



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: July 17, 2026

Subject: New Contract: **Seneca Family of Agencies** (Nonprofit) for provision of Visitation and Transportation Services

	<u>Full Term</u>	<u>Contingency</u>	<u>Total</u>		
Contract Term:	7/1/26- 6/30/27				
Contract Amount:	\$1,169,561	\$116,956	\$1,286,517		
Annual Amount:	<u>FY 26-27</u> \$1,169,561				
Funding Source:	<u>County</u> \$1,134,474	<u>State</u>	<u>Federal</u> \$35,087	<u>Contingency</u> \$116,956	<u>Total</u> \$1,286,517
Percentage:	97%		3%		100%

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The Human Services Agency (SFHSA) requests authorization to enter into a new contract agreement with **Seneca Family of Agencies** for the period of July 1, 2026 through June 30, 2027, in the amount of \$1,169,561 plus a 10% contingency for a total amount not to exceed \$1,286,517. The purpose of this contract is to provide comprehensive visitation and transportation services for families and children linked to Child Welfare Services who have been placed by Family and Children's Services (FCS) in San Francisco and FCS and Children and Family Services (CFS) in the East Bay. The goal is to comply with visitation court orders and mandates, utilize visitation as an



opportunity to maintain family connections, build parental capacity, strengthen family relationships, and increase successful reunification and permanency outcomes.

Background

County Child Welfare (CWS) and Juvenile Probation Department (JPD) visitation policies and practices are governed by the WIC 362.1, WIC Section 16501.1 and California Department of Social Services (CDSS) Manual of Policies and Procedures (MPP) Section 31-206. San Francisco and CCC will align their visitation practices with federal guidance that focuses on meaningful family time as a critical step towards reunification. Family time is described as intentional, frequent, engagement between the child and parent(s), guardian(s), Indian custodian(s) when the child is in an out-of-home placement. This includes highlighting sibling visits and visits with extended family as a part of family time. This practice also aligns with California's goal to promote positive outcomes for families receiving reunification services.

A visitation is defined as a recurring appointment on a particular day and time or a non-recurring appointment that is scheduled and confirmed with all parties regardless of whether the visitation actually takes place. Services should be offered in a safe, neutral, non-judgmental environment. The provider should assist the family in maintaining familial bonds, improving parent/child relationships and the parent's ability to ensure child safety, and achieving good permanency and well-being outcomes for children and youth.

Services to be Provided

VISITATION AND TRANSPORTATION SERVICES: SAN FRANCISCO FIRST STOP VISITATION CENTER

The Visitation and Transportation Services Program is a partnership between the San Francisco Human Services Agency (SFHSA) and the awarded contractor. The purpose of this program is to assist San Francisco County with the provision of comprehensive visitation and transportation services for families and children linked to Child Welfare Services who have been placed by FCS in San Francisco. The Human Services Agency's goal is to comply with visitation court orders and mandates, utilize visitation as an opportunity to maintain family connections, build parental capacity, strengthen family relationships, and increase successful reunification and permanency outcomes.

The Visitation and Transportation Services Program serves all families referred through SFHSA including dependents ages birth to 18 (including non-minor dependents with special needs), and their families including those children recently separated from their parents. Visitation and transportation services may include siblings, parents, or both. SFHSA must provide visitation to families within 5 calendar days of a child's separation from their family to meet court mandates.

VISITATION AND TRANSPORTATION SERVICES: EAST BAY VISITATION PROGRAM (EBVP)

The purpose of this program is the provision of comprehensive visitation and transportation services for families and children linked to Child Welfare Services who have been placed by FCS and Children and Family Services (CFS), a division of County of Contra Costa (CCC) Employment and Human Services Department (EHSD), in the East Bay. The East Bay Visitation Program (EBVP) is a shared site located in the East Bay which is a collaboration of SFHSA and CCC EHSD. SFHSA's and EHSD's goal is to comply with visitation court orders and mandates, utilize visitation as an opportunity to maintain family connections, build parental capacity, strengthen family relationships, and increase successful reunification and permanency outcomes.

The East Bay Visitation Program is the San Francisco and Contra Costa County visitation and transportation program that serves all families referred through SFHSA and EHSD including dependents ages birth to 21 and their families. Visitation is primarily for parents who are entitled to reunification services with their children, but is not limited to such cases, and may involve siblings, parents, and/or other extended family members.

Shared Governance Model

The EBVP is a collaborative model between the contractor, the City and County of San Francisco and Contra Costa County. As much as possible, services will align between the two counties. While separate agreements exist between the contractor and each county, program and policy decisions will be developed jointly. All parties agree to meet at least quarterly to review programmatic and fiscal concerns on a mutually agreed upon schedule.

