



London Breed, Mayor

Department of Human Services  
 Department of Aging and Adult 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 *JM*

**DATE:** JUNE 21, 2019

**SUBJECT:** GRANT MODIFICATION: **HOMELESS PRENATAL PROGRAM (NON-PROFIT)** TO IMPLEMENT BRINGING FAMILIES HOME (BFH): A RAPID RE-HOUSING FAMILY UNIFICATION PROGRAM

<b>GRANT TERM:</b>	<u>Current</u> 7/1/18-6/30/19	<u>Modification</u> 7/1/19-6/30/20	<u>Contingency</u>	<u>Total</u>	
<b>GRANT AMOUNT:</b>	\$1,126,972	\$993,867	\$212,084	\$2,332,922	
<b>ANNUAL AMOUNT:</b>	<u>FY 18/19</u> \$1,126,972	<u>FY 19/20</u> \$993,876			
<b>FUNDING SOURCE:</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>MODIFICATION FUNDING:</b>	\$848,335	\$1,272,503		\$212,084	\$2,332,922
<b>PERCENTAGE:</b>	40%	60%			100%

The Department of Human Services (DHS) requests authorization to modify the grant agreement with Homeless Prenatal Program for the period of July 1, 2018 through June 30, 2020 for the additional amount of \$993,867 plus a 10% contingency of \$212,084 for a total grant amount not to exceed amount of \$2,332,922. The purpose of the grant is to provide housing case management, navigation and broker services including housing search, lease-up, short and long term subsidies and aftercare support for child welfare families who are identified as being at risk of or homelessness.

BFH is the only housing program in San Francisco that prioritizes child welfare involved families. The BFH partners with the San Francisco Housing Authority (SFHA) to issue Section 8 Housing Choice Vouchers (HCV). BFH participants receive assistance with the Section 8 application, housing search, lease-up, short and long-term subsidies and aftercare support.

**Background**

Building on lessons learned from the Families Moving Forward Federal 5-year Demonstration Grant, HSA applied and was awarded state grant funds as part of a statewide housing initiative intended to reduce the number of families in the child welfare system experiencing homelessness and to promote family reunification and prevent foster care placement.

The Housing First approach recognizes a homeless family must first be able to access a decent, safe place to live that does not limit the length of stay before stabilizing, improving health, reducing harmful behaviors, or increasing income. Under the auspices of the Housing First approach, anyone experiencing homelessness should be connected to a permanent home as quickly as possible, and programs should be designed to remove any barriers.

**Services to be Provided**

The Grantee provides housing case management that includes search, systems navigation (Section 8 application and porting processes), lease-up and aftercare – linkages to community based services as well as subsidy and move-in support. Additionally, families who have an immediate need for housing have the option to reside at 538 Holloway – SF-BFH transitional “bridge” housing during the search and lease-up process with their children.

The grantee will continue to provide critical rental subsidy and moving expenses to support BFH families served over the life of this grant. HPP has been very successful in finding housing in San Francisco. HPP is expected to serve 20 families in the next fiscal year.

Grantee will maintain a database HENRI and ensure timely and accurate submission of certain BFH required data fields, including barriers to housing, housing event data, expenditures, and exits for monthly reporting to the California Department of Social Services (CDSS) for all families receiving program services and subsidies.

**Performance**

HPP is on target to meet the annual housing objective of leasing up 25 families. Through three quarters, the Grantee had housed 20 families. During the 21 months of the BFH grant, HPP has housed 44 families. Currently, an additional 28 families are in various stages of the readiness, search and lease-up process actively working with HPP.

Please see Appendix A-1 for a full description of the services provided.

**Location of Services**

Services will be provided at Grantee’s offices at 2500 18th Street, during normal business hours as well as via phone or in the home of the program participant.

**Selection**

The Grantee is a named sub-recipient to the Bringing Families Home program from the California Department of Social Services (CDSS).

**Funding**

Funding for this modification is provided through a combination of State grant and local funding.

