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SAN FRANCISCO
HUMAN SERVICES AGENCY

Memorandum

To:	Human Services Commission				
Through:	Trent Rhorer, Executive Director				
From:	Joan Miller, Deputy Director, Family and Children's Services Esperanza Zapien, Director of Contracts				
Date:	April 17, 2026				
Subject:	New Contract: **Seneca Family of Agencies** (Nonprofit) For Provision of Secure Transportation for Foster Children and Youth				
	Full Term	Contingency	Total		
Contract Term:	7/1/26 - 6/30/30				
Contract Amount:	$200,000	$20,000	$220,000		
Annual Amount:	FY 26-27 $50,000	FY 27-28 $50,000	FY 28-29 $50,000	FY 29-30 $50,000	
Funding Source:	County $144,000	State $2,000	Federal $54,000	Contingency $20,000	Total $220,000
Percentage:	72%	1%	27%		100%

The Human Services Agency (SFHSA) requests authorization to enter into new contract agreement with **Seneca Family of Agencies** for the period of July 1, 2026, to June 30, 2030, in the amount of $200,000 plus a 10% contingency for a total amount not to exceed $220,000. The purpose of this contract is to provide safe and secure transportation for foster children and youth with complex and challenging medical, mental health and behavioral health needs to placements inside and outside of San Francisco, utilizing a trauma-informed approach that prioritizes the child's safety, comfort, and emotional support throughout transport.

Docusign Envelope ID: E8B856B1-CE6D-496F-8CBE-5FD3A1121DFE

Background

Approximately 67% of San Francisco foster children are placed out of county. Family and Children's Services (FCS) has placed foster children all over California, as well as in Texas, Florida, Pennsylvania and Utah. Any change of placement can be traumatic, and for children and youth with complex and challenging needs, it can be an extremely vulnerable time. Some pose a danger to themselves and/or others and need a more secure and supportive transportation option that cannot be provided solely by a Protective Services Worker. For these rare occurrences, having specialized and highly trained personnel is essential as this type of transport usually involves a child who is resistant to going to their new placement and has usually exhausted all other possibilities for placement. Specialized treatment for some children and youth can mean being placed unwillingly out of state or at a placement not of their choice, and other less secure options of transportation have been exhausted.

Services to be Provided

Secena Family of Agencies shall provide timely response to all placement referrals. Each transport service will be tailored to meet the needs of individual child - each with their own, sometimes severe, behavioral and/or mental health needs. Secure transportation may include road, train, air travel, overnight stays, crisis intervention and taking appropriate emergency actions and will always, without exception, utilize trauma-informed care principles and appropriate engagement techniques.

Location

Services shall be provided both within and outside the State of California, as necessary to facilitate the transportation of children and/or youth in accordance with applicable court orders. The hours of operation for transportation services are arranged as necessary.

Selection

The Contractor was selected through IB # 1201 - Secure Transportation for Foster Youth and Children issued on December 31, 2025.

Funding

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

Attachments

Appendix A, Services to be Provided
Appendix B, Calculation of Charges

Docusign Envelope ID: E8B856B1-CE6D-496F-8CBE-5FD3A1121DFE

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Appendix A – Services to be Provided

Seneca Family of Agencies
Secure Transportation for Foster Children and Youth
July 1, 2026 – June 30, 2030

I. Purpose of Contract

The purpose of this contract is to provide safe and secure transportation for foster children and youth with complex and challenging medical, mental health and behavioral health needs to placements inside and outside of San Francisco, utilizing a trauma-informed approach that prioritizes the child's safety, comfort, and emotional support throughout transport.

II. Definitions

AWOL	Absent Without Official Leave
CARBON	SFHSA's web-based Contracts Administration, Reporting, and Billing Online System.
City	City and County of San Francisco, a municipal corporation.
Contractor	Seneca Family of Agencies.
CPR	Cardiopulmonary Resuscitation, an emergency lifesaving procedure performed when someone's breathing or heartbeat has stopped.
FCS	Family Children Services.
Foster Care	Means 24-hour out-of-home care of a minor placed away from their parent or legal guardian by a public child welfare agency or court, pursuant to applicable California law.
FCE	Foster Care Eligibility.
PSW	Protective Services Worker.
SFHSA	San Francisco Human Services Agency.