The awarded contractor, Seneca Family of Agencies, is the existing provider for these services. They have been awarded the new contract for these services through the new procurement that was issued. The new contract will be for only one year as Seneca has requested transitioning out of these services. A new procurement will be issued this fiscal year to secure a new provider.

Location

Transportation services provided by the contractor will involve transporting visitation participants for visits as arranged or approved by the PSW. Contractor will provide staff seven (7) days per week.

1. Location: TBD
2. Visitation hours: 7 days per week – 9 am to 7 pm

Selection

The contractor was selected through RFP #1207 issued on March 26, 2026.

Funding

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

Attachments

First Stop Visitation Center

Appendix A, Services to be Provided

Appendix B, Budget

East Bay Visitation Program

Appendix A, Services to be Provided

Appendix B, Budget

Appendix A – Services to be Provided

Visitation and Transportation Services: San Francisco First Stop Visitation Center Effective July 1, 2026 – June 30, 2027

I. Purpose of Contract

The Visitation and Transportation Services Program is a partnership between the San Francisco Human Services Agency (HSA) and the awarded contractor. The purpose of this contract is to assist San Francisco County with the provision of comprehensive visitation and transportation services for families and children linked to Child Welfare Services who have been placed by FCS in San Francisco or neighboring cities. The Human Service Agency's goal is to comply with visitation court orders and mandates, utilize visitation as an opportunity to maintain family connections, build parental capacity, strengthen family relationships, and increase successful reunification and permanency outcomes.

The San Francisco Visitation and Transportation Program has two parts. Part I is First Stop Visitation and Transportation Program, located in San Francisco. Part II is the East Bay Visitation Program, a site shared with Contra Costa County, located in Antioch. Both locations are safe, clean, and family-friendly sites where resource families, parents, caregivers and county staff may drop off and pick up children.

This scope is for **Part I - First Stop Visitation Center**, a program designed to support HSA in providing visitation supervision and transportation support for families to comply with court ordered visitation plans for San Francisco dependents.

II. Definitions

CARBON	SFHSA's web-based Contracts Administration, Reporting, and Billing Online system
CCC	Contra Costa County
CFS	Children and Family Services, a division of County of Contra Costa Employment and Human Services Department
City	City and County of San Francisco, a municipal corporation
EPSDT	Early Periodic Screening Diagnosis and Treatment - Medi-Cal funding stream for children
FCS	Family and Children's Services, a division of the City and County of San Francisco Human Services Agency
First Stop Visitation Center	The First Stop Visitation Center is a dedicated visitation site for court-mandated visits that must occur within the first 5 calendar days that a child is removed from their family.
FRC	Family Resource Center
HSA	San Francisco Human Services Agency
PSW	Protective Services Worker
SF	San Francisco

Visitation and Transportation Services:

Appendix A

First Stop Visitation Program

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III. Target Population

The Visitation and Transportation Services Program serves all families referred through HSA including dependents ages birth to 18 (including non-minor dependents with special needs), and their families including those children recently separated from their parents. Visitation and transportation services may include siblings, parents, or both. HSA must provide visitation to families within 5 calendar days of a child's separation from their family to meet court mandates.

IV. Description of Services

A visitation is defined as a recurring appointment on a particular day and time or a non-recurring appointment that is scheduled and confirmed with all parties regardless of whether the visitation actually takes place. Services should be offered in a safe, neutral, non-judgmental environment. The provider should assist the family in maintaining familial bonds, improving parent/child relationships and the parent's ability to ensure child safety, and achieving good permanency and well-being outcomes for children and youth.

Contractor shall provide the following services during the term of this agreement:

- A. First Stop Visitation Center: The First Stop site is a community-based visitation program that is a critical component of HSA's visitation services, supporting reunification services and permanency plans for children in out-of-home placement. Contractor will offer direct visitation supervision and maintain a centralized referral tracking system for all referrals, including tracking the triaging of families to ongoing visitation services with an FRC or other visitation services as appropriate.
- B. The First Stop Visitation Coordinator and Program Supervisor will communicate regularly with the HSA scheduler to ensure that Visitation Counselors are assigned to support clients on a consistent basis. PSWs will be made aware of any concerns that occur immediately. Contractor will provide support as soon as possible.
- C. Contractor will stay informed of current car seat safety laws and will abide by those laws.
- D. Manage and coordinate referrals seven (7) days per week.
- E. Visitation supervision and transportation services for court-ordered visitation for San Francisco dependents and their families shall be available seven (7) days per week.
- F. Visitation Counselors to provide direct supervision of a family during a visit to maintain child safety, offer support to the child and parent, and promote the parent's ability to interact safely and appropriately with their child. The First

Visitation and Transportation Services:

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First Stop Visitation Program

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Stop Visitation Program shall conform with visitation practices outlined in the FRC Visitation Guidebook or otherwise agreed upon with HSA, including but not limited to: documentation of visitation (including pre and post visit information, as well as documentation on collateral contacts), communication with the family and protective services staff as appropriate, and compliance with all court orders including restraining orders.

