



**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
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

DATE: JUNE 17, 2022

SUBJECT: GRANT MODIFICATION: **HAMILTON FAMILIES** (NON-PROFIT) TO PROVIDE PROPERTY MANAGEMENT AND RESIDENTIAL SERVICES

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	<u>Current</u>	<u>Modification</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
GRANT TERM:	07/01/18- 06/30/22	07/01/22- 6/30/24	07/01/18- 06/30/24		
GRANT AMOUNT:	\$1,586,758	\$883,006	\$2,469,763	\$246,976	\$2,716,740
ANNUAL AMOUNT:	<u>FY 21/22</u>	<u>FY 22/23</u>	<u>FY 23/24</u>		
	\$441,503	\$441,503	\$441,503		
Funding Source	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
FUNDING:	\$2,469,763			\$246,976	\$2,716,740
PERCENTAGE:	100%				100%

The Department of Benefits and Family Support (BFS) requests authorization to modify the existing grant with Hamilton Families for the period of July 1, 2022 to June 30, 2024, in the additional amount of \$883,006 plus a 10% contingency for a revised total amount not to exceed \$2,716,740. The purpose of the grant is to provide property management and residential services at 538 Holloway.

Background

Since 2014, Hamilton Family Center has provided residential management at 538 Holloway Avenue, a duplex located in the Oceanside Merced Ingleside

neighborhood that serves as temporary housing for families in the child welfare system.

Bringing Families Home (BFH) program participants who are in need of immediate housing have the option of residing at 538 Holloway. The Bringing Families Home program operated by Homeless Prenatal Program, will be before the Commission next month.

This accommodation serves as bridge housing in which families can transition from homelessness and unstable housing 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 workers, community based services, and to experience trial visits with their children.

On-site programming and case management with the assigned Homeless Prenatal Program Housing Specialist creates a stable environment for parents and their children on their journey toward acquiring permanent housing.

Services to be Provided

The Hamilton Family Center will continue to provide the following services:

1. *Holloway Avenue.* Hamilton monitors the safety and well-being of resident families, ensures that they are following agreed-upon house rules, monitors that no inappropriate visitors are allowed in the building, facilitates civil relationships between residents, intervenes in crises, and notifies the child welfare worker and the Homeless Prenatal Program of continuing family needs and concerns. Holloway House can serve up to 10 unduplicated families (including children) annually with no more than 5 families at any one time.
2. *Facility Health and Safety:* The residential staff will continue to communicate expectations to families, be responsive to reasonable concerns, and will model problem-solving approaches to the daily concerns and conflicts that arise when living with housemates. When families are unable to follow house rules, unable to use the housing opportunity productively, or when families undermine the safety and well-being of other residents, Hamilton communicates with the Homeless Prenatal Program and the HSA child welfare staff to determine appropriate actions.
3. *Communication:* As appropriate, the Hamilton Family Center staff participates in weekly case conference meetings with HSA and the Homeless

Prenatal Program, coordinating communication with the family and sharing any concerns or developments.

4. *Building Maintenance/Repairs and Janitorial Maintenance:* Hamilton is responsible for notifying HSA support services to request basic building maintenance services including minor repairs, for the cleanliness of the common areas, and will provide some basic household supplies i.e. kitchen and cleaning supplies and supplies in-common.

During FY 21-22, the number of total unduplicated families that could be housed at Holloway was restricted due to COVID-19 pandemic and health and safety protocols implemented for shelters and transitional housing sites. To ensure social distancing and each family's ability to shelter in place, capacity at Holloway was lowered from 5-6 families to 4 families' maximum.

Hamilton met the grant service objectives for FY21-22.

Location and Time of Services

Services will be provided at 538 Holloway Avenue, and Hamilton Family Center will have staff on site 24 hours per day.

Selection

Grantee was selected through Request for Proposals #625.

Funding

Funding for this grant modification is provided by County General Fund.

Attachments

Appendix A-3 - Services to be Provided

Appendix B-3 - Calculation of Charges

**Appendix A-1: Scope of Services to be Provided
Hamilton Family Center Rapid Support Housing
Term: 7/1/2018 to 6/30/2024
Updated July 1, 2022**

I. Purpose of Grant

The purpose of this grant is to provide residential management services to occupants of a temporary family housing building, to be located at 538 Holloway Avenue in San Francisco.

