



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

Department of Benefits  
and Family Support

Department of Disability  
and Aging Services

Office of Early Care  
and Education

P.O. Box 7988  
San Francisco, CA  
94120-7988  
[www.SFHSA.org](http://www.SFHSA.org)



**London Breed**  
Mayor

**Trent Rhorer**  
Executive Director

**MEMORANDUM**

**TO:** HUMAN SERVICES COMMISSION

**THROUGH:** TRENT RHORER, EXECUTIVE DIRECTOR

**FROM:** JOAN MILLER, DEPUTY DIRECTOR, FCS  
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

**DATE:** FEBRUARY 10, 2023

**SUBJECT:** GRANT MODIFICATION: **UNITY CARE GROUP (NON-PROFIT)** FOR PROVISION OF HOUSING SERVICES FOR TRANSITIONAL AGED YOUTH (TAY) 21-25

DS  
EL

	<u>Current</u>	<u>Modification</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
<b>GRANT TERM:</b>	7/1/21- 6/30/23	3/1/23- 6/30/25	7/1/21- 6/30/25		
<b>GRANT AMOUNT:</b>	\$2,084,040	\$4,248,467	\$6,332,507	\$633,251	\$6,965,758
<b>ANNUAL AMOUNT:</b>	<u>FY 21/22</u>	<u>FY 22/23</u>	<u>FY23/24</u>	<u>FY24/25</u>	
	\$1,087,420	\$1,479,291	\$1,857,239	\$1,908,557	
<b>Funding Source FUNDING:</b>	<u>County</u>	<u>State</u>	<u>Fed</u>	<u>Contingency</u>	<u>Total</u>
	\$1,646,452	\$4,686,055		\$633,251	\$6,965,758
<b>PERCENTAGE:</b>	26%	74%			100%

The Department of Benefits and Family Support (BFS) requests authorization to modify the existing grant with Unity Care Group for the period of March 1, 2023 to June 30, 2025, in an additional amount of \$4,248,467 plus a 10% contingency for a revised total amount not to exceed \$6,965,758. The purpose of this modification is to increase the current year's funding level and extend the grant two more years.

The goal of this service is to prevent and reduce homelessness of emancipating and former foster youth with subsidized housing for up to three years with an option to extend for an additional two years.

The purpose of this modification is to increase the capacity the program to serve up to 25 newly referred emancipating and former foster youth, add another 1.0 FTE housing case manager and increased funding for direct housing assistance (i.e. moving, move-in costs).

SF-HSA will collaborate with SFHA to request up to 25 additional Foster Youth Independence (FYI) initiative housing choice vouchers.

### **Background**

Building on lessons learned from the Bringing Families Home program serving child welfare involved families, the San Francisco Foster Youth Housing Program expands the housing solutions for emancipating and former foster youth who are able to live independently with moderate support.

Emancipating young adults experience a number of risk factors as they transition from care, with housing being the most critical need. This need, coupled with the high cost of housing, including the required three times the amount of rent as a deposit, makes it a challenge for exiting foster youth to identify housing that they can afford.

Unity Care has served 40 emancipating and former foster youth over the current fiscal year. Of those, 36 have leased up with either a FYI Housing Choice or Emergency Housing Voucher. Unity Care has also provided bridge hotels stays and offered emergency rental assistance (deep and shallow) subsidies to former foster youth.

### **Services to be Provided**

Unity Care will provide housing navigation (onboarding, readiness preparation, application completion, search and lease-up) and housing case management services (housing stabilization and retention) to referred former foster youth participants.

Housing supports also include 36 months of independent living skills support to promote self-sufficiency.

Unity Care will continue to provide pre-screening Rental History – Criminal background checks to identify any credit issues in advance of rental application submission. Unity Care also offers credit repair assistance and referrals for participants to credit repair agencies in an effort to increase the likelihood that property owners will accept the rental application.

Unity Care housing navigators will complete the process to become an Access partner allowing housing navigators to complete the Youth Homeless Response System Coordinated Entry intake and assessment for emancipating foster youth.