- G. Contractor will ensure that visitation notes are provided to HSA within seven (7) calendar days from the date of the visit. Expedited requests for visitation notes will be directed to the Visitation Coordinator.
- H. The FCS Tech Scheduler will make requests for support with transportation directly to the Visitation Coordinator.
- I. The Contractor's Visitation Coordinator and Supervisor will meet regularly with FCS staff, including the FCS Tech Scheduler and FCS Program Manager, to review and triage referrals for visitation and transportation services to ensure that all families are being served timely.
- J. Contractor will participate in all meetings as directed by FCS to review program and fiscal concerns.

V. Location and Time of Services

Transportation services provided by the contractor will involve transporting participants for visits as arranged or approved by the PSW. Contractor will provide staff seven (7) days per week.

- A. Location: TBD
- B. Visitation hours: 7 days per week – 9 am to 7 pm

VI. Contractor Responsibilities

- A. Staff employed by Contractor are required to meet the following criteria in order to provide supervision, monitoring or transportation for a visit:
 - 1. California Department of Justice (DOJ) and Child Abuse Central Index (CACI) check
 - 2. Have the ability to intervene as needed to keep the child safe
 - 3. Provide the parent with the skills and opportunity to develop and demonstrate their ability to safely parent
 - 4. Have the ability to enforce visit rules, court orders, limitations and activities
 - 5. Keep all information confidential
 - 6. Reports timely observations to the PSW regarding family interactions, progress and concerns
 - 7. If transporting, have a valid driver's license. Vehicle used in transport must be licensed and insured and equipped with approved child safety equipment and restraints (e.g., car seat)
 - 8. Always comply with court orders including restraining orders

Visitation and Transportation Services:

9. Participate in training as scheduled and required including, but not limited to, training on the county visitation models, safety-organized practice (SOP) and visitation, and developing behaviorally based visitation plans and visitation notes
10. Employees are a mandated reporter for child abuse. Should a case require a referral back to Child Protective Services (CPS), the contractor will contact FCS.
11. Report all incidents of suspected child abuse and neglect as required by law.
12. The Department is committed to a culture of inclusion in which our differences are celebrated. A guiding principle in our work is that everyone should have equitable access to what they need in order to thrive, no matter their race, age, ability, gender, sexual orientation, ethnicity, or country of origin. We believe that a diverse and inclusive workforce will produce more creative and innovative outcomes for the organization, and ultimately, its clients. The Department is committed to addressing the disparate impact of historical limits on access to governmental services, advancing equity in all aspects of our work, ensuring access to services, and providing support to all communities to ensure their ability to succeed and thrive. The Department expects the Contractor to share these commitments to ensuring access to services to all eligible people, including but not limited to those who have been historically underserved and who have faced challenges due to language, socioeconomic, gender, racial, ability, and other barriers.

VII. Service Objectives

On an annual basis, Contractor will meet the following Service Objectives:

- A. Contractor will maintain capacity to provide visitation services for at least **60** families annually.
- B. Contractor will maintain capacity to provide **50** visitation hours per week, approximately **200** visitation hours per month (each visitation slot is **3** hours per San Francisco's local court rules).
- C. Contractor will maintain capacity to provide at least **125** transportation services annually, approximately **10** transportation services per month.
- D. Contractor will successfully triage eligible referrals to FRCs or HSA within **5** days from date of receipt of referral. Eligible referrals are those referrals that have no barriers to being served by the FRC at the time of referral (specifically, the FRC has an opening and HSA can provide transportation).

VIII. Outcome Objectives

On an annual basis, Contractor will meet the following Outcome Objectives:

- A. Contractor will provide visitation services for **95%** of the families referred by HSA where the contractor is responsible to hold the visits at the First Stop Visitation Center site.

Visitation and Transportation Services:

- B. Contractor will provide transportation services for 95% of the referrals for transportation services submitted by HSA.
- C. Contractor will successfully triage 95% of eligible referrals to FRCs or HSA within 5 days from receipt of referral.

IX. Reporting Requirements

- A. Monthly Reports: Contractor will report monthly on activities, referencing the tasks as described in Section IV, VII & VIII- Service and Outcome Objectives. Monthly report to be provided in excel will contain two tabs:
 - 1. Tab 1 will report on family visitation and list the parents and children served in the visitation program, the name of their protective services worker, and the number of visits and hours the families scheduled, canceled and received. The report will also include the names of families triaged to other sites, and the names of those sites.

In addition, the report will indicate:

- a. Number of families that received visitation during the month – tracking number of families scheduled, cancelled and held.
 - b. Year-to-date number of families that have received visitation each month since the beginning of the fiscal year.
 - c. Number of families triaged during the month.
 - d. Year-to-date number of families triaged each month since the beginning of the fiscal year.
- 2. Tab 2 will report on transportation provided and list the dates of transport, name of visitation participant transported and time of transport, and if the transport was cancelled.

In addition, the monthly report shall indicate:

- a. Number of families transported during the month
 - b. Year-to-date number of families transported each month since the beginning of the fiscal year
- 3. Monthly report in Excel must be submitted via secure email by the 15th of the following month to:
 - a. Jessica.Mateu-Newsome@sfgov.org, Program Director
 - b. Brian.Baggaley@sfgov.org, Program Manager
 - c. Patricia.Rudden@sfgov.org, Program Manager
 - d. Vanetta.Dunlap@sfgov.org, Program Support Analyst

- B. In addition to the monthly report in IX.A. that is to be emailed directly to FCS, Contractor will enter the monthly metrics in the Contracts Administration,

Visitation and Transportation Services:

Reporting & Billing Online (CARBON) database by the 15th of the following month.

- a. Number of families transported during the month
- b. Number of families receiving visitation during the month
- c. Number of families triaged during the month.

***This reporting requirement can be met by uploading a copy of the monthly report in IX.A. to CARBON after redacting any client personal identifying information.

- C. Annual Reports: Contractor will provide an annual report summarizing the contract activities, referencing the tasks described in Section IV, VII & VIII- Service and Outcome Objectives. This report will also include accomplishments and challenges encountered by the Contractor as well as case examples. Contractor will submit annual report in the CARBON database and email to FCS Program Managers and Analyst.

Additionally, Contractor will enter the annual metrics in the CARBON database by the 30th day of the month following the end of the program year.

- D. Contractor will provide Ad Hoc reports as requested by the Department.

X. Contract Monitoring Activities

- A. Program Monitoring: Point-in-time program monitoring accomplishes three primary goals: a) validating the contractor's performance data, such as by reviewing client records; b) evaluating the quality of programs and services, such as by observing program operations or assessing the program space; and c) ensuring compliance with program requirements, such as by ensuring that appropriate signage and policies are posted. Monitoring is a point-in-time review during the contract term that creates a venue for partnership and dialogue between department staff and contractors. When there are issues, a real-time assessment can help initiate programmatic adjustments during the year that ensure that the contractor meets the terms of its contract before the year ends and resulting in the delivery of high-quality services to the public. Program monitoring will include the review of client eligibility, client files and client progress, as well as a review of case, service delivery, and back-up documentation reflecting progress toward meeting service and outcome objectives, including efforts to increase culturally sensitive services.

Visitation and Transportation Services:

First Stop Visitation Program

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- B. Fiscal Compliance and Contract Monitoring: Fiscal 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.

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HUMAN SERVICES AGENCY BUDGET SUMMARY BY PROGRAM

Grantee/Contractor: Seneca Family of Agencies		7/1/26 - 6/30/27
Program: First Stop Visitation & Transportation		7/1/2026
New ☒ Modification ☐ Revision ☐ Check One) ☐		
	7/1/26 - 6/30/27	7/1/26 - 6/30/27
Expenses	Original	Total
Salaries & Benefits	\$418,290	\$418,290
Operating-Direct	\$76,829	\$76,829
Subtotal	\$495,119	\$495,119
Indirect Percentage (%)	15%	15%
Indirect Costs (Line 16 X Line 15)	\$74,268	\$74,268
Consultant/Subcontractor (\$50,000+)		
Direct Client Pass-Through		
Capital Expenses		
Total Expenses	\$569,387	\$569,387
HSA / DAS Revenues		
General Fund	\$552,305	\$552,305
State		
Federal	\$17,082	\$17,082
Total HSA / DAS Revenues	\$569,387	\$569,387
Grantee/Contractor Revenues		
Total Grantee/Contractor Revenues		
Total Revenues	\$569,387	\$569,387
Prepared by and Date:		Andrea Cammann, April 24, 2026
Telephone No. & Email:		(714) 322-6110, Andrea

Grantee/Contractor: Seneca Family of Agencies
Program: First Stop Visitation & Transportation

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Salaries & Benefits Detail

POSITION TITLE	Agency Totals		HSA Program		7/1/26 - 6/30/27	7/1/26 - 6/30/27
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Regional Executive Director	\$192,662	0.04	100%	0.04	\$7,706	\$7,706
Director of Visitation Services	\$176,271	0.18	100%	0.18	\$31,729	\$31,729
Program Supervisor	\$115,995	0.40	100%	0.40	\$46,398	\$46,398
Visitation Coordinator	\$75,256	0.50	100%	0.50	\$37,628	\$37,628
Visitation Counselor	\$66,567	3.00	100%	3.00	\$199,701	\$199,701
Clerical Staff	\$74,742	0.01	100%	0.01	\$747	\$747
Finance Staff	\$105,737	0.01	100%	0.01	\$1,057	\$1,057
Facilities Manager					\$1,823	\$1,823
				-		
				-		
TOTALS	\$807,230	4.14	700%	4.14	\$326,789	\$326,789
FRINGE BENEFIT RATE	28%					
EMPLOYEE FRINGE BENEFITS					\$91,501	\$91,501
TOTAL SALARIES & BENEFITS					\$418,290	\$418,290

HSA Budget Form (3/24)

Grantee/Contractor: Seneca Family of Agencies
Program: First Stop Visitation & Transportation

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Operating Expenses Detail

	7/1/26 - 6/30/27 Original	7/1/26 - 6/30/27 Total
<u>Expenditure Category</u>		
Rental of Property		
Utilities(Elec, Water, Gas, Phone, Garbage)	\$4,020	\$4,020
Office Supplies, Postage	\$3,726	\$3,726
Building Maintenance Supplies and Repair	\$12,540	\$12,540
Printing and Reproduction		
Insurance	\$600	\$600
Staff Training	\$596	\$596
Staff Travel-(Local & Out of Town)	\$33,360	\$33,360
Rental of Equipment		
<u>Consulting/Professional Services</u>		
Note Approvers	\$3,150	\$3,150
<u>Other</u>		
Telephone	\$6,458	\$6,458
Program/Staff Food	\$250	\$250
Program/Staff Appreciation	\$500	\$500
Subscriptions	\$1,987	\$1,987
Staff Recruitment	\$745	\$745
Equipment Expenses	\$1,500	\$1,500
Vehicle Expenses	\$1,397	\$1,397
Client & Family Expenses	\$6,000	\$6,000
<u>Total Operating Expense</u>	\$76,829	\$76,829

HSA Budget Form (3/24)

Appendix A – Services to be Provided
Visitation and Transportation Services: East Bay Visitation Program (EBVP)
(Shared Site for City and County of San Francisco and Contra Costa County)
Effective July 1, 2026 – June 30, 2027

I. Purpose of Contract

The Visitation and Transportation Services Program is a partnership between the City and County of San Francisco Human Services Agency (HSA) Family & Children's Services (FCS) Division and the County of Contra Costa (CCC) Employment and Human Services Department (EHSD) Children and Family Services (CFS) and the awarded contractor to provide a visitation center located in the East Bay that provides comprehensive visitation and transportation services to system-involved children and their families seven (7) days per week.

The purpose of this contract is to assist San Francisco and Contra Costa Counties with the provision of comprehensive visitation and transportation services for families and children placed by FCS and CFS in the East Bay. The East Bay Visitation Program is a shared site located in the East Bay which is a collaboration of SF HSA and CCC EHSD. HSA's and EHSD's goal is to comply with visitation court orders and mandates, utilize visitation as an opportunity to maintain family connections, build parental capacity, strengthen family relationships, and increase successful reunification and permanency outcomes.

The San Francisco Visitation and Transportation Services Program has two parts. Part I is First Stop Visitation and Transportation Program, located in San Francisco. Part II is the East Bay Visitation Program, a site shared with Contra Costa County, located in Antioch. Both locations are safe, clean, and family-friendly sites where resource families, parents, caregivers and county staff may drop off and pick up children.

This scope is for Part II - East Bay Visitation Program (EBVP).

II. Definitions

CARBON	SFHSA's web-based Contracts Administration, Reporting, and Billing Online system
CCC	Contra Costa County
CFS	Children and Family Services, a division of County of Contra Costa Employment and Human Services Department
City	City and County of San Francisco, a municipal corporation
EBVP	East Bay Visitation Program
EHSD	County of Contra Costa Employment and Human Services Department (EHSD)

FCS	Family and Children's Services, a division of the City and County of San Francisco Human Services Agency
EPSDT	Early Periodic Screening Diagnosis and Treatment - Medi-Cal funding stream for children
FRC	Family Resource Center
HSA	San Francisco Human Services Agency
PSW	Protective Services Worker
SF	San Francisco
SOP	Safety Organized Practice: an evidence-based child welfare approach that focuses on assessing and enhancing child safety throughout the life of the case
VC	Visitation Center
YTD	Year to Date

III. Target Population

The East Bay Visitation Program is the San Francisco and Contra Costa County visitation and transportation program that serves all families referred through HSA and EHSD including dependents ages birth to 21 and their families. Visitation is primarily for parents who are entitled to reunification services with their children, but is not limited to such cases, and may involve siblings, parents, and/or other extended family members.