**ATTACHMENTS**

Appendix A-1-Services to be Provided

Appendix B-2-Program Budget

**Appendix A: Services to Be Provided  
Homeless Prenatal Program (HPP)  
Bringing Families Home Program  
July 1, 2018 to June 30, 2020  
Updated July 1, 2019**

**I. Purpose of Grant**

The BFH grant is a Rapid Re-Housing Initiative that embodies a Housing First approach to assist families who have been identified as being homeless, at risk of homelessness, or experiencing housing instability, that are involved in the FCS child welfare system.

The Housing First approach recognizes a homeless family must first be able to access a decent, safe place to live, that does not limit the length of stay (permanent housing) before stabilizing, improving health, reducing harmful behaviors, or increasing income. Under the auspices of the Housing First approach, anyone experiencing homelessness should be connected to a permanent home as quickly as possible, and programs should remove barriers to housing i.e. substance abuse, mental health treatment or other services designed to promote protective capacity.

The grantee will utilize Family Unification Program Section 8 Housing Choice Vouchers to offer one option for acquiring permanent housing. The Section 8 Housing Choice Voucher Program is a component of the Department of Housing and Urban Development (HUD) portfolio of housing options set-aside for child welfare families who but for housing would re-unify. They are also designed to prevent the imminent removal of children from their families.

The Grantee will also provide housing navigation, linkages to community based services, and housing case management services, resources and support including but not limited to assessment, case planning and follow-up and subsidy resource management.

The overarching goal of the BFH grant is to improve the well-being of high-risk families.

**II. Definitions**

Acquisition	Within the context of BFH, acquiring, or gaining knowledge and resources for successful attainment of stable housing
BFH	Bringing Families Home, a program of SFHSA, SF-FCS
CDSS	California Department of Social Services
CQI	Continuous Quality Improvement
CWS-CMS	The Database: Child Welfare Services – Case Management System
FUP	Family Unification Program – Section 8 Housing Choice Vouchers
Grantee	Homeless Prenatal Program
Hamilton Family Services	Housing and Facilities Management
Holloway House	Temporary Bridge Housing location managed by Hamilton family Services for the BFH program
HOM	Department of Homelessness and Supportive Housing
HPP	Homeless Prenatal Program
PSW	Protective Service Worker
SF-FCS	Family & Children’s Services Division of SFHSA
SFHA	San Francisco Housing Authority

SFHSA	Human Services Agency of the City and County of San Francisco
Sub-Grantee	Chapin Hall

**III. Target Population**

The target population is families that are homeless or at risk of being homeless, who have an active SFHSA FCS Case Plan.

**IV. Description of Services**

**A. Housing Support, Navigation, Lease-Up and Pre-Housing Direct Services**

Grantee will provide Housing Support and Navigation services that include assessing housing needs, enrollment in housing readiness workshops to prepare families for the FUP and other Housing application processes, Housing Search, Landlord engagement, completion of paperwork and submission of required documents, for the lease up process (i.e. inspection, acquisition of the home or apartment unit, move-in) and access to temporary bridge housing at Holloway House, a facility managed by Hamilton Family Services.

Families will be expected to participate in a monthly or bi-monthly family team meeting to facilitate coordinated case planning with PSWs and other identified collateral providers.

An evidence-based or evidence-informed assessment will be utilized to determine needs and progress towards achievement of coordinated case plan identified goals.

HPP may make recommendations for community based services to PSWs. PSWs will be responsible for ensuring families are referred to, receive assistance to access, and are participating in services that are court ordered or agreed upon and documented in treatment / case plans as long as child welfare case is active.

HPP will maintain consistent and timely communication with the assigned PSWs throughout the housing search process, changes in well-being, and risk and results of assessments completed.

**B. Housing Stabilization / Retention / After-Care Case Management / Linkage to Services (Post Housing)**

**1. Stabilization Phase**

Upon housing acquisition and move-in, the HPP housing specialist will provide families with direct case management stabilization and housing retention services, which include ongoing assessments, coordinated case plan progress reviews, and goal identification that promotes housing stability. Direct services, referrals and linkage to community-based resources will promote housing stability and will be provided in home, at HPP or other appropriate sites. Contacts may also be via phone. Frequency of engagement will minimally occur 2 or 3 times per month.