### **Location of Services**

Program Administrative offices will be located at 2198 Cayuga Ave, San Francisco CA, 94112 Services may also be provided at to be determined satellite locations. Unity Care’s general hours of operation are Monday through Friday 9:00 am to 5:00 pm. While services often occur within this time period, Unity Care provides flexible support for clients which include evenings and weekends as needed.

### **Selection**

Unity Care Group was selected from RFP 932 - Housing Navigation & Supportive Services for Emancipating Non-Minor Dependents, issued in April 2021.

### **Funding**

Ongoing funding for this program is local funding plus a grant from the California Department of Housing & Community Development. In FY 22-23, SF-HSA received an increased allocation for both, the Transitional Housing Program and Housing Maintenance and Navigation program. These funds prioritize 18 to 24, emancipating and former foster youth who are at risk of becoming homeless.

### **ATTACHMENTS**

Appendix A-2, Scope of Services  
Appendix B-2, Budget

**Appendix A-2: Services to Be Provided**  
**Unity Care Group**  
**Housing Navigation & Supportive Services for Emancipating Non-Minor Dependents**  
**July 1, 2021 to June 30, 2025**

**\*\*Effective March 1, 2023\*\***

**I. Purpose of Grant**

The purpose of the grant is to provide housing case management services to support a new Family & Children’s Services Foster Youth Housing Program (FYHP) funded by a California Department of Housing and Community award designed to reduce emancipating Non-Minor Dependent (NMD) and former foster youth homelessness.

The grantee will utilize Foster Youth to Independence Initiative (FYI) Family Unification Program (FUP) vouchers recently awarded to the San Francisco Housing Authority as a housing solution.

The FYHP embraces a housing first approach to prevent and reduce homelessness of emancipating and former foster youth who have been identified as being at risk of homelessness, currently homeless or experiencing housing instability.

The goal of this service is to reduce homelessness for foster youth working in collaboration with the Department of Supportive Housing and Homelessness (HSH) and the San Francisco Housing Authority.

**II. Definitions**

Access Point	Access Points are localized community gateways into San Francisco’s Homelessness Response System (HRS) which is the overall system of programs and housing opportunities for those experiencing homelessness. The Access Point staff assess households for service needs and eligibility and provide Problem Solving, needs assessment, prioritization, and referrals to appropriate resources.
CARBON	Contracts Administration, Reporting and Billing Online system.
California Department of Social Services (CDSS)	The California Department of Social Services provides administration and oversight of programs that affect nearly a million of California’s most vulnerable residents—foster children and youth, children and families receiving aid through the California Work Opportunities and Responsibility to Kids (CalWORKs), adults and elderly in licensed community care facilities and aged, blind and disabled recipients requiring In-Home Supportive Services or Supplemental Security Income/State Supplementary Payment (SSI-SSP) assistance.
CFT	Child and Family Team Meeting
Community Based Organization (CBO)	Community Based Organization.

Continuous Quality Improvement (CQI)	Continuous Quality Improvement is the comprehensive process of identifying, describing, and analyzing strengths and problems and testing, implementing, learning from and revising solutions.
Coordinated Entry	Coordinated Entry is the initial access and entry point to the county's Homelessness Response System.
Core Practice Model (CPM)	Core Practice Model, a State model which outlines the values, components, elements and behavior associated with Child Welfare.
CWS-CMS	Child Welfare Services-Case Management System database.
Department of Homelessness and Supporting Housing (SF-HSH)	The Department of Homelessness and Supportive Housing is the City & County of San Francisco's department responsible for the Homeless Response System (HRS).
Family Unification Program (FUP)	Family Unification Program is a program in which Housing Choice Vouchers (HCVs) are provided to Families with child welfare involvement and/or youths aged 18-24 years of age who have left foster care or will leave foster care.
FCS	Family and Children's Services, a division of HSA.
Former Foster Youth (FFY)	Young adults who were in foster care.
Non Minor Dependent (NMD)	Foster youth who has opted to remain in care beyond their 18 <sup>th</sup> birthday.
Foster Youth to Independence initiative (FYI)	The Foster Youth to Independence initiative makes Housing Choice Voucher (HCV) assistance available to Public Housing Agencies (in this case SFHA) in partnership with SF-FCS to provide housing assistance to youth aged 18 to 24 who have left or will leave foster care within 90 days.
HSA	San Francisco Department of Human Services.
Unity Care Group (UCG)	Grantee
Online Navigation and Entry System (ONE System)	The ONE System is the Homeless Management Information System (HMIS) data platform used for all housing and services for people experiencing homelessness in San Francisco.
PSW	Protective Service Worker.
San Francisco Housing Authority (SFHA)	San Francisco Housing Authority is the agency responsible for management of Family Unification (FUP) vouchers and other Housing Choice Vouchers.
Supervised Independent Living Plan (SILP)	A Supervised Independent Living Placement (SILP) is a flexible, non-licensed foster care placement available to non-minor dependents participating in Extended Foster Care.
Transitional Age Youth (TAY)	Youths and young adults age 15-25.
Transitional Housing Program (THP)	Supportive, temporary program meant to serve as a bridge between homelessness and permanent housing.

