



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

**MEMORANDUM**

**TO:** HUMAN SERVICES COMMISSION

**THROUGH:** TRENT RHORER, EXECUTIVE DIRECTOR

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

**DATE:** FEBRUARY 7, 2025

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

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	<u>Current</u>	<u>Mod</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
<b>GRANT TERM:</b>	7/01/23- 6/30/25	2/01/25- 6/30/27	7/01/23- 6/30/27		
<b>GRANT AMOUNT:</b>	\$5,956,533	\$2,107,784	\$8,064,317	\$806,432	\$8,870,749

**MOD ANNUAL AMOUNT:** See table below

<b>FUNDING SOURCE</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
	\$1,129,004	\$6,935,313		\$806,432	\$8,870,749

**FUNDING PERCENTAGE:** 14% 86% 100%

The Department of Benefits and Family Support (BFS) requests authorization to modify the existing grant with **Homeless Prenatal Program** for the period of February 1, 2025 to June 30, 2027, in the additional amount of \$2,107,784 plus a 10% contingency for a revised total amount not to exceed \$8,870,749. The purpose of this modification is to continue providing 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 and to align with the amount of funding approved by the State of California for use by the end of June 2027 to implement the Bringing Families Home Program.

<b>Homeless Prenatal Program: Bringing Families Home (BFH)</b>			
<b>Fiscal Year</b>	<b>Original Amount</b>	<b>Modification Amount</b>	<b>Revised Annual Amount</b>
7/1/2023 – 6/30/2024	\$2,937,450	(\$1,092,216)	\$1,845,234
7/1/2024 – 6/30/2025	\$3,019,083	\$0	\$3,019,083
7/1/2025 – 6/30/2026	\$0	\$2,200,000	\$2,200,000
7/1/2026 – 6/30/2027	\$0	\$1,000,000	\$1,000,000
<b>Grant Total</b>	<b>\$5,956,533</b>	<b>\$2,107,784</b>	<b>\$8,064,317</b>
		<b>10% Contingency:</b>	<b>\$806,432</b>
		<b>NTE Amount:</b>	<b>\$8,870,749</b>

## 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/houseless family must first be able to access a decent, safe place to live before stabilizing, improving health, reducing harmful behaviors, or increasing income.

The Bringing Families Home Program, launched in 2016, utilizes the Housing First approach. Its goals are to reduce the number of Child Welfare families facing homelessness or the risk of homelessness, promote family reunification, and prevent foster care placements.

In 2018, San Francisco Family and Children Services made a successful transition to the Bringing Families Home Program. During this transition, they effectively implemented the program's strategies and utilized the state funds allocated for its execution. This allowed them to provide critical support to families facing homelessness, aligning with the program's goals of promoting family reunification and preventing foster care placements. Through careful planning and execution, the agency maximized the impact of the available funding, ensuring the program's success in improving outcomes for vulnerable families.

## Services to be Provided

Under this modification, the contractor will continue providing 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 continue to 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 continue improving the well-being of high-risk families.

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-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 (home visiting).

## Selection

Grantee was selected through Request for Proposals (RFP 1076) which was competitively bid in December 2022.

## Funding

Funding for this grant is provided through State and County General Funds.

## Attachments

Appendix A-1, Scope of Services

Appendix B-1, Budget

## Appendix A-1– Services to be Provided

### Homeless Prenatal Program Bringing Families Home Rapid & Permanent Supportive Rehousing Program July 1, 2023 – June 30, 2027

**\*Effective February 1<sup>st</sup>, 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
BVHPF	Bay View Hunters Point Foundation - a non-profit, providing housing and facilities management
Holloway House	Temporary Bridge Housing location managed by BVHPF 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 when available**

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 (when available), EHV (when available) or RRH subsidy (most clients get housed through the 24 months RRH subsidy).
3. Assistance completing housing application processes; Acting as liaison with San Francisco Housing Authority – only when vouchers are available
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 Bayview Hunters Point Foundation Provider (BHPF).