III. Target Population

Dependent children and youth in court-ordered out-of-home placements who require secure transport to their court-ordered placements, which may be inside or outside of San Francisco, and who have complex and challenging medical, mental health, and/or

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behavioral needs. The population may include children and youth who are severely emotionally disturbed, have developmental delays, and/or pose a danger to themselves or others.

IV. Description of Services

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

A. Respond to referrals within 2 hours during normal business hours of Monday to Friday between 8:00 AM – 5:00 PM Pacific Time. The hours of requested service for transportation fulfilment are arranged as necessary.

B. Provide detailed estimate of projected travel expenses within a 24-hour period, unless otherwise specified. Family and Children Services (FCS) staff will provide background information, as available, to ensure the building of relationships during transport, as well as the ability to anticipate any potential triggers, challenges or crises that could arise during transport. Information to include if a child is aware of scheduled transport. Email communication is preferred between the two-point people from each agency. Communication may include the Protective Service Worker (PSW) to provide additional information.

C. Provide transportation that is tailored to meet the needs of individual child, each with their own, sometimes severe, behavioral and/or mental health needs. Transportation may include crisis intervention and taking appropriate emergency actions including stopping, pulling over, and calling 911 for emergency assistance.

D. Transportation may include road, train and air travel, and overnight stays. No taxi, Uber, Lyft or any other similar mode of transportation is allowed to transport children and youth during secure transport.

E. All transportation vehicles must always be clean and in safe mechanical condition. Rental cars are acceptable.

F. Trauma-Informed Approach – Contractor staff shall, at all times and without exception, utilize trauma-informed care principles and appropriate engagement techniques in the performance of all services.

G. No restraints may be used during transport, unless the youth and/or child poses an immediate danger to themselves or others. Additionally:

1. Contractor shall not use any devices or mechanical restraints in the transport of children and/or youth, including but not limited to handcuffs, ropes, zip ties, cords, and tasers.
2. Contractor shall not use physical force to compel a child and/or youth to enter transportation or travel to any location.

Docusign Envelope ID: E8B856B1-CE6D-496F-8CBE-5FD3A1121DFE

3. Contractor shall not physically restrain a child and/or youth from fleeing or going AWOL. Contractor must report any AWOL incidents immediately to FCS.
4. Limited physical restraint may be used only if a child or youth is, or is in immediate danger of, harming themselves or others.
5. Contractor shall, as necessary, contact appropriate emergency personnel.
6. Contractor shall, maintain regular communication with dispatchers or medical staff, as appropriate, to ensure safety during the transport process.

H. Under no circumstances shall the Contractor administer medication unless:

1. It is prescribed in writing by a licensed physician or other authorized prescribing provider acting within the scope of their authority to treat the child or youth, and
2. All required consents and authorizations have been obtained and documented in accordance with applicable law and policy, and
3. All medications shall be stored in locked containers inaccessible to the child/youth, and
4. Contractor shall keep detailed logs, including the name of the medication, dosage, time given, and the person who administered it.

I. Trips are typically one way for the youth and/or child.

J. Contractor shall not allow children/youth to modify the time or the location of the transportation services. Contractor shall receive FCS approval prior to making all other transportation changes requested.

K. Expected Outcome: every child and/or youth arrives safely at their court-ordered placements.

L. The Contractor shall be committed to supporting all children and/or youth referred for services, including those with complex needs. The provider will make a good-faith effort to engage each child or youth and initiate services in a respectful, strengths-focused manner. Any concerns that may impact service delivery will be communicated promptly to the referring worker so that collaborative problem-solving and planning can occur. Referrals will not be denied, cancelled, or reassigned based solely on perceptions of the child or youth's behavior or level of need. No decision regarding denial, cancellation, or reassignment of a referral will be made until the provider has consulted with FCS, and any final determination will be based on that joint discussion.

Docusign Envelope ID: E8B856B1-CE6D-496F-8CBE-5FD3A1121DFE

V. Location and Time of Services

Services shall be provided both within and outside the State of California, as necessary to facilitate the transportation of children and/or youth in accordance with applicable court orders. The hours of operation for transportation services are arranged as necessary.

VI. Service Objectives

During the contract term, Contractor shall meet the following service objectives:

A. Respond to 100% of requests for transport within designated time frame.

B. Accept all transports or work together to mitigate any safety concerns and come to creative and individualized plans and/or solutions.