II. Definitions

Grantee	Hamilton Family Center
Homeless Families	The term “homeless” includes individuals or families who lack a fixed, regular, and adequate nighttime residence
HSA	San Francisco Human Services Agency
Homeless Prenatal Program	The non-profit agency contracted separately to provide intensive wrap-around case management services, housing search assistance, and after-care for the families staying temporarily in the 538 Holloway Avenue building.
Operations	Operations is defined as the infrastructure of the program including the daily provision of administration, maintenance, utilities, furnishings, operational program supplies, food, clothing, security, and program equipment.

III. Target Population

The target population for this service is families with open cases in the child welfare system who have been identified as homeless, have children with them, and have been referred by the Homeless Prenatal Program in consultation with HSA.

IV. Description of Services

Grantee shall provide the following services during the term of this grant:

A. Residential Counselors:

The temporary family housing building will be staffed by trained residential counselors. Counselors will:

- Monitor the safety and well-being of resident families
- Ensure that resident families follow agreed upon house rules
- Ensure that no inappropriate visitors are allowed in the building
- Facilitate civil relationships between residents
- Intervene in crises
- Notify the Homeless Prenatal Program and Human Services Agency of continuing family needs and concerns

Any changes or proposed reductions of the staffing of the facility must be approved in writing by the HSA program manager.

B. Facility Health and Safety:

The Grantee will develop and maintain detailed and reasonable house policies and protocols - to be approved by HSA and annually reviewed at site visit - for the operations of the residence and the standards of behavior for the families. The residential counselors will communicate expectations to families, be responsive to reasonable concerns, and will model problem-solving approaches to the daily concerns and conflicts that arise when living with housemates. When families are unable to follow house rules, unable to use the housing opportunity productively, or when families undermine the safety and well-being of other residents, the Grantee will communicate with the Homeless Prenatal Program and the HSA child welfare staff to determine appropriate actions. If a family does need to be evicted, the Homeless Prenatal Program will inform the family and make necessary arrangements for them to move. If a family becomes combative or otherwise endangers other residents, the vendor will be prepared to intervene in the on-site crisis, to mediate conflicts between residents, and to ensure a safe environment for children.

C. Communication

As appropriate, the Grantee will participate in weekly case conference meetings with HSA and the Homeless Prenatal Program, coordinating communication with the family and sharing any concerns or developments. When an incident has occurred that compromises the safety and well-being of the families staying at 538 Holloway, the Grantee will notify the HSA Protective Service Worker and the Homeless Prenatal Program within a 12-hour period.

D. Building Maintenance/Repairs

The Grantee will be responsible for Hamilton is responsible for notifying HSA support services to request basic building maintenance services including minor repairs, for the cleanliness of the common areas, and will provide some basic household supplies i.e. kitchen and cleaning supplies and supplies in-common.

E. Janitorial Maintenance

The Grantee will be responsible for the cleanliness of the common areas and exterior of the building. The Grantee's Residential Counselors will provide light cleaning in these areas (dusting, vacuuming, etc.) The residents of the facility will be responsible for cleaning the kitchens and bathrooms as well as their units. The Grantee will provide some basic kitchen

supplies, cleaning supplies and supplies in-common such as trash bags and toilet paper.

F. Participant Survey

The Grantee will develop and administer an exit survey, approved by HSA to measure the quality of residential services. All families exiting the facility will have the opportunity to complete the exit survey, although completing the survey is voluntary. The Grantee will maintain copies of these surveys and make them available to HSA upon request.

V. Location and Time of Services

Services will be provided at 538 Holloway Ave in San Francisco. The Grantee will have staff on site **24 hours per day, 7 days per week, and 365 days per year.**

VI. Service Objectives

- A. The Grantee will maintain **24-hour** staffing coverage provided by qualified, trained staff at all times.
- B. The Grantee will ensure that site is clean and maintained, and that minor repairs are completed within five (5) working days.