**2. Maintenance (Check-In) Phase**

Post six months of housing stabilization case management services and improved assessment scores in housing and well-being domains, a family can transition to “check-in” status.

Indicators of readiness to graduate include:

- Frequency of Home visits decrease,
- Income increases and ability to pay rent independently occurs
- Child welfare case is closed
- Family is connected to services for post BFH support
- Transition from services plan is finalized
- Assessment scores indicate no or very low risk factors

When the “check-in” phase ends and the family successfully “graduates” from the BFH program, the families are welcome to re-connect to HPP services based on their eligibility for participation.

### **C. Housing Subsidy Management**

Grantee will assess housing resource need for allocation of short and long term housing subsidies; managing funds to ensure maximum benefit through a progressive engagement approach (i.e. resources are augmented based on documented increasing need starting with the minimal amount of resources to address identified need).

### **D. Co-Location and Programming at Holloway House**

BFH program participants who are in need of immediate housing have the option of residing at 538 Holloway. This accommodation serves as bridge housing in which families can transition from homelessness and housing instability situations to temporary stable housing with their children within San Francisco. Many families residing at Holloway House are in reunification and supportive programming provides an opportunity to connect with assigned PSWs, community based services, and to experience trial visits with their children. On site programming and case management with the assigned HPP Housing Specialist creates a stable environment for parents and their children on their journey toward acquiring permanent housing.

### **E. Data Collection & Reporting**

Grantee will maintain a database, HENRI, and ensure timely and accurate submission of certain BFH required data fields, including barriers to housing, housing event data, expenditures, and exits for monthly reporting to the California Department of Social Services (CDSS) for all families receiving program services and subsidies.

### **F. Sub-grantee Chapin Hall**

Chapin Hall will provide the data development, implementation support, program monitoring, and rapid cycle testing for the BFH program.

## **V. Location and Time of Services**

Services will be provided at Grantee’s offices at 2500 18<sup>th</sup> Street during normal business hours and as needed for evenings and Saturdays. Services may be provided at SFHSA offices, at the facilities of partner agencies, in the field or in clients’ homes.

## **VI. Service Objectives**

All Objectives are annual until noted otherwise.

- A.** Assess, enroll and engage **6 unduplicated families** referred every 45 days to the BFH program.
- B.** Provide a minimum of **20 families** housing readiness, search, lease-up and stable housing acquisition, and post housing services. Reporting detail will be provided from HPP’s HENRI database.

- C. Grantee will work with Chapin Hall, sub-grantee, to include their work into reports on key activities as presented here:
  - 1. Monthly transfer and processing of HENRI administrative data that include program enrollments, case management activities (including assessments and service referrals), housing events, and program transitions
  - 2. Development of analytic program files linking HENRI data to other public administrative data resources
  - 3. Monthly updates to the project and housing dashboards
  - 4. Regular participation in monthly CQI meetings and steering committee meetings
  - 5. Ad Hoc analysis, as indicated by CQI review
  - 6. Program dissemination activities, as indicated by CQI review.

#### **VII. Outcome Objectives**

All objectives are annual unless noted otherwise.

- A. At least **65%** of all of the clients who have received a full year of services will experience a one-point decrease in the severity of their housing stability needs, as measured through the ANSA assessment.
- B. At least **65%** of the clients who have received a full year of services will experience a one-point improvement in their family functioning, as measured through the ANSA assessment.
- C. Lease-up **20 families** actively participating in the BFH program.

#### **VIII. Grantee Responsibilities**

- A. Ensure that all known or suspected instances of child abuse and neglect are reported as required by law. Employees are mandated reporters for suspected child abuse or neglect.
- B. Ensure all employees of this grant are TB tested and retain information on tests in their personnel files.
- C. Conduct criminal background checks on all employees and shall arrange to receive subsequent criminal notifications if an employee is convicted of a crime during the time of his or her employment.
- D. Be familiar with FCS practices and policies such as the California Core Practice model. Information on the CPM can be found here: <http://calswec.berkeley.edu/California-child-welfare-core-practice-model>.
- E. Grantee shall attend all meetings required by FCS, including but not limited to, unit meetings, TDMs, worker orientations, etc.

