



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

Department of Benefits  
and Family Support

Department of Disability  
and Aging Services

Office of Early Care  
and Education

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**London Breed**  
Mayor

**Trent Rhorer**  
Executive Director

**MEMORANDUM**

**TO:** HUMAN SERVICES COMMISSION

**THROUGH:** TRENT RHORER, EXECUTIVE DIRECTOR

**FROM:** JOAN MILLER, DEPUTY DIRECTOR, FAMILY & CHILDREN'S SERVICES  
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

**DATE:** MARCH 17, 2023

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

**GRANT TERM:** 7/1/23 to 6/30/25

<b>GRANT AMOUNT:</b>	<u>New</u>	<u>Contingency</u>	<u>Total</u>		
	\$5,878,875	\$587,887	\$6,466,762		
<b>ANNUAL AMOUNT:</b>	<u>FY 23-24</u>	<u>FY 24-25</u>			
	\$2,937,450	\$2,941,425			
<b><u>Funding Source</u></b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>FUNDING:</b>		\$5,878,875		\$587,887	\$6,466,762
<b>PERCENTAGE:</b>		100%			

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The Department of Benefits and Family Support (BFS) requests authorization to enter into a grant with Homeless Prenatal Program for the period of July 1, 2023 to June 30, 2025, in an amount of \$5,878,875 plus a 10% contingency for a total amount not to exceed \$6,466,762. 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.

### **Background**

Since 2012, HSA has participated in 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 will provide 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.

Please see Appendix A 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 (home visiting).

### **Selection**

Grantee was selected through Request for Proposals 1076, which was competitively bid in November 2022.

### **Funding**

Funding for this grant is provided entirely through a State grant.

### **ATTACHMENTS**

Appendix A – Services to be Provided

Appendix B – Budget

## Appendix A– Services to be Provided

### Homeless Prenatal Program Bringing Families Home Rapid & Permanent Supportive Rehousing Program July 1, 2023 – June 30, 2025

#### I. Purpose

The purpose of this grant is to provide housing navigation and housing case management with two housing solutions: Rapid Rehousing Subsidies and Housing Choice Vouchers. 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 grant will provide financial resources and support services to families with minor children in order to help them stabilize current housing or gain access to new housing in San Francisco.

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
EHV	Emergency Housing Vouchers. These are vouchers made available by HUD and administered by the San Francisco Housing Authority
FUP Vouchers	Family Unification Program Housing Choice Vouchers provided for homeless child welfare involved families. They are made available by HUD and administered by the San Francisco Housing Authority.
Grantee	Homeless Prenatal Program
Hamilton Family	A non-profit, providing housing and facilities management
Holloway House	Temporary Bridge Housing location managed by Hamilton Family for the BFH program
HSH	Department of Homelessness and Supportive Housing
HPP	Homeless Prenatal Program
ONE System	HSH’s Online Navigation and Entry System. This is San Francisco County’s HUD- compliant Homeless Management Information System used to track client information.
PSW	Protective Service Worker
RRH	Rapid Re-Housing
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 SF HAS FCS case and who are receiving Family Reunification, Family Maintenance, or Non-court Family Maintenance services.

### **IV. Description of Services**

#### **A. Rapid Rehousing Subsidy Track**

##### **Rapid Rehousing Rental Subsidies**

Grantee will assess housing resource need for allocation of short (shallow) and long term (deep) 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).

A rental subsidy is defined as a monthly housing grant. The amount will be market and income related rather than capped at a specific amount. The subsidy will be deep enough to enable households to rent a unit that meets their family occupancy needs in the bottom 20% of the rental market, while ideally contributing up to 30-40% of their income towards rent. RRH subsidies must be re-certified every three months.

#### **B. Permanent Supportive Housing Track**

##### **1. Permanent Supportive Housing Vouchers**

Permanent supportive housing choice vouchers are direct rental subsidies administered by the San Francisco Housing Authority under the HUD Family Unification Program or Emergency Housing Voucher program.

#### **C. Housing Navigation for Rapid Re-Housing Subsidies & Housing Choice Vouchers**

Grantee will provide Housing Support and Navigation services that include:

1. Assessing housing needs
2. Enrollment in housing readiness workshops to prepare families for the FUP, EHV or RRH subsidy
3. Assistance completing housing application processes; Acting as liaison with San Francisco Housing Authority
4. Housing Search, Property Owner / Manager engagement
5. 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)
6. Referrals as appropriate to HPP BFH temporary bridge housing at Holloway House, a facility managed by Hamilton Family Services.

#### **D. Intensive Housing Case Management**

Case Managers will provide intensive case management services in order to assist clients to meet the goals indicated in their action and service plans; housing retention; support transition from shallow or deep RRH subsidy into self-sufficiency.