IV. Description of Services

A visitation is defined as a recurring appointment on a particular day and time or a non-recurring appointment that is scheduled and confirmed with all parties regardless of whether the visitation actually takes place. Services should be offered in a safe, neutral, non-judgmental environment. The provider should assist the family in maintaining familial bonds, improving parent/child relationships and the parent's ability to ensure child safety, and achieving good permanency and well-being outcomes for children and youth.

Contractor shall provide the following services during the term of this agreement:

- A. Provide a visitation program using multiple sites located close to public transportation, allowing families a location to visit closer to the child's placement. Close proximity to the 580 East corridor towards Central Valley is desired.
- B. Manage and coordinate referrals seven (7) days per week, moving families from referral to active visits in a timely manner.
- C. Provide visitation supervision and transportation services for court-ordered visitation for San Francisco and Contra Costa dependents and their families seven (7) days per week.
- D. Accept all referrals for visitation based on designated criteria, to be determined by FCS and CFS.

- E. Provide qualified and trained staff, including language capacity, to offer services at the Visitation Center(s) during agreed upon hours of operation, seven (7) days per week.
- F. Provide a safe, family-friendly and culturally diverse site with adequate space to support contractor-supported visitation, as well as space for the following:
 - 1. Drop off/pick up of children and visit participants.
 - 2. Meetings with families, resource families, visitation partners, and staff as needed around the visitation process, including but not limited to Child and Family Team meetings.
 - 3. Visits supervised by county or other partners as needed and mutually agreed.
 - 4. Workspace/docking station for county staff who are transporting or otherwise involved with families to utilize during visits as appropriate.
 - 5. Therapeutic visitation offered by designated clinicians to referred families.
- G. Provide a range of supervision services to build parenting capacity and remediate safety issues impacting reunification, including monitored, supervised, and virtual visits.
- H. Immediately report concerning observations to the PSW regarding family interactions and progress utilizing the agreed upon process.
- I. Ensure that visitation notes are provided to HSA or EHSD within seven (7) calendar days from the date of the visit. Expedited requests for visitation notes will be directed to the Visitation Coordinator or the FCS/CFS Program Manager for resolution.
- J. Staff and maintain the Visitation Centers to the level of service and safety as required by the weekly scheduled workload.
 - 1. Visits may be 1 to 3 hours in length depending on court requirements and the needs of the family.
 - 2. Supervised visits should include no less than 60 minutes of parent-child interaction but may be shortened if parties are late, or if the quality of the visit would benefit from a shorter time schedule.
- K. The FCS Tech Scheduler and CFS representative will make requests for support with transportation directly to the Visitation Coordinator.
- L. Contractor will participate in all meetings as directed by FCS and CFS to review program and fiscal concerns.
- M. The Contractor's Visitation Coordinator and Supervisor will meet regularly with FCS and CFS staff, including the FCS Tech Scheduler and FCS and CFS Program Manager, to review and triage referrals for visitation and transportation services to ensure that all families are being served timely.

V. Location and Time of Services

Transportation services provided by the contractor will involve transporting visitation participants for visits as arranged or approved by the PSW. Contractor will provide staff seven (7) days per week.

- A. Location: TBD
- B. Visitation hours: 7 days per week – 9 am to 7 pm

VI. Contractor Responsibilities

- A. Staff employed by Contractor are required to meet the following criteria in order to provide supervision, monitoring or transportation for a visit:
 - 1. California Department of Justice (DOJ) and Child Abuse Central Index (CACI) check.
 - 2. Have the ability to intervene as needed to keep the child safe.
 - 3. Provide the parent with the skills and opportunity to develop and demonstrate their ability to safely parent.
 - 4. Have the ability to enforce visit rules, court orders, limitations and activities
 - 5. Keep all information confidential.
 - 6. Timely report observations to the PSW regarding family interactions, progress and concerns.
 - 7. If transporting, have a valid driver's license. Vehicle used in transport must be registered, insured and equipped with approved child safety equipment and restraints (e.g., car seat).
 - 8. Comply with court orders including restraining orders.
 - 9. Participate in training as scheduled and required including, but not limited to, training on the county visitation models, safety-organized practice (SOP) and visitation, and developing behaviorally based visitation plans and visitation notes.
 - 10. Employees are a mandated reporter for child abuse. Should a case require a referral back to Child Protective Services (CPS), the contractor will immediately contact FCS.
 - 11. Report all incidents of suspected child abuse and neglect as required by law.
 - 12. The Department is committed to a culture of inclusion in which our differences are celebrated. A guiding principle in our work is that everyone should have equitable access to what they need in order to thrive, no matter their race, age, ability, gender, sexual orientation, ethnicity, or country of origin. We believe that a diverse and inclusive workforce will produce more creative and innovative outcomes for the organization, and ultimately, its clients. The Department is committed to addressing the disparate impact of historical limits on access to governmental services, advancing equity in all aspects of our work, ensuring access to services, and providing support to all communities to ensure their ability to succeed and thrive. The Department expects the Contractor to share these commitments to ensuring access to services to all eligible people, including but not limited to those who have been historically underserved and who have faced challenges due to language, socioeconomic, gender, racial, ability, and other barriers.

