by FCS, including but not limited to, unit, meetings, CFTs, Family Team Meetings, worker orientations, etc.
  - d. Familiarize and comply with FCS policies and procedures.
  - e. 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.
  - f. Conduct satisfaction survey of PSWs with assigned cases served by FPFY SF-ILSP.
  - g. Provide assistance with completion of eligibility verification for services.

**V. Service Objectives**

During the contract term, Contractor shall meet the following service objectives. Unless otherwise specified, objectives are annual:

- A.** Facilitate a minimum of 150 parent-child visits per program year.
- B.** Document each parent-child visit by date, location and case notes.
- C.** Maintain an average caseload ratio of 1:15 for individualized services.
- D.** Offer peer support activities at least twice per month.
- E.** Provide a minimum of 100 unduplicated PSW consultations annually.
- F.** Document contact with PSW with date and reason of contact.
- G.** Provide a minimum of 100 additional consultations to attorneys, probation officers, and other professionals.
- H.** Document contact additional consultations with date and reason of contact.
- I.** Maintain and update a visitation policy and procedure guide for the six designated out-of-county facilities.



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HUMAN SERVICES AGENCY**

**VI. Outcome Objectives**

During the contract term, Contractor will meet the following outcome objectives:

- A. At least 75% of emergency visitation referrals or consultation requests shall result in timely facilitation, access or fulfillment.
- B. At least 75% of parents receiving individualized services for 60–90 days shall develop a documented plan to maintain parent–child 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.

**VII. Satisfaction Measures**

- A. 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).
- B. A minimum of 75% of surveyed PSWs requesting case consultations for access to jails within San Francisco, or requesting information / consultation on visitation procedures for the top 6 jails / prisons (San Bruno, Santa Rita/ Dublin, Redwood City, San Quentin, Chowchilla, Vacaville) will rate 3 out 5 scale (timeliness of response, usefulness of information, customer service / engagement).

**VIII. Data Collection and Reporting Requirements**

**A. Carbon Submissions:**

- a. Provide monthly reports for the number of visitations provided on the template approved by the FCS Analyst during by the 15th of the month following the end of the reporting period.
- b. Provide quarterly reports of activities, referencing the tasks as described in the Service and Outcome Objectives sections. Submit quarterly reports on the template approved by the FCS Analyst and uploaded the report to the CARBON database by the 15th of the month following the end of the reporting period.
  - i. Summary of progress towards service and outcome objectives;
  - ii. Listing of incarcerated parents served, indicating the type of service(s) the parent is receiving and the start and end dates of the services;
  - iii. Narrative description / summary services provided / progress towards identified goal;



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

- iv. Contact Log (PSWs, incarcerated parents, collateral providers, and others);
  - v. Updated Compendium of Visiting policies and procedures (Top 6 jails / prisons);
  - vi. Opportunities & Challenges;
  - vii. Client Vignette
- c.** 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 Contractor. Submit an annual report that provides data for the year ending June 30. This report shall provide cumulative results for each objective as outlined above. Annual reports are due 30 days after the end of each year.

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

Elizabeth Léone  
Senior Contracts Manager  
Office of Contract Management  
[Elizabeth.Leone@sfgov.org](mailto:Elizabeth.Leone@sfgov.org)

or

Lily Tan  
Senior Administrative Analyst  
Family & Children's Services  
[Lily.l.tan@sfgov.org](mailto:Lily.l.tan@sfgov.org)

**IX. Monitoring Activities**

- A. Program Monitoring will include review of client eligibility, and back-up documentation for reporting progress towards meeting service and outcome objectives.
- B. Fiscal Compliance and Monitoring will include review of the Contractor'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.