Services will be provided at the program offices, virtually or in the home. Case Managers will conduct home visits when appropriate. Services may include but not be limited to:

1. Intake and assessment
2. A minimum of one monthly face-to-face case management meeting
3. A minimum of one quarterly home visit
4. Assistance with transportation, including accompaniment to appointments
5. Verification of progress towards achievement of short and long term goals
6. Job search assistance
7. Benefits assistance and advocacy
8. Referral to vocational and training programs
9. Mediation and negotiation with landlords
10. Crisis intervention
11. Referral to child care resources
12. Assistance with housing applications
13. Budgeting and money management assistance
14. Social and organized activities

#### **E. 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.

#### **F. 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.

**G. Sub-grantee Chapin Hall**

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

1. Managing Lottery for program Enrollment
2. Monthly transfer and processing of HENRI administrative data that include program enrollments, case management activities (including assessments and services referrals), housing events, and program transitions.
3. Development of analytic program files linking HENRI data to other public administrative data resources.
4. Monthly updates to the project and housing dashboards
5. Regular participation in monthly CQI meetings and steering committee meetings.
6. Ad Hoc analysis, as indicated by CQI review.
7. Program dissemination activities, as indicated by CQI review.

**V. Location of Services**

Grantee shall provide housing and home based supportive services at the Homeless Prenatal Program offices, 2500 18<sup>th</sup> Street in San Francisco and at the client’s residence. Services are to be provided five days a week, between the hours of 9:00am and 5:00pm, some evenings and weekends, and at other times when necessary to best serve the needs of the family.

**VI. Service Objectives**

All Objectives are annual unless otherwise noted

- A. Assess, enroll and engage up to 8 unduplicated families referred every 90 days to the BFH program
- B. Provide housing navigation and housing support services for 32 households during the 2022-23 fiscal year. 24 households will receive rapid rehousing subsidies and 8 families will receive permanent supportive housing via HUD Housing Choice Vouchers.

**VII. Outcome Objectives**

All Objectives are annual unless otherwise noted.

- A. Rapid Rehousing Subsidy clients:
  1. 85% of clients reached will remain stably housed 6 months after subsidy assistance ends.
  2. 80% of clients reached will remain stably housed 12 months after subsidy assistance ends.

- B.** Permanent Supportive Housing voucher clients:  
Lease up at least 8 families utilizing HUD Housing Choice Vouchers.
- C.** 80% of both Rapid Rehousing Subsidy and Permanent Supportive Housing voucher clients who participate in the Client Satisfaction Survey will rate services as “Excellent” or “Good”. Grantee should use the following standardized question: “How would you rate the [name of program] Program overall?” The options should be “Excellent”, “Good”, “Fair” and “Poor”.
- D.** At least 65% of all of the clients who have received a full year of services will experience a one point decrease in severity of their housing stability needs, as measured through the ANSA assessment.
- E.** 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.

### **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 as required by state and local entities
- C.** 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.org/California-child-welfare-core-practice-model>
- D.** 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 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.** Collection of vital documents, support management of lottery for housing in partnership
- E.** Ensure PSWs receive information regarding BFH program and expectations for coordinated case planning with HPP, and ongoing oversight of teaming efforts with BFH families.
- F.** Project management and analyst support for ongoing program implementation, CQI/EF, evaluation and required BFH reporting.
- G.** Maintain FUP tracker that captures FUP 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 & VII – Services and Outcome Objectives. Grantee will enter the quarterly metrics in CARBON database by the 30<sup>th</sup> of the month following the end of the quarter.
- B. Grantee will provide Ad Hoc reports as required by the Department.
- C. All programs that provide direct financial assistance to clients are required to provide the following information as part of their quarterly reports:
  - 1. A complete list of all families/individuals who received direct assistance.
  - 2. The name of the person receiving funds on behalf of the family/individual (i.e. the landlord, property manager, Housing Authority, etc.).
  - 3. The amount of funds received by each family/individual source of funding (General Funds, SOS, etc.).
- D. Grantee will enter enrollment and program participation data in the county’s ONE system. Data points shall include, but not be limited to: names of all household members, dates that household is enrolled in the program, all housing event data.

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

Johanna Gendelman Contract Manager Office of Contracts Management Human Services Agency Johanna.Gendelman@sfgov.org	Geoffrey Nagaye Program Support Analyst Family & Children’s Services Human Services Agency Geoffrey.Nagaye@sfgov.org
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**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 BY PROGRAM