VII. Outcome Objectives

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

A. Complete scheduled transport safely 100% of the time, unless transport is cancelled or the child and/or youth is unable to be transported for some reason beyond the Contractor's control.

VIII. Personnel Requirements

All personnel who interact with children and/or youth under this Agreement:

1. Shall successfully complete and pass criminal background check on an annual basis.
2. Shall successfully complete and pass Live Scan for California Child Abuse Central index to screen for substantiated cases of physical abuse, sexual abuse, mental/emotional abuse, and/or severe neglect of a child.
3. Maintain current tuberculosis (TB) clearance and documentation.
4. Shall be trained in CPR, First Aid, and Crisis Prevention and Intervention and/or Behavior Management.

Additionally, Contractor shall:

1. Ensure that all personnel performing safety-sensitive duties under this Agreement, including transporting minors, successfully complete at least one (1) drug screening on an annual basis. All drug screening shall be conducted in accordance with applicable laws and industry standards and shall utilize testing methods that are appropriate for safety-sensitive positions and, to the

Docusign Envelope ID: E8B856B1-CE6D-496F-8CBE-5FD3A1121DFE

extent permitted by the laws of the State of California, are capable of detecting current impairment or recent use of controlled substances. Contractor shall maintain documentation of compliance and provide such documentation to Family and Children's Services (FCS) upon request.

2. Contractor shall ensure that all personnel assigned to perform services under this Agreement complete the FCS-designated "Child Welfare 101" training within sixty (60) days of assignment. This training is mandatory and intended to ensure understanding of the child welfare population. Contractor shall also ensure that its personnel attend any additional trainings as requested or recommended by Family and Children's Services (FCS) during the term of the Agreement. Contractor shall maintain records of all completed trainings and shall make such records available to FCS upon request.

IX. Data Collection and Reporting Requirements

A. Contractor will provide a monthly report of activities, referencing the tasks as described in Section VI & VII – Service and Outcome Objectives. Contractor will enter the monthly metrics in the CARBON database by the 15th of the following month.

B. Contractor will provide a quarterly report summarizing the contract activities, referencing the tasks described in Sections IV (Description of Services), VI (Service Objectives), and VII (Outcome Objectives). This report will also include accomplishments and challenges encountered by the Contractor as well as case examples.

C. Contractor will provide an annual report summarizing the contract activities, referencing the tasks described in Section VI & VII - Service and Outcome Objectives. This report will also include accomplishments and challenges encountered by the Contractor. Contractor will enter the annual metrics in the CARBON database by the 15th of the month following the end of the program year.

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

E. Quarterly and Annual Reports will be entered into the Contracts Administration, Reporting, and Billing Online (CARBON) system.

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

Margarita.Gatam@sfgov.org
Contract Manager, Office of Contract Management, SFHSA

or

Docusign Envelope ID: E8B856B1-CE6D-496F-8CBE-5FD3A1121DFE

Elena.Wong@sfgov.org
Program Manager, Division of Family and Children's Services, SFHSA

X. 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.

Docusign Envelope ID: E8B856B1-CE6D-496F-8CBE-5FD3A1121DFE

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Appendix B – Calculation of Charges

Seneca Family of Agencies
Secure Transportation for Foster Children and Youth
July 1, 2026 – June 30, 2030

I. The term for Secure Transportation for Foster Children and Youth under this Agreement will begin effective July 1, 2026 and end June 30, 2030.

II. Contractor will be compensated per individual transport according to the following fee and/or rate schedule:

1. Annual Amounts

Description	FY 26-27	FY 27-28	FY 28-29	FY 29-30
Personnel Expenses	$36,000	$36,000	$36,000	$36,000
Reimbursable Expenses	$10,000	$10,000	$10,000	$10,000
Administrative Cancellation Fees	$4,000	$ 4,000	$ 4,000	$ 4,000
Annual Amount	$50,000	$50,000	$50,000	$50,000

2. Rate Schedule

a. Personnel Expenses

Position/Job Title	Description	Hourly Rate	Estimated Quantity	Proposed Annual Amount
Program Director	Provides oversight of transport and is the main contact with HSA partners.	$132	15.75	$ 2,079.00
Standard Clinician	Rate includes daily stipend for standard tier of transport, defined by driving client within 50-mile radius.	$93	50.00	$ 4,650.00
Intensive Clinician	Rate includes daily stipend for intensive tier of transport, defined by driving clients over 50-mile	$94	48.00	$ 4,512.00

