



Edwin M. Lee, Mayor

Department of Human Services  
Department of Aging and Adult Services

Trent Rhorer, Executive Director

**MEMORANDUM**

TO: AGING & ADULT SERVICES COMMISSION

THROUGH: SHIREEN MCSPADDEN, EXECUTIVE DIRECTOR

FROM: CINDY KAUFFMAN, DEPUTY DIRECTOR  
JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS *Ju*

DATE: JULY 5, 2017

SUBJECT: GRANT RENEWAL: **TENDERLOIN NEIGHBORHOOD DEVELOPMENT CENTER (NON-PROFIT) FOR THE PROVISION OF RESIDENTIAL ASSISTANCE DEMONSTRATION (RAD) PROGRAM SERVICES**

GRANT TERM:	<u>Current</u> 7/1/16- 6/30/17	<u>Renewal</u> 7/1/17- 6/30/19	<u>Contingency</u>	<u>Total</u>
GRANT AMOUNT:	\$274,264	\$548,528	\$54,853	\$603,381
FUNDING SOURCE	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u> <u>Total</u>
FUNDING:	\$548,528	\$0	\$0	\$54,853 \$603,381
PERCENTAGE:	100%			100%

The Department of Aging & Adult Services (DAAS) requests authorization to renew grant with the Tenderloin Neighborhood Development Center (TNDC) for the period of July 1, 2017 to June 30, 2019 in an amount of \$548,528 plus a 10% contingency for a total amount not to exceed \$603,381. The purpose of the grant is to provide service connection to seniors residing in San Francisco Assistance Demonstration (RAD) converted Housing Development units located at 320-330 Clementina Street.

**Background**

San Francisco Housing Authority (SFHA) has faced significant financial challenges in recent years due to the reduction of federal funding for public housing. Although some public housing properties are well maintained and in good condition, a large number suffer from deferred maintenance and all require extensive capital improvements, as evidenced by high vacancy rates, lengthy and expensive unit turnover, and outstanding maintenance requests.

In response to the SFHA's challenges, City and SFHA staff and 72 different organizations met over a 4 month period in early 2013 to re-envision the work of the SFHA. As part of the implementation of those recommendations, SFHA and City staff, including the Mayor's Office, the Mayor's Office of Housing and Community Development, and the City Administrator, developed a financing strategy to address the long term viability of the SFHA portfolio. The proposed financing addressed the critical immediate and long term rehabilitation needs by attracting new capital such as low income housing tax credit equity to replace reduced and inadequate federal funding. The plan also included the use of US Department of Housing and Urban Development (HUD) Project-Based Vouchers under the federal Rental Assistance Demonstration Program (RAD), and additional vouchers which are being requested under HUD's Section 18 Disposition program. These vouchers will preserve the existing affordability of the newly rehabilitated housing.

One of the key elements of the plan is the conversion of federal public housing operating and capital subsidy streams into long-term project-based Section 8 vouchers (PBVs) under the RAD program, to secure the leveraging of private resources.

The SFHA has divided twenty (20) of its public housing sites grouped into eight (8) neighborhood Clusters in San Francisco. Sites range in size from 24 units to 234 units, while the Clusters themselves range in size from 273 units to 577 units. The Clusters have been developed based on the geographic location of the sites and on the type of households residing at each site (i.e. seniors, individuals with disabilities, or family households), in order to facilitate linkages with neighborhood-based services.

### **Services to be Provided**

Grantee will provide the following core activities under the listed service areas:

#### **1) Outreach and Community Engagement**

- Grantee will develop and maintain channels of communications with tenants through newsletters, tenant meetings, monthly activity calendars, community building activities, and educational programs to foster positive relationships with tenants and enhance community living.

#### **2) Health and Wellness**

- Grantee will work to build relationships with neighborhood groups, city agencies, and community-based services providers to develop referral partnerships and onsite programming.
- Grantee will assist tenants towards identified needs and goals, offering needs assessments, information and referral, crisis intervention and counseling, and short-term case management while also working to connect tenants with outside service providers and community services.

### **3) Housing Stability**

- Grantee will provide information and direct outreach to tenants to help them maintain their housing and ensure their specific needs are met. Grantee will assist tenants in addressing and planning for matters related to housing, delinquent rent payments, safety concerns, remedy of incidences and/or lease violations, conflict resolutions, and communication with property management among other areas.

Northern California Presbyterian Homes & Services (NCPHS) was a subcontractor for Tenderloin Neighborhood Development Center during the previous FY 16/17 term. TNDC will be continuing the relationship through the FY 17-19 term.

For more specific information regarding the services to be provided at 320-330 Clementina Street, please refer to the attached Appendix A.

### **Grantee Performance**

Grantee was found to be compliant with Citywide Fiscal and Compliance Monitoring standards for fiscal year 2016-2017. The Human Services Agency did not find any significant findings during its monitoring. Additionally, the grantee was monitored for program compliance this fiscal year with no significant findings.

### **Grantee Selection**

Contractors were selected through Request for Qualifications, which was competitively bid by the Mayor's Office of Housing and the Mayor's Office of Housing and Community Development in February 2014.

### **Funding**

Funding for these grants is provided by the City and County General Fund.

### **Attachments**

Appendix A-4 – Services to be Provided – 320-330 Clementina Street  
Appendix B-4 – Program Budget – 320-330 Clementina Street

**APPENDIX A-4 – SERVICES TO BE PROVIDED  
THE TENDERLOIN NEIGHBORHOOD DEVELOPMENT CORPORATION**

**RAD Housing Support Services at 320 & 330 Clementina Street  
July 1, 2017 through June 30, 2019**

**I. Purpose of Grant**

The Rental Assistance Demonstration (RAD) Program is an initiative from the U.S. Department of Housing and Urban Development (HUD) with the goal to preserve and improve public housing properties. The purpose of the grant is to provide support services to seniors and adults with disabilities residing in San Francisco RAD converted Housing Development units, to enhance residents’ abilities to age in place, avoid premature institutionalization, and build community in their environments.

**II. Definitions**

Adult with Disability	Person 18 to 61 years of age living with a disability
CARBON	Human Services Agency’s Contracts Administration Reporting and Billing Online (CARBON) system
DAAS	San Francisco Department of Aging and Adult Services
Disability	A condition attributable to mental or physical impairment, or a combination of mental and physical impairments, that results in substantial functional limitations in one or more major life activity.
Grantee	Tenderloin Neