



**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:** FRIDAY, JUNE 18, 2021

**SUBJECT:** NEW GRANT: **UNITY CARE GROUP** (NON  
PROFIT) FOR PROVISION OF A NEW PROGRAM  
FOR HOUSING NAVIGATION, CASE  
MANAGEMENT AND HOUSING STABILIZATION  
SERVICES FOR TRANSITIONAL AGED YOUTH

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**GRANT TERM:** 7/1/2021 to 6/30/2023

**GRANT AMOUNT:**

<u>New</u>	<u>Contingency</u>	<u>Total</u>
\$1,065,421	\$106,542	\$1,171,963

**ANNUAL AMOUNT:**

<u>FY21-22</u>	<u>FY22-23</u>
\$606,200	\$459,221

**Funding Source**

<u>County</u>	<u>State</u>	<u>Fed</u>	<u>Contingency</u>	<u>Total</u>
	\$1,065,421		\$106,542	\$1,171,963

**FUNDING:**

**PERCENTAGE:** 100%

The Department of Benefits and Family Support (BFS) requests authorization to enter into a new grant with Unity Care Group for the period of July 1, 2021 to June 30, 2023, in an amount of \$1,065,421 plus a 10% contingency for a total amount not to exceed \$1,171,963. The goal of this service is to prevent and reduce homelessness of emancipating and former foster youth.

### **Background**

Building on lessons learned from the Families Moving Forward Program and the City's commitment to the Housing First model, HSA applied for state grant funds as part of a statewide housing initiative intended to reduce homelessness in emancipating foster children and youth. Homelessness continues to be a crisis in San Francisco, particularly for this population of transitional aged youth, aged 18 to 24, who are emancipating from foster care and at risk for becoming homeless.

This new program was designed to prevent and reduce homelessness of emancipating and former foster youth. Housing support will include 36 months of independent living skills support to promote self-sufficiency and housing retention.

FCS (Family and Child Welfare Services) have worked with Unity Care Group for years as a group home provider.

### **Services to be Provided**

It is expected the grantee will serve up to 35 youth in the first year and up to 70 over the course of the grant. Services to youth will include housing navigation and case management, stabilization and retention services, which will include life skills, money management and job and education counseling. Housing services are key, with providing youth with both short and long-term housing subsidies. Additionally, youth will be linked to the Youth Homeless Response System, to offer seamless support.

Please see attached Appendix A for a full description.

### **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, issued in April, 2021.

### **Funding**

Funding for this service is funding entirely by a State grant.

**ATTACHMENTS**

Appendix A – Services to be Provided

Appendix B – Budget

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

**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.
- 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)

**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. 100% of vouchers (25) will be utilized by 5/1/2022.

**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:*

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

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			Contract Term	
The Unity Care Group			07.01.2021 to 06.30.2023	
(Check One)    New        Renewal ____    Modification ____				
If modification, Effective Date of Mod.        No. of Mod.				
Program:				
Budget Reference Page No.(s)				7/1/21-6/30/23
Program Term	07.01.21 to 06.30.22	07.01.22 to 06.30.23		Total
<b>Expenditures</b>				
Salaries & Benefits	\$378,750	\$358,313		\$737,063
Operating Expense	\$162,500	\$55,400		\$217,900
<b>Subtotal</b>	<b>\$541,250</b>	<b>\$413,713</b>		<b>\$954,963</b>
Indirect Percentage (%)	12%	11%		11%
Indirect Cost (Line 16 X Line 15)	\$64,950	\$45,508		\$110,458
Capital Expenditure	\$0	\$0		
<b>Total Expenditures</b>	<b>\$606,200</b>	<b>\$459,221</b>		<b>\$1,065,421</b>
<b>HSA Revenues</b>				
CDSS Housing & Community Dev. Grant	\$606,020	\$459,221		\$1,065,241
<b>TOTAL HSA REVENUES</b>	<b>\$606,020</b>	<b>\$459,221</b>		<b>\$1,065,241</b>
<b>Other Revenues</b>				
In-Kind Contributions	\$38,100	\$32,500		\$70,600
Includes laptops, cells, space, IT				

Total Revenues	\$644,120	\$491,721		\$1,135,841
Prepared by:	Telephone No.:		Date	
HSA-CO Review Signature:	_____			
<b>HSA #1</b>				<b>11/15/2007</b>























