#### **IX. SFHSA Responsibilities**

- A. Provide initial assessment of families that become involved in the child welfare system to determine housing situation and other BFH program participation criteria.
- B. Document eligibility and participant information into the CWS-CMS.
- C. Refer families to HPP for enrollment in the BFH program.
- D. Ensure PSWs receive information regarding BFH program and expectations for coordinated case planning with HPP, and ongoing oversight of teaming efforts with BFH families.

- E. Project management and analyst support for ongoing program implementation, CQI/EF, evaluation and required BFH reporting.
- F. Maintain FUP tracker that captures FUPs awarded to BFH participating families.

**X. Reporting Requirements**

- A. Grantee will provide a quarterly report of activities, referencing the tasks as described in Section VI and VII, the Service and Outcome Objectives. Grantee will enter the quarterly metrics in the CARBON database by the 30<sup>th</sup> of the month following the end of the quarter for the objectives above.
- B. Grantee will provide Ad Hoc reports as required by the Department.
- C. For assistance with reporting requirements or submission of reports, the Grantee will contact:

Johanna Gendelman	Geoffrey Nagaye	Robin Love
Contract Manager	Program Support Analyst	Program Manager
Johanna.Gendelman@sfgov.org	Geoffrey.Nagaye@sfgov.org	Robin.Love@sfgov.org

**XI. Monitoring Activities**

Program Monitoring: will include review of client eligibility, and back-up documentation for: reporting progress towards meeting service and outcome objectives, staff coverage, including staff training and qualifications, process for orienting families to the program, and a review of any grievance reports. Program monitoring will also include the measures used to protect client information, and the review of survey instruments used to measure client satisfaction. The program monitor may observe the facilities and staff/client interactions to assess service quality.

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.

## HUMAN SERVICES AGENCY BUDGET SUMMARY

Name		Term	
<b>Homeless Prenatal Program</b>		7/1/18 - 6/30/20	
(Check One)    New <input type="checkbox"/> Renewal <input type="checkbox"/> Modification <input checked="" type="checkbox"/> X			
If modification, Effective Date of Mod. 7/1/19		No. of Mod. 2	
<b>Program Name : Bringing Families Home (BFH)</b>			
Budget Reference Page No.(s)	Original	Modification	
Program Term	7/1/18 - 6/30/19	7/1/19 - 6/30/20	7/1/18- 6/30/19
<b>Expenditures</b>			
Salaries & Benefits	\$544,960	\$559,079	\$1,104,039
Operating Expense	\$435,016	\$305,154	\$740,170
<b>Subtotal</b>	<b>\$979,976</b>	<b>\$864,233</b>	<b>\$1,844,209</b>
Indirect Percentage (.15%)	15%	\$0	
Indirect Cost	\$146,996	\$129,635	\$276,631
Capital Expenditure			
<b>Total Expenditures</b>	<b>\$1,126,972</b>	<b>\$993,867</b>	<b>\$2,120,839</b>
<b>HSA Revenues</b>			
<b>TOTAL HSA REVENUES</b>	<b>\$1,126,972</b>	<b>\$993,867</b>	<b>\$2,120,839</b>
<b>Other Revenues</b>			
Full Time Equivalent (FTE)	9.16		
Prepared by: Beverly Ashworth		Date 06/30/2017	
HSA-CO Review Signature:		updated 10/11/2017	
HSA #1		modification 5/1/2019	



Program Name : Bringing Families Home (BFH)  
(Same as Line 9 on HSA #1)