VII. Shared Governance Model

The EBVP is a collaborative model between the contractor, the City and County of San Francisco and Contra Costa County. As much as possible, services will align between the two counties. While separate agreements exist between contractor and each county, program and policy decisions will be developed jointly. All parties agree to meet at least quarterly to review programmatic and fiscal concerns on a mutually agreed upon schedule.

VIII. Service Objectives

The split for SF and CCC services is estimated at 60% of services provided to SF families and 40% of services provided to CCC families. On an annual basis, Contractor will meet the following Service Objectives:

For SFHSA:

- A. Contractor will maintain capacity to provide visitation services for at least **35** families annually.
- B. Contractor will maintain capacity to provide **50** visitation hours per week, approximately **200** visitation hours per month (each visitation slot is typically **3** hours per San Francisco's local court rules).
- C. Contractor will maintain capacity to provide at least **270** transportation services annually, approximately **22** transportation services per month.

For CCC EHSD:

- A. Contractor will maintain capacity to provide visitation services for at least **25** families annually.
- B. Contractor will maintain capacity to provide **33** visitation hours per week, approximately **132** visitation hours per month (each visitation slot is typically **1-3** hours per Contra Costa's local court rules; however, there may be exceptions for case-specific visitation orders).
- C. Contractor will maintain capacity to provide at least **180** transportation services annually, approximately **15** transportation services per month.

IX. Outcome Objectives

On an annual basis, Contractor will meet the following Outcome Objectives:

- A. Contractor will provide visitation services for **95%** of the families referred by HSA and CFS for visitation services.
- B. Contractor will provide transportation services for **95%** of the referrals for transportation services submitted by HSA and CFS.

X. Reporting Requirements

- A. **Monthly Reports:** Contractor will report monthly in Excel format on activities, referencing the tasks as described in Section IV, VII, VIII and IX - Service and Outcome Objectives. Monthly report to be provided in excel will contain two tabs:

1. Tab 1 will report on family visitation and list the parents and children served in the visitation program, the name of their protective services worker, and the number of visits and hours the families scheduled, canceled, and received.
 2. Tab 2 will report on transportation services provided and list the dates of transport, name of visitation participant transported, time of transport, and if the transport was cancelled.
 3. In addition, the report will separately track:
 - a. Number of families that received visitation and/or transportation services during the month – tracking number of families scheduled, cancelled and held.
 - b. Year-to-date number of families that have received visitation and /or transportation services each month since the beginning of the fiscal year.
- B. Monthly report in excel must be submitted via secure email by the 15th of the following month to:
- Jessica.Mateu-Newsome@sfgov.org, Program Director
Brian.Baggaley@sfgov.org, Program Manager
Patricia.Rudden@sfgov.org, Program Manager
Vanetta.Dunlap@sfgov.org, Program Support Analyst
- C. In addition to the monthly report sent to FCS, Contractor will enter the monthly metrics in the Contracts Administration, Reporting & Billing Online (CARBON) database by the 15th of the following month:
1. Number of families receiving visitation and/or transportation services scheduled, canceled and provided during the month
 2. Number of families and clinicians provided space for therapeutic visitation that month
 3. Number of visitation and/or transportation service hours scheduled, canceled and provided that month
- This reporting requirement can be met by uploading a copy of the monthly report in IX.A. to CARBON after redacting any client personal identifying information.
- D. Annual Reports: Contractor will provide an annual report summarizing the contract activities, referencing the tasks described in Section IV, VII & VIII- Service and Outcome Objectives. This report will also include accomplishments and challenges encountered by the Contractor as well as case examples. Contractor will submit annual report in the CARBON database and email to FCS Program Managers and Analyst.

Additionally, Contractor will enter the annual metrics in the CARBON database by the 30th of the month following the end of the program year.

- E. Contractor will provide Ad Hoc reports as requested by the Department.