### III. Target Population

Emancipating child welfare and probation Non Minor Dependents and former foster youth experiencing or at risk of homelessness, aged 18 to 25 years. Priority is given to emancipating Non Minor Dependents.

**IV. Description of Services** (*During the pandemic services may be offered in person and/or virtual.*)

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

1. Provide Housing Support and Navigation services that include assessing housing needs, enrollment in housing readiness workshops to prepare participants for housing subsidy and other Housing application processes, Housing Search, Landlord engagement, completion of paperwork and submission of required documents, and for the lease up process (i.e. inspection, acquisition of the home or apartment unit, move-in).

- a. Ensure that participants have all necessary vital documents during the first meeting. Grantee shall communicate any needs for further documentation to the participants' Protective Services Worker.
- b. Provide assistance to participants in navigating the application and leasing process, including helping participants resolve or mitigate screening barriers, such as rental and utility arrears or multiple evictions, as well as to obtain necessary identification or other documents.
- c. Negotiate leases with property providers; provided, however, Grantee shall not be obligated to guarantee any lease obligations.
- d. Provide participant transportation assistance during the housing search, if needed.
- e. Provide assistance to participants in making an informed housing choice, including discussing housing options in the San Francisco Bay Area rental market.

2. For emancipating non-minor dependents in 90-day transition planning from foster care and juvenile probation the grantee will team with PSWs and social workers on the following:

- a. Completion of an evidence-based or evidence-informed assessment will be utilized to determine needs and progress towards achievement of coordinated housing case plan identified goals.
- b. Linkage to services – grantee will make recommendations and coordinate with PSWs and AB12 probation social workers on facilitating access to services and follow-up to ensure access and participation is occurring.
- c. Maintain consistent and timely communication with the assigned PSWs and AB12 probation social workers on the housing search process, changes in well-being, and risk and results of assessments completed.
- d. Linkage to Coordinated Entry the Homelessness Response System (HRS) Access Points for intake and assessment. At Access Points for TAY, eligible TAY experiencing homelessness are matched to housing Problem Solving, shelter (for youth and families with children), housing opportunities, subsidies

## **B. Housing Stabilization and Retention Services**

### **Stabilization Phase**

Upon housing acquisition and move-in, provide the transitional aged youth 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 Grantee's location or other appropriate sites, contacts may also be via phone. Frequency of engagement will be based on need, but minimally will occur 2 or 3 times per month.

Provide or link participants with support services for up to 36 months based on needs assessment conducted at enrollment.

Support services include:

1. Basic life skills information and counseling services on money management (use of credit, housekeeping, proper nutrition/ meal preparation, and access to health care).
2. Counseling on compliance with rental lease requirements and with program participation requirements, including assistance / referrals for assistance on security deposits, utility hook-up fees, and utility deposits.
3. Providing such assurances to owners of rental property as are reasonable and necessary to assist eligible youth to rent with a voucher.
4. Job preparation and attainment counseling (where to look/ how to apply, dress, grooming, relationships with supervisory personnel, etc.).
5. Educational and career advancement counseling regarding attainment of general equivalency diploma (GED), attendance, financing of education at technical school, trade school or college, including successful work ethic and attitude.