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

**Operating Expense Detail**

<u>Expenditure Category</u>	TERM	<u>07.01.21 to 06.30.22</u>	<u>07.01.22 to 06.30.23</u>	TOTAL
				\$ -
Rental of Property				\$ -
Utilities(Elec, Water, Gas, Phone, Scavenger)		\$2,400	\$2,400	\$ 4,800.00
Office Supplies, Postage		\$1,200	\$1,200	\$ 2,400.00
Building Maintenance Supplies and Repair				\$ -
Printing and Reproduction		\$3,000	\$3,000	\$ 6,000.00
Insurance		\$1,200	\$1,200	\$ 2,400.00
Staff Training		\$6,000	\$6,000	\$ 12,000.00
Staff Travel-(Local & Out of Town)		\$7,600	\$7,600	\$ 15,200.00
Rental of Equipment				
CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE				
Housing Specialist (contract Yr 1)		\$50,000		\$ 50,000.00
Employment/Education Specialist (AmeriCorps)		\$28,000	\$14,000	\$ 42,000.00
OTHER				

Housing Move-In Costs / Landlord  
Incentives/Readiness expenses, subsidies,  
both deep&shallow

\$63,100

\$20,000

\$ 83,100.00

TOTAL OPERATING EXPENSE

\$162,500

\$55,400

\$217,900

**HSA #3**

**11/15/2007**

























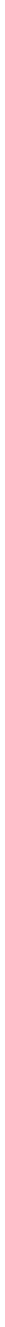
























Program Name:  
(Same as Line 9 on HSA #1)

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

EQUIPMENT		TERM	01.21 to 06.30.	01.22 to 06.30.	1/0/00	TOTAL		
No.	ITEM/DESCRIPTION							
						0		
						0		
						0		
						0		
						0		
						0		
						0		
						0		
						0		
TOTAL EQUIPMENT COST			0	0	0	0		
<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		

TOTAL CAPITAL EXPENDITURE  
(Equipment and Remodeling Cost)

0

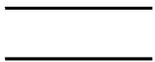
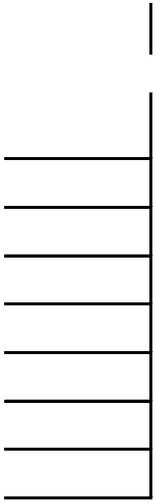
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**HSA #4**

**11/15/2007**







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**Agency Name:** Unity Care Group**Project Name:** Housing Navigation & Supportive Services for Emancipating Non-Minor Dependents**Total Project Budget:** \$1,065,241**Number of Participants:** Approximately 80 concurrent participants

Please provide an explanation for each line item in your proposed budget for the program. Narrative should be thorough and consistent with budget detail.

<b>Personnel Costs</b>	<b>Narrative</b>
Salaries	Based on salary ranges for UCG's current successful residential and community based programs.
Payroll Taxes	9% of Salaries based current payroll experience for similar programs
Employee Benefits	16% of Salaries based upon UCG's employee benefit plans and current experience for similar programs
<b>Program Operating Expenses</b>	
Rent	we will use part of our current office for the program.
Utilities	\$200 per month based on our current program experience in San Francisco
office supplies	\$300 per month based on our current program experience in San Francisco
Printing and Reproduction	\$250 per month based on our current program experience in San Francisco
Insurance	\$100 per month based on our current program experience for liability insurance at San Francisco
Staff Training	\$500 per month based on our current program experience in San Francisco
Staff Travel-(Local & Out of Town)	\$633.33 per month based on our current program experience in San Francisco
Housing Specialist (contract Yr 1)	In year one, we will have an additional Housing Specialist on contract helping to secure partnerships and landlord participation to help with placing youth in homes.
Employment/Education Specialist (AmeriCorps)	Year one we will have two AmeriCorps members supporting as Employment and Education Specialist. In the start up phase we believe we will need two to help with workshop development and implementation. This will reduce to one AmeriCorps staff member in year 2.

<p>Housing Incentives</p>	<p>Housing incentives include any and all funds that will reduce the likelihood of homelessness for a youth. This can include funds to make repairs for landlords in case of damages, funds for security deposits and rent, or to support any cost that would otherwise contribute to a likelihood of homelessness if not provided.</p>
<p><b>Indirect Costs</b></p>	<p>Indirect Costs are costs incurred for a common or joint purpose benefiting more than one cost objective and are not readily identified with a particular grant, contract, project function or activity. UCG's Indirect Costs include Administration, Finance, HR, Compliance, IT, and Agency related overhead, such as audit fees. Indirect costs are at 12% of revenue in year one and at 11% in year two. The difference in rate is to accomodate the lesser budget amount in year 2.</p>
<p>Cost Control</p>	<p>UCG has a very robust internal control process. Every exepense approval requires proper approval, with multiple signatures commensurate with the level of expense.</p>