XI. Contract Monitoring Activities

- A. Program Monitoring: Point-in-time program monitoring accomplishes three primary goals: a) validating the contractor's performance data, such as by reviewing client records; b) evaluating the quality of programs and services, such as by observing program operations or assessing the program space; and c) ensuring compliance with program requirements, such as by ensuring that appropriate signage and policies are posted. Monitoring is a point-in-time review during the contract term that creates a venue for partnership and dialogue between department staff and contractors. When there are issues, a real-time assessment can help initiate programmatic adjustments during the year that ensure that the contractor meets the terms of its contract before the year ends and resulting in the delivery of high-quality services to the public. Program monitoring will include the review of client eligibility, client files and client progress, as well as a review of case, service delivery, and back-up documentation reflecting progress toward meeting service and outcome objectives, including efforts to increase culturally sensitive services.
- B. Fiscal Compliance and Contract Monitoring: Fiscal 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

Grantee/Contractor: Seneca Family of Agencies		7/1/26 - 6/30/27
Program: East Bay Visitation Center (SF HSA)		7/1/2026
New ☒ Modification ☐ Revision ☐ Check One ☐		
	7/1/26 - 6/30/27	7/1/26 - 6/30/27
Expenses	Original	Total
Salaries & Benefits	\$437,865	\$437,865
Operating-Direct	\$84,025	\$84,025
Subtotal	\$521,890	\$521,890
Indirect Percentage (%)	15%	15%
Indirect Costs (Line 16 X Line 15)	\$78,284	\$78,284
Consultant/Subcontractor (\$50,000+)		
Direct Client Pass-Through		
Capital Expenses		
Total Expenses	\$600,174	\$600,174
HSA / DAS Revenues		
General Fund	\$582,169	\$582,169
State		
Federal	\$18,005	\$18,005
Total HSA / DAS Revenues	\$600,174	\$600,174
Grantee/Contractor Revenues		
Total Grantee/Contractor Revenues		
Total Revenues	\$600,174	\$600,174
Prepared by and Date:		Andrea Cammann, April 24, 2026
Telephone No. & Email:		(714) 322-6110, And A Budget Form (3/24)

Grantee/Contractor: Seneca Family of Agencies
Program: East Bay Visitation Center (SF HSA)

Appendix B, Page 2

Salaries & Benefits Detail

POSITION TITLE	Agency Totals		HSA Program		7/1/26 - 6/30/27	7/1/26 - 6/30/27
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Chief Program Officer	\$290,143	0.01	100%	0.01	\$2,901	\$2,901
Regional Executive Director	\$214,438	0.04	100%	0.04	\$8,578	\$8,578
Director of Visitation Services	\$196,194	0.20	100%	0.20	\$39,239	\$39,239
Program Supervisor	\$128,687	0.37	100%	0.37	\$47,614	\$47,614
Visitation Coordinator	\$83,553	0.31	100%	0.31	\$25,901	\$25,901
Visitation Counselor	\$84,466	2.50	100%	2.50	\$211,165	\$211,165
Clerical Staff	\$83,189	0.01	100%	0.01	\$832	\$832
Finance Staff	\$117,688	0.01	100%	0.01	\$1,177	\$1,177
Facilities Manager					\$4,675	\$4,675
				-		
TOTALS	\$1,198,358	3.45	800%	3.45	\$342,082	\$342,082
FRINGE BENEFIT RATE	28%					
EMPLOYEE FRINGE BENEFITS					\$95,783	\$95,783
TOTAL SALARIES & BENEFITS					\$437,865	\$437,865

HSA Budget Form (3/24)

Grantee/Contractor: Seneca Family of Agencies
Program: East Bay Visitation Center (SF HSA)

Appendix B, Page 3

Operating Expenses Detail

	7/1/26 - 6/30/27 Original	7/1/26 - 6/30/27 Total
<u>Expenditure Category</u>		
Rental of Property		
Utilities(Elec, Water, Gas, Phone, Garbage)	\$12,031	\$12,031
Office Supplies, Postage	\$835	\$835
Building Maintenance Supplies and Repair	\$25,579	\$25,579
Printing and Reproduction		
Insurance	\$1,935	\$1,935
Staff Training	\$197	\$197
Staff Travel-(Local & Out of Town)	\$7,006	\$7,006
Rental of Equipment		
<u>Consulting/Professional Services</u>		
Note Approvers	\$355	\$355
<u>Other</u>		
Telephone	\$5,315	\$5,315
Program/Staff Appreciation	\$282	\$282
Subscriptions	\$1,670	\$1,670
Staff Recruitment	\$418	\$418
Equipment Expenses	\$5,745	\$5,745
Vehicle Expenses	\$947	\$947
Facility Expenses (includes interest, depreciation, lease imp	\$18,609	\$18,609
Client & Family Expenses	\$3,101	\$3,101
<u>Total Operating Expense</u>	\$84,025	\$84,025

HSA Budget Form (3/24)