**HUMAN SERVICES AGENCY BUDGET SUMMARY  
BY PROGRAM**

<b>Community Works West, Inc.</b>					Full Term:	7/1/26 - 6/30/30
<b>Visitation for Incarcerated Parents</b>					Effective Date:	
New <input checked="" type="checkbox"/> Modification <input type="checkbox"/> Revisio <input type="checkbox"/> (Check One)					Modification #	
	<b>7/1/26- 6/30/27</b>	<b>7/1/27 - 6/30/28</b>	<b>7/1/28 - 6/30/29</b>	<b>7/1/29 - 6/30/30</b>	<b>7/1/26 - 6/30/30</b>	
<b>Expenses</b>	<b>Original</b>	<b>Original</b>	<b>Original</b>	<b>Original</b>	<b>Total</b>	
Salaries & Benefits	\$133,271	\$133,271	\$133,271	\$133,271	\$533,084	
Operating-Direct	\$25,287	\$25,287	\$25,287	\$25,287	\$101,148	
<b>Subtotal</b>	<b>\$158,558</b>	<b>\$158,558</b>	<b>\$158,558</b>	<b>\$158,558</b>	<b>\$634,232</b>	
Indirect Percentage (%)	15%	15%	15%	15%	15%	
Indirect Costs (Line 16 X Line 15)	\$23,784	\$23,784	\$23,784	\$23,784	\$95,136	
Capital Expenses	\$1,304	\$1,304	\$1,304	\$1,304	\$5,216	
<b>Total Expenses</b>	<b>\$183,646</b>	<b>\$183,646</b>	<b>\$183,646</b>	<b>\$183,646</b>	<b>\$734,584</b>	
<b>HSA / DAS Revenues</b>						
General Fund	\$86,314	\$86,314	\$86,314	\$86,314	\$345,254	
State Funds	\$97,332	\$97,332	\$97,332	\$97,332	\$389,330	
<b>Total HSA / DAS Revenues</b>	<b>\$183,646</b>	<b>\$183,646</b>	<b>\$183,646</b>	<b>\$183,646</b>	<b>\$734,584</b>	
<b>Grantee/Contractor Revenues</b>						
<b>Total Grantee/Contractor Revenues</b>						
<b>Total Revenues</b>	<b>\$183,646</b>	<b>\$183,646</b>	<b>\$183,646</b>	<b>\$183,646</b>	<b>\$734,584</b>	
<b>Prepared by and Date:</b>						
<b>Telephone No. &amp; Email:</b>					<b>HSA Budget Form (3/24)</b>	

Community Works West, Inc. Visitation for Incarcerated Parents																			Appendix B, Page 2							
Salaries & Benefits Detail																										
POSITION TITLE	Agency Totals		HSA Program		7/1/26 - 6/30/27		Agency Totals		HSA Program		7/1/27 - 6/30/28		Agency Totals		HSA Program		7/1/28 - 6/30/29		Agency Totals		HSA Program		7/1/29 - 6/30/30		7/1/26 - 6/30/30	
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total					
Family Liaison Specialist	\$62,400	1.00	100%	1.00	\$62,400	\$62,400	1.00	100%	1.00	\$62,400	\$62,400	1.00	100%	1.00	\$62,400	\$62,400	1.00	100%	1.00	\$62,400	\$249,600					
Program Coordinator	\$60,000	0.50	100%	0.50	\$30,000	\$60,000	0.50	100%	0.50	\$30,000	\$60,000	0.50	100%	0.50	\$30,000	\$60,000	0.50	100%	0.50	\$30,000	\$120,000					
One Family Program Director	\$110,000	1.00	15%	0.15	\$15,950	\$110,000	1.00	15%	0.15	\$15,950	\$110,000	1.00	15%	0.15	\$15,950	\$110,000	1.00	15%	0.15	\$15,950	\$63,800					
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TOTALS	\$232,400	2.50	2.15	1.65	\$108,350	\$232,400	2.50	215%	1.65	\$108,350	\$232,400	2.50	215%	1.65	\$108,350	\$232,400	2.50	215%	1.65	\$108,350	\$433,400					
FRINGE BENEFIT RATE	23%				23%				23%				23%				23%									
EMPLOYEE FRINGE BENEFITS					\$24,921					\$24,921					\$24,921					\$24,921	\$99,684					
TOTAL SALARIES & BENEFITS					\$133,271					\$133,271					\$133,271					\$133,271	\$533,084					

HSA Budget Form (3/24)

Community Works West, Inc.  
 Visitacion for Incarcerated Parents

Appendix B, Page 3

**Operating Expenses Detail**

	7/1/26- 6/30/27 Original	7/1/27 - 6/30/28 Original	7/1/28 - 6/30/29 Original	7/1/29 - 6/30/30 Original	7/1/26 - 6/30/30 Total
<b>Expenditure Category</b>					
Rental of Property	\$12,000	\$12,000	\$12,000	\$12,000	\$48,000
Utilities(Elec, Water, Gas, Phone, Garbage)	\$2,087	\$2,087	\$2,087	\$2,087	\$8,348
Office Supplies, Postage	\$500	\$500	\$500	\$500	\$2,000
Building Maintenance Supplies and Repair					
Printing and Reproduction	\$1,000	\$1,000	\$1,000	\$1,000	\$4,000
Insurance	\$2,000	\$2,000	\$2,000	\$2,000	\$8,000
Staff Training	\$1,000	\$1,000	\$1,000	\$1,000	\$4,000
Staff Travel-(Local & Out of Town)	\$200	\$200	\$200	\$200	\$800
Rental of Equipment					
<b>Consulting/Professional Services</b>					
Database Development (Beezwax Datatools, Inc.)	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
<b>Other</b>					
Food & Incentives for Families	\$750	\$750	\$750	\$750	\$3,000
Supplies (diapers, wipes, books, art materials etc.)	\$750	\$750	\$750	\$750	\$3,000
<b>Total Operating Expense</b>	<b>\$25,287</b>	<b>\$25,287</b>	<b>\$25,287</b>	<b>\$25,287</b>	<b>\$101,148</b>

HSA Budget Form (3/24)