## **C. Housing Resource / Fiscal Intermediary (Move-in deposits and/or expenses, Shallow / Deep Subsidies)**

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. Linkage to Youth Homeless Response System Services – Coordinated Entry – Access Points**

Grantee will assist youth in navigating and accessing services offered by SF-HSH through coordinated entry youth homeless response system Access Points and Navigation Centers. This includes housing navigators acting as Access Partners to the Coordinated Entry System for youth.

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

1. Maintain a database and ensure timely and accurate submission of certain data fields

including, but not limited to:

- a. Program participant demographics Identified barriers to housing
  - b. Dates of housing events (move in date, date of lease signing, date subsidy or housing voucher is activated)
  - c. Expenditures including receipts and other documents demonstrating appropriate use of funds
  - d. Program enrollment and exit dates
2. Grantee will enter data into the ONE System, including, but not limited to:
- a. Program participation start and exit dates
  - b. Move in date(s) for permanent housing, rapid rehousing, or transitional housing

**V. Location and Time of Services**

Program Administrative offices will be located at **2198 Cayuga Ave, San Francisco CA, 94112** Services may also be provided at to be determined satellite locations. Unity Care's general hours of operation are Monday through Friday 9:00 am to 5:00 pm. While services often occur within this time period, Unity Care provides flexible support for clients which include evenings and weekends as needed.

**VI. Service Objectives (All Objectives are annual unless noted otherwise.)**

- A. Accept 100% of youths referred.
- B. Provide a minimum of 35 program participants housing case management which may include readiness assessment, housing case management i.e. search, lease-up, housing acquisition, housing retention services support. Objective of 70 youth over the course of the grant. Maintain a caseload of 45-60 active participants in housing case management. Housing case management may include readiness assessments, post housing stabilization services, housing search, lease up, housing acquisition support services and acting as liaison between participants and San Francisco Housing Authority and Property Managers.
- C. 100 % of program participants will be assessed for life skills needs and receive assistance in accessing community based services to address unmet needs. (See description of services)
- D. At least 0.5 FTE Housing Navigator position dedicated to work as Access Partner with SF-HSH's Coordinated Entry system for youth.

**VII. Outcome Objectives (All objectives are annual unless noted otherwise.)**

- A. 75% of youths actively participating in the program will be housed. Active is defined as meeting minimally twice per month or more in person or virtually with staff.
- B. 75% of participants housed will still be living in a subsidized unit or other stable housing for at least 12 months after their placement.
- C. 75% of participants housed will still be living in a subsidized unit or other stable housing for at least 24 months after their placement.



- D. FYI voucher utilization rate will be maintained at 90% or more.

### **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, CFTs, worker orientations, etc.

### **IX. Grantor Responsibilities**

- A. Provide initial assessment of youths emancipating from foster care to determine housing situation and other program participation criteria.
- B. Screening and verification of eligibility and participant information.
- C. Refer families to grantee for enrollment into the Foster Youth Housing Program.
- D. Ensure PSWs and probation social workers receive information regarding this program and expectations for coordinated case planning with Grantee, and ongoing oversight of teaming efforts with participating youth.
- E. Project management and analyst support for ongoing program implementation, program refinement, continuous quality improvement, evaluation and required program reporting.
- F. Maintain FUP tracker that captures vouchers awarded to participating youth.
- G. Recognize that program services and outcome objectives are dependent on referrals received from HSA Family & Children's Services and Juvenile Probation.

### **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 highlights of accomplishments including client vignettes and success stories.
- C. Grantee will provide an overview of service delivery, program opportunities and challenges as appropriate.

- D. Grantee will maintain a Master Client list of all unduplicated clients served during the specific reporting period. Master Client list will include a summary of specific services including but not limited to the number of youth housed and type of housing; number of youth receiving supportive services and type of services provided / received.
- E. Grantee will provide an annual report summarizing the contract activities, referencing the tasks as described in Section VI and VII, the Service and Outcome Objectives. This report may substitute for the final quarterly report referenced above. Grantee will enter the annual metrics in CARBON 45 days after the end of the program year.
- F. Grantee may be required by the department to produce other ad-hoc reports, including monthly statistical summaries.