#### **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 childcare 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 BVHPF 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. Provide housing navigation for 20 households during the 2024-25 fiscal year with Rapid Rehousing Program (RRH).
- B. Provide housing support for 20 families after they secure RRH.
- C. Grantee will provide 100% of accepted participants with housing navigation and housing support services.

**VII. Outcome Objectives**

All Objectives are annual unless otherwise noted.

- A. Rapid Rehousing Subsidy clients:
  1. 70% of clients reached will remain stably housed 3 months after subsidy assistance ends.

2. 60% of clients reached will remain stably housed 6 months after subsidy assistance ends.
  3. 80% of all participating families will utilize Case Management Services.
- B.** 80% of 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”.
- C.** 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.
- D.** At least 65% of the clients who scored a 2 or 3 in family functioning on the ANSA assessment and who have received a full year of services will experience a one-point improvement in their family functioning.
- E.** Provide one vignette highlighting successes and challenges - each quarter.

### **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:  
<https://www.cdss.ca.gov/inforesources/the-integrated-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:

Krystal Rogers  
Contracts Manager  
Office of Contracts  
Management  
Human Services Agency  
Krystal.Rogers@sfgov.org

Vladlena Gulchin  
Program Support Analyst  
Family & Children’s Services  
Human Services Agency  
Vladlena.Gulchin@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. 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.

## **XII. Data Privacy Stipulations**

### **A. Criminal Justice, Immigration Status and Federal Tax Information**

The Human Services Agency does not share Criminal Justice Information; Immigration Status information as governed by The San Francisco City and County of Refuge Ordinance (San Francisco Administrative Code, Chapters 12H and 12I) also known as the Sanctuary Ordinance; and Federal Tax Information under this grant.

### **B. Data Security and Storage**

SFHSA has protocols in place to protect confidential information, as defined by:

1. Any information that is personally identifiable information, or any information about an individual, including information that can be used to distinguish or trace an individual's identity, such as name, social security number, date and place of birth, mother's maiden name, or biometric records; and any other information that is linked or linkable to an individual, such as medical, educational, financial, and employment information; or
2. Information Data Provider(s) disclose, in writing, orally, or visually, to Data User(s), or to which Data User(s) obtain access to in connection with the negotiation and performance of the grant, and which relates to any individuals or entities that have made confidential or proprietary information available to Grantee marked or otherwise identified as proprietary and/or confidential, or that, given the nature of the information, ought reasonably to be treated as proprietary and/or confidential.

Grantee and SFHSA shall maintain all data furnished pursuant to this grant in a space secure from unauthorized access. Data shall be stored and processed in a way that unauthorized persons cannot retrieve nor alter the information by means of a computer, remote terminal, or other means. Both Grantee and SFHSA will be diligent in ensuring that the systems and technologies they use comply with government regulations and statutes, as they may be amended from time to time.

### **C. Use of Data**

The Human Services Agency will use Grantee data to analyze program impact and ensure the funds are reaching the intended target population. In addition, the data may be used to understand client use of food resources across different programs.

**HUMAN SERVICES AGENCY BUDGET SUMMARY**

Name	Term
<b>Homeless Prenatal Program</b>	<b>7/1/2023 - 6/30/2027</b>

(Check One) New      Renewal       Modification    
 If modification, Effective Date of Mod. 2.3.25      No. of Mod. 1