VII. Outcome Objectives

- A. A minimum of **75%** of the families who exit the facility and complete an exit survey will rate the Grantee as good or excellent on orienting them to the program operations and house rules. HSA must approve the survey instrument prior to its use.
- B. Provide an orderly, safe environment.
- C. Maintaining a clean space that is in good repair.

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 arranged 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 maintain the confidentiality of all client records. Identifying information about clients may only be disclosed, even within the Grantee's organization, for the express purpose of providing services. The Grantee shall maintain all client records in a secure, locked location. Electronic records must be encrypted and password protected at all times.

- F. Grantee shall make prompt reports to SFHSA, within 8 hours, regarding any deaths, serious violence or emergencies involving police, fire or ambulance calls or removal or children by Child Protective Services using the Critical Incident Report form.

IX. 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 30th of the month following the end of the quarter for the objectives above.
- B. Grantee will provide Ad Hoc reports as required by the Department.
- C. For assistance with reporting requirements or submission of reports, the Grantee will contact:

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

X. 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.

	A	B	C	D	F	G	H	I
1	Appendix B-3							
2								
3	HUMAN SERVICES AGENCY BUDGET SUMMARY							
4								
5	Name							
6	Hamilton Families							
7	(Check One) New <input type="checkbox"/> Renewal <input type="checkbox"/> Modification <input checked="" type="checkbox"/>							
8	If modification, Effective Date of Mod. 7/1/2022 No. of Mod.3							
9	Program: Holloway Street Project							
10	Budget Reference Page No.(s)							
11	Program Term	7/1/18-6/30/19	7/1/19-6/30/20	7/1/20-6/30/21	7/1/21-6/30/22	7/1/22-6/30/23	7/1/23-6/30/24	7/1/18-6/30/24
12	Expenditures							
13	Salaries & Benefits	\$276,768	\$285,401	\$342,250	\$354,163	\$357,970	\$357,970	\$1,974,521
14	Operating Expense	\$27,774	\$36,090	\$27,001	\$30,846	\$25,718	\$25,718	\$173,147
15	Subtotal	\$304,542	\$321,491	\$369,251	\$385,008	\$383,688	\$383,688	\$2,147,668
16	Indirect Percentage (%)	15%	15%	15%	15%	15%	15%	
17	Indirect Cost (Line 16 X Line 15)	\$45,889	\$48,443	\$55,639	\$58,014	\$57,815	\$57,815	\$323,615
18	Capital Expenditure	\$0						
19	Total Expenditures	\$350,430	\$369,934	\$424,890	\$441,503	\$441,503	\$441,503	\$2,469,764
20	HSA Revenues							
21	General Fund match to State grant	\$350,430	\$369,934	\$350,431	\$419,428	\$441,503	\$441,503	\$2,373,229
22	MCO			\$11,058				\$11,058
23	CODB			\$22,828				\$22,828
24	State Grant: Bringing Families Home			\$40,573	\$22,075			\$62,648
25								
26								
27								
28								
29	TOTAL HSA REVENUES	\$350,430	\$369,934	\$424,890	\$441,503	\$441,503	\$441,503	\$2,469,764
30	Other Revenues							
31								
32								
33								
34								
35								
36	Total Revenues	\$350,430	\$369,934		\$441,503			\$2,469,764
37	Full Time Equivalent (FTE)	6.04	5.74	5.74	5.74			
39	Prepared by: Rosa Martinez							5/12/2021
40	HSA-CO Review Signature:							
41	HSA #1							11/15/2007