Docusign Envelope ID: E8B856B1-CE6D-496F-8CBE-5FD3A1121DFE

	radius, flying, and/or providing intensive client support for successful transport.			
Standard Mobile Counselor	Rate includes daily stipend for standard tier of transport, defined by driving client within 50-mile radius.	$92	50.00	$4,600.00
Intensive Mobile Counselor	Rate includes overtime hours as applicable and daily stipend for intensive tier of transport, defined by driving clients over 50-mile radius, flying, and/or providing intensive client support for successful transport.	$98	48.00	$4,704.00
Administrator On-Call	Assists with coordination of transport once the request is received and are on-call for any consultation during a transport.	$98	36.00	$3,528.00

b. Other Estimated Expenses. The amounts identified below are estimates only. Reimbursement shall be made based on the actual expenses, except for per-diem reimbursements, which shall be compensated at the applicable fixed rate.

Reimbursable Expenses	Description	Unit Rate	Estimated Quantity	Proposed Annual Amount
Mileage	Mileage reimbursement per mile travelled*	$0.82	794.50	$647.52
Rental Car	Daily rate per vehicle.	$508	4.00	$2,032.00
Airfare	Airfare per person, one-way.	$609	10.00	$6,090.00
Lodging	Daily lodging rate per staff.	$254	10.00	$2,540.00
Meals	Per-diem meal reimbursement.	$61	23.20	$1,415.20
Parking	Daily parking allowance per staff.	$72.30	4.20	$304.00

* Mileage reimbursement shall not apply to vehicles rented specifically for the purpose of providing secure transportation under this Agreement, as mileage costs are included in the vehicle rental fee.

Docusign Envelope ID: E8B856B1-CE6D-496F-8CBE-5FD3A1121DFE

c. Cancellation Fees Expenses

Cancellation Expenses	Description	Unit Rate	Estimated Quantity	Proposed Annual Amount
Standard Cancellation Fee	Fee if standard service is cancelled by Client and/or City 24 hours or more prior to scheduled transport.	$1,352.50	1	$1,352.50
Standard Cancellation Fee	Fee if standard service is cancelled by Client and/or City less than 24 hours of scheduled transport.	$2,705.00	1	$2,705.00
Intensive Cancellation Fee	Fee if intensive service is cancelled by Client and/or City 24 hours or more prior to scheduled transport.	$2,947.00	1	$2,947.00
Intensive Cancellation Fee	Fee if intensive service is cancelled by Client and/or City less than 24 hours of scheduled transport.	$5,894.00	1	$5,894.00

III. Total contract amount is $200,000 plus a 10% contingency amount of $20,000 for a total Not-to-Exceed Amount (NTE) of $220,000.

IV. Contractor shall submit invoices on a monthly basis. Invoices shall detail the services provided, the staff providing the service, the dates of service provision, and appropriate receipts and/or supporting documents for reimbursement.

V. Contractor understands that, of the maximum dollar obligation listed in Article 3.3 (Compensation) of this Agreement, $20,000 is included as a contingency amount and is not available to the Contractor without a modification to this Agreement executed in the same manner as this Agreement or a revision to the Appendix B, which has been approved by Contract Manager. Contractor further understands that no payment of any portion of this contingency amount will be made unless and until such modification or budget revision has been fully approved and executed in accordance with applicable City and Human Services Agency laws, regulations and policies/ procedures and certification as to the availability of funds by Controller. Contractor agrees to fully comply with these laws, regulations, and policies/procedures.

Docusign Envelope ID: E8B856B1-CE6D-496F-8CBE-5FD3A1121DFE

VI. A final closing invoice, clearly marked "FINAL," shall be submitted no later than forty-five (45) calendar days following the closing date of the Agreement, and shall include only those Services rendered during the referenced period of performance. If Services are not invoiced during this period, all unexpended funding set aside for this Agreement will revert to City. City's final reimbursement to the Contractor at the close of the Agreement period shall be adjusted to conform to actual units certified multiplied by the unit rates identified in the Calculation of Charges attached hereto, and shall not exceed the total amount authorized and certified for this Agreement.