Program: **Bringing Families Home (BFH) 23-27**

Budget Reference Page No.(s)	7/1/23-6/30/24	7/1/2024 - 6/30/2025			7/1/2025 - 6/30/2026	7/1/2026 - 6/30/2027	TOTAL
Program Term	Year 1	Year 2			Year 3	Year 4	7/1/2023 - 6/30/2027
Expenditures	Actual	Original	Modified	Revised	NEW/MODIFICATION	NEW/MODIFICATION	
Salaries & Benefits	\$694,625	\$723,622	\$24,890	\$748,512	\$599,248	\$301,334	\$2,343,720
Operating Expense	\$905,811	\$1,866,309	\$3,076	\$1,869,384	\$1,313,795	\$568,228	\$4,657,218
<b>Subtotal</b>	<b>\$1,600,436</b>	<b>\$2,589,931</b>	<b>\$27,966</b>	<b>\$2,617,897</b>	<b>\$1,913,043</b>	<b>\$869,563</b>	<b>\$7,000,938</b>
Indirect Percentage (%)	15%	15%	15%	15%	15%	15%	
Indirect Cost (Line 16 X Line 15)	\$238,198	\$388,492	\$4,196	\$392,687	\$286,957	\$130,437	\$1,048,279
Capital Expenditure	\$6,600	\$8,500		\$8,500			\$15,100
<b>Total Expenditures</b>	<b>\$1,845,234</b>	<b>\$2,986,922</b>	<b>\$32,161</b>	<b>\$3,019,083</b>	<b>\$2,200,000</b>	<b>\$1,000,000</b>	<b>\$8,064,317</b>
<b>HSA Revenues</b>							
State Funding	\$1,799,737	\$2,941,425		\$2,941,425	\$1,334,970	\$859,181	\$6,935,313
Local Funding					\$865,030	\$140,819	\$1,005,849
FY23-24 CODB Amount	\$45,497	\$45,497		\$45,497			\$90,994
FY24-25 CODB Amount			\$32,161	\$32,161			\$32,161
<b>TOTAL HSA REVENUES</b>	<b>\$1,845,234</b>	<b>\$2,986,922</b>	<b>\$32,161</b>	<b>\$3,019,083</b>	<b>\$2,200,000</b>	<b>\$1,000,000</b>	<b>\$8,064,317</b>
<b>Other Revenues</b>							
Total Revenues							
Full Time Equivalent (FTE)							

Biniam Haile 415 546 6756 ext 401 1/13/2025

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

HSA #1



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

**Operating Expense Detail**

<u>Expenditure Category</u>	Year 1	Year 2			Year 3	Year 4	TOTAL 7/1/2023 - 6/30/2027
	7/1/2023 - 6/30/2024 Actual	7/1/2024 - 6/30/2025 Original	Modification	Revised	7/1/2025 - 6/30/2026 NEW/MODIFICATION	7/1/2026 - 6/30/2027 NEW/MODIFICATION	
Rental of Property							
Utilities(Elec, Water, Gas, Phone, Garbage)	\$13,317	\$10,085	\$2,575	\$12,660	\$10,761	\$6,963	\$43,702
Office Supplies, Postage							
Building Maintenance Supplies and Repair	\$5,651	\$5,673	\$500	\$6,173	\$5,247	\$3,395	\$20,467
Printing and Reproduction	\$732	\$1,047		\$1,047	\$890		\$2,669
Insurance	\$3,554	\$3,279		\$3,279	\$3,137	\$2,153	\$12,123
Staff Training	\$3,291	\$3,640		\$3,640	\$3,369		\$10,300
Staff Travel-(Local & Out of Town)		\$4,500		\$4,500	\$3,000	\$1,200	\$8,700
Rental of Equipment							
Data License & IT		\$14,565		\$14,565	\$10,306	\$4,798	\$29,669
CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE							
Housing Intern Jesuit Volunteer Services	\$29,990	\$37,508		\$37,508	\$31,882		\$99,380
Chapin Hall	\$83,739	\$85,512		\$85,512	\$72,685		\$241,936
OTHER							
Client Housing Subsidy & Rental Deposits	\$606,858	\$1,310,000		\$1,310,000	\$922,516	\$504,719	\$3,344,093
BFH Move-In & Emergency Cost	\$158,679	\$390,500		\$390,500	\$250,000	\$45,000	\$844,179
<b>TOTAL OPERATING EXPENSE</b>	<b>\$905,811</b>	<b>\$1,866,309</b>	<b>\$3,076</b>	<b>\$1,869,384</b>	<b>\$1,313,795</b>	<b>\$568,228</b>	<b>\$4,657,218</b>