	A	B	C	D	E	F	G	H	J	K	L	M
1	Page 2, B-3											
2	Program Name: Holloway Street Project											
3												
4	Salaries & Benefits Detail											
5												
6		Agency Totals		For HSA Program								TOTAL
7	POSITION TITLE	Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	7/1/18-6/30/19	7/1/19-6/30/20	7/1/20-6/30/21	7/1/21-6/30/22	7/1/22-6/30/23	7/1/23-6/30/24	7/1/18-6/30/24
8	Transitional Housing Director	\$129,000	100%	20%	20%	\$15,000	\$18,000	\$18,000	\$20,487	\$12,900	\$12,900	\$97,287
9	Transitional Housing Manager	\$79,290	100%	100%	100%	\$50,393	\$53,393	\$60,060	\$62,862	\$79,290	\$79,290	\$385,288
10	Chief Program Officer (Director of Programs)	\$160,000	100%	4%	4%	\$6,500	\$6,500	\$6,500	\$0			\$19,500
11	Maintenance Manager	\$50,000	100%		0%	\$0	\$0		\$0			\$0
12	Maintenance Assistant	\$41,600	100%		0%	\$0	\$0		\$0			\$0
13	Residential Counselor	\$46,602	100%	420%	420%	\$133,120	\$138,320	\$174,720	\$184,956	\$167,767	\$167,767	\$966,650
14	On call residential Counselor	\$37,440	60%	60%	30%					\$11,232	\$11,232	\$22,464
15												
16												
17												
18												
19												
20												
21												
22												
23												
24												
25												
26	TOTALS		6.60	6.04	5.74	\$205,013	\$216,213	\$259,280	\$268,305	\$271,189	\$271,189	\$1,491,189
27												
28	FRINGE BENEFIT RATE	35%					32%	32%	32%			
29	EMPLOYEE FRINGE BENEFITS					\$71,755	\$69,188	\$82,970	\$85,858	\$86,781	\$86,781	\$483,332
30												
31												
32	TOTAL SALARIES & BENEFITS	\$0				\$276,768	\$285,401	\$342,250	\$354,163	\$357,970	\$357,970	\$1,974,521
33	HSA #2											11/15/2007

	A	B	C	D	E	F	G	H	I	J	K	N	O	P	Q	R	S	T
1																		Appendix B-3
2	Program Name: Holloway Street Project																	Page 3
3																		
4	Operating Expense Detail																	
5																		
6	<u>Expenditure Category</u>	TERM	<u>7/1/18-6/30/19</u>	<u>7/1/19-6/30/20</u>	<u>7/1/20-6/30/21</u>	<u>7/1/21-6/30/22</u>	<u>7/1/22-6/30/23</u>	<u>7/1/23-6/30/24</u>	<u>7/1/18 to 6/30/22</u>									
7	Rental of Property																	
8	Utilities(Elec., Water, Gas, Phone, internet, Scavenger)		\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	\$28,800									
9	Office Supplies, Postage		\$1,500	\$1,500	\$1,200	\$1,200	\$1,500	\$1,500	\$8,400									
10	Building Maintenance Supplies and Repair		\$1,000	\$1,000	\$500	\$500	\$250	\$250	\$3,500									
11	Insurance		\$3,500	\$3,500	\$4,000	\$5,500	\$4,000	\$4,000	\$24,500									
12	Hiring Expenses		\$779	\$1,495	\$1,000	\$1,000	\$468	\$468	\$5,210									
13	Payroll Service and 403(b) Fees		\$2,245	\$2,245	\$2,245	\$3,500	\$2,500	\$2,500	\$15,235									
14	Transportation Expenses		\$450	\$450	\$450	\$450	\$0	\$0	\$1,800									
15	Staff Training		\$1,500	\$1,500	\$806	\$1,000	\$2,000	\$2,000	\$8,806									
16	Janitorial Service & Supplies		\$2,000	\$2,000	\$2,000	\$2,000	\$500	\$500	\$9,000									
17	Kitchen Supplies		\$500	\$500	\$500	\$500	\$500	\$500	\$3,000									
18	Telephone/Internet Expenses		\$0	\$0	\$0	\$0	\$0	\$0	\$0									
19	Equipment Rental and Maintenance		\$1,500	\$1,500	\$1,500	\$0	\$200	\$200	\$4,900									
20	Computer Services & Equipment		\$8,000	\$8,000	\$7,000	\$9,000	\$9,000	\$9,000	\$50,000									
21	Temporary Agency		\$0	\$7,600	\$1,000	\$1,396	\$0	\$0	\$9,996									
22									\$0									
23	TOTAL OPERATING EXPENSE		\$27,774	\$36,090	\$27,001	\$30,846	\$25,718	\$25,718	\$173,147									
24	HSA #3																	11/15/2007