Name	Term		
<b>Homeless Prenatal Program</b>	<b>7/1/23 - 6/30/25</b>		
(Check One) <input checked="" type="checkbox"/> New      Renewal <input type="checkbox"/> Modification <input type="checkbox"/>			
If modification, Effective Date of Mod.      No. of Mod.			
Program: <b>Bringing Families Home (BFH)</b>			
Budget Reference Page No.(s)			TOTAL
Program Term	<b>7/1/2023 - 6/30/2024</b>	<b>7/1/2024 - 6/30/2025</b>	<b>7/1/2023 - 6/30/2025</b>
<b>Expenditures</b>			
Salaries & Benefits	\$735,394	\$757,456	\$1,492,850
Operating Expense	\$33,971	\$34,627	\$68,598
<b>Subtotal</b>	<b>\$769,365</b>	<b>\$792,083</b>	<b>\$1,561,448</b>
Indirect Percentage (%)	15%	15%	15%
Indirect Cost (Line 16 X Line 15)	\$115,405	\$118,812	\$234,217
Subcontractor/Subsides	\$2,046,680	\$2,024,530	\$4,071,210
Capital Expenditure	\$6,000	\$6,000	\$12,000
<b>Total Expenditures</b>	<b>\$2,937,450</b>	<b>\$2,941,425</b>	<b>\$5,878,875</b>
<b>HSA Revenues</b>			
State Funding	\$2,937,450	\$2,941,425	\$5,878,875
<b>TOTAL HSA REVENUES</b>	<b>\$2,937,450</b>	<b>\$2,941,425</b>	<b>\$5,878,875</b>
<b>Other Revenues</b>			
<b>Total Revenues</b>	<b>\$0</b>		<b>\$0</b>
Full Time Equivalent (FTE)			
Beverly Ashworth	415 546 6756 ext 328		1/11/2023
HSA-CO Review Signature:	_____		2/13/2023
<b>HSA #1</b>			<b>1/0/1900</b>

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

**Salaries & Benefits Detail**

POSITION TITLE	Agency Totals		HSA Program		7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2023 - 6/30/2025
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	DHS Program	DHS Program	TOTAL
					Budgeted Salary	Budgeted Salary	
<i>Program Manager</i>	\$98,652	1.00	83%	0.83	\$81,881	\$84,338	\$166,219
<i>Asst Program Manager</i>	\$88,000	1.00	38%	0.38	\$33,440	\$34,443	\$67,883
Contract Compliance Analyst	\$95,215	1.00	28%	0.28	\$26,660	\$27,460	\$54,120
Housing Client Care Coordinator	\$79,154	1.00	100%	1.00	\$79,154	\$81,529	\$160,683
Housing Broker/Navigator	\$81,484	1.00	90%	0.90	\$73,336	\$75,536	\$148,871
Housing Specialist/Case Manager	\$70,752	1.00	100%	1.00	\$70,752	\$72,875	\$143,627
Housing Specialist/Case Manager	\$72,828	1.00	100%	1.00	\$72,828	\$75,013	\$147,841
Housing Specialist/Case Manager	\$72,828	1.00	100%	1.00	\$72,828	\$75,013	\$147,841
Mental Health Specialist	\$126,671	0.82	20%	0.16	\$20,774	\$21,397	\$42,171
Evaluation Manager	\$123,015	1.00	100%	0.08	\$9,841	\$10,136	\$19,978
Dir of Housing & Strategic Relationships	\$156,071	1.00	100%	0.30	\$46,821	\$48,226	\$95,047
				-			
				-			
				-			
				-			
				-			
<b>TOTALS</b>	<b>1,064,670</b>	<b>10.82</b>	<b>859%</b>	<b>6.93</b>	<b>\$588,316</b>	<b>\$605,965</b>	<b>\$1,194,280</b>
FRINGE BENEFIT RATE	0.25						
EMPLOYEE FRINGE BENEFITS					\$147,079	\$151,491	\$298,570
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>\$1,064,670</b>				<b>\$735,394</b>	<b>\$757,456</b>	<b>\$1,492,851</b>
<b>HSA #2</b>							

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

**Operating Expense Detail**

Expenditure Category	TERM	TOTAL	
		7/1/2023 - 6/30/2024	7/1/2023 - 6/30/2025
Rental of Property			
Utilities(Elec, Water, Gas, Phone, Garbage)			
Office Supplies, Postage			
Building Maintenance Supplies and Repair			
Printing and Reproduction			
Insurance			
Staff Training		\$6,231	\$6,887
Staff Travel-(Local & Out of Town)			
Rental of Equipment			
CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE			
Housing Intern Jesuit Volunteer Services		\$27,740	\$27,740
Chapin Hall		\$79,680	\$84,030
OTHER			
Client Housing Subsidy & Rental Deposits		\$1,550,000	\$1,550,000
BFH Move-In & Emergency Cost		\$417,000	\$390,500
<b>TOTAL OPERATING EXPENSE</b>		<b>\$2,080,651</b>	<b>\$2,059,157</b>

HSA #3

1/12/2023

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

**Capital Expenditure Detail**

EQUIPMENT		TERM	TOTAL	
		7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2023 - 6/30/2025
No.	ITEM/DESCRIPTION			
3	Laptops	\$6,000	\$6,000	\$12,000
<b>TOTAL EQUIPMENT COST</b>		<b>\$6,000</b>	<b>\$6,000</b>	<b>\$12,000</b>
<b>REMODELING</b>				
Description:				0
				0
				0
				0
				0
				0
<b>TOTAL REMODELING COST</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL CAPITAL EXPENDITURE</b> (Equipment and Remodeling Cost)		<b>\$6,000</b>	<b>\$6,000</b>	<b>\$12,000</b>
<b>HSA #4</b>				<b>1/12/2023</b>