**Salaries & Benefits Detail**

POSITION TITLE	Agency Totals		For HSA Program		7/1/18 - 6/30/19	7/1/18 - 6/30/19	7/1/19 - 6/30/20	7/1/18 - 6/30/20
	Annual Full Time Salary for FTE	Total % FTE	% FTE 7/1/17 - 9/30/17	Adjusted FTE	Modification	original		Total
						Budgeted Salary		
Program Manager be	\$67,884	100%	90%	90%	\$67,017	67,017	\$61,096	128,113
Housing Program Analyst lj	\$55,000	100%	50%	50%	\$27,500	27,500	\$27,500	55,000
Housing Broker / Navigator te	\$50,000	100%	100%	100%	\$43,150	43,150	\$50,000	93,150
Housing Broker / Navigator oa	\$52,000	100%	100%	100%	\$35,000	35,000	\$52,000	87,000
Housing Specialist db	\$50,000	100%	100%	100%	\$46,350	46,350	\$50,000	96,350
Housing Specialist nl	\$50,000	100%	100%	100%	\$46,350	46,350	\$50,000	96,350
Housing Specialist lc	\$50,000	100%	100%	100%	\$44,000	44,000	\$50,000	94,000
Housing Specialist jc	\$50,000	100%	100%	80%	\$46,000	46,000	\$40,000	86,000
Housing Specialist Intern (NO fringe require	\$13,700	100%	100%	100%	\$20,550	20,550	\$13,700	34,250
Evaluation Manager	\$100,000	100%	13%	13%	\$17,892	17,892	\$13,000	30,892
Mental Health Specialist	\$95,196	100%	10%	15%	\$15,231	15,231	\$14,111	29,342
Housing Manager/ Director of Operations	\$98,260	100%	12%	12%	\$9,476	9,476	\$11,791	21,267
Director of Programs	\$102,838	100%	5%	5%	\$15,162	15,162	\$5,139	20,301
ChildCare	\$40,000	100%	4%	4%	\$1,440	1,440	\$1,440	2,880
<b>TOTALS</b>	<b>\$874,878</b>	<b>14.00</b>	<b>8.84</b>	<b>8.69</b>	<b>435,118</b>	<b>\$435,118</b>	<b>439,777</b>	<b>874,895</b>
FRINGE BENEFIT RATE	0.28							
EMPLOYEE FRINGE BENEFITS					109,842	\$126,425	119,302	229,144
<b>TOTAL SALARIES &amp; BENEFITS</b>					<b>\$544,960</b>	<b>\$561,543</b>	<b>559,079</b>	<b>1,104,039</b>

**Program Name : Bringing Families Home (BFH)**  
(Same as Line 9 on HSA #1)

Expenditure Category	Modification		TOTAL
	7/1/2018 - 6/30/2019	7/1/2019 - 6/30/2020	7/1/2018 - 6/30/2020
Utilities(Elec, Water, Gas, Phone, Scavenger)	\$7,821		\$7,821
Office Supplies, Postage	\$1,800		\$1,800
Building Maintenance Supplies and Repair	\$3,715		\$3,715
Printing and Reproduction	\$2,324	\$2,324	\$4,648
Insurance	\$2,600	\$3,019	\$5,619
Staff Training	\$8,913	\$8,913	\$17,826
Staff Travel-(Local & Out of Town)	\$5,400	\$5,400	\$10,800
Telecommunications and Licensing for Data	\$4,020	\$4,020	\$8,040
<b>Subtotal Lines 13 - 20</b>	<b>\$36,593</b>	<b>\$23,676</b>	<b>\$60,269</b>
CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE			
Bringing Families Home Evaluation and Data base buildout			
Chapin Hall	\$31,748	\$38,287	\$70,035
<b>Subtotal Lines 24</b>	<b>\$31,748</b>	<b>\$38,287</b>	<b>\$70,035</b>
OTHER			
Client Housing Subsidy & Rental Deposit	\$296,675	\$175,000	\$471,675
BFH Move-In & Emergency Cost	\$70,000	\$68,191	\$138,191
<b>Subtotal Lines 30 - 32</b>	<b>\$366,675</b>	<b>\$243,191</b>	<b>\$609,866</b>
<b>TOTAL OPERATING EXPENSE</b>	<b>\$435,016</b>	<b>\$305,154</b>	<b>\$740,170</b>
Not used for Indirect Exp			
<b>HSA #3</b>			