*Reports will be submitted to:*

Elizabeth Leone  
Contract Manager  
Office of Contracts  
Management  
Human Services Agency  
Elizabeth.Leone@sfgov.org

Geoffrey Nagaye  
Program Support Analyst  
Family & Children's Services  
Human Services Agency  
Geoffrey.Nagaye@sfgov.org

Robin Love  
Program Manager  
Family & Children's  
Services  
Human Services Agency  
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 CONTRACT BUDGET SUMMARY  
BY PROGRAM**

Contractor's Name <b>The Unity Care Group</b>	Term <b>July 1, 2021 to June 30, 2025</b>
--	--

(Check One) New    Renewal     Modification   
 If modification, Effective Date of Mod. 2    No. of Mod. 3/1/23

Program: **NMD Housing 21-25**

Budget Reference		Original	Modification	Revised	New	New	7/1/21-6/30/25
Program Term	7.1.2021 to 6.30.2022	07.01.2022 to 06.30.2023			7.1.2023 to 6.30.2024	07.01.2024 to 06.30.2025	Total
<b>Expenditures</b>							
Salaries & Benefits	\$373,888	\$594,375	(\$46,463)	\$547,913	\$728,250	\$772,875	\$2,422,925
Operating Expense	\$562,122	\$288,340	\$447,400	\$735,740	\$886,740	\$886,740	\$3,071,342
Subtotal	\$936,010	\$882,715	\$400,938	\$1,283,653	\$1,614,990	\$1,659,615	\$5,494,267
Indirect Percentage (%)	12%	12%		15%	15%	15%	
Indirect Cost (Line 16 X Line 15)	\$113,410	\$113,905	\$81,733	\$195,639	\$242,249	\$248,942	\$800,239
Capital Expenditure	\$38,000	\$0		\$0	\$0	\$0	\$38,000
<b>Total Expenditures</b>	<b>\$1,087,420</b>	<b>\$996,620</b>	<b>\$482,671</b>	<b>\$1,479,291</b>	<b>\$1,857,239</b>	<b>\$1,908,557</b>	<b>\$6,332,507</b>
<b>HSA Revenues</b>							
CDSS Housing & Community Dev. Grant, THP, Housing Navigator grants	\$606,020	\$606,020	\$482,671	\$1,088,691	\$1,857,239	\$1,908,557	\$5,460,507
Chaffee grant	\$239,400	\$390,600		\$390,600			\$630,000
One time only General Fund	\$242,000						\$242,000
<b>TOTAL HSA REVENUES</b>	<b>\$1,087,420</b>	<b>\$996,620</b>	<b>\$482,671</b>	<b>\$1,479,291</b>	<b>\$1,857,239</b>	<b>\$1,908,557</b>	<b>\$6,332,507</b>
<b>Other Revenues</b>							
In-Kind Contributions		\$32,500					\$32,500
Includes laptops, cells, space, IT							
<b>Total Revenues</b>	<b>\$1,087,420</b>	<b>\$1,029,120</b>	<b>\$482,671</b>	<b>\$1,511,791</b>	<b>\$1,857,239</b>	<b>\$1,908,557</b>	<b>\$6,365,007</b>

Prepared by: \_\_\_\_\_ Telephone No.: \_\_\_\_\_ Date \_\_\_\_\_

HSA-CO Review Signature: \_\_\_\_\_

HSA #1

11/15/2007





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

**Capital Expenditure Detail  
(Equipment and Remodeling Cost)**

EQUIPMENT		TERM	7/1/21 - 6/30/22	7/1/22 - 6/30/23	7/1/23 - 6/30/24	7/1/24 - 6/30/25	TOTAL
No.	ITEM/DESCRIPTION						
	Laptop, cell phones, etc		8,000	0	0	0	8,000
	Apple Ipad (for Youth)		30,000	0	0	0	30,000
							0
							0
							0
							0
							0
							0
TOTAL EQUIPMENT COST			38,000	0	0	0	38,000
<b>R E M O D E L I N G</b>							
Description:							0
							0
							0
							0
							0
							0
TOTAL REMODELING COST			0	0	0	0	0
TOTAL CAPITAL EXPENDITURE (Equipment and Remodeling Cost)			\$ 38,000	\$ -	\$ -	\$ -	\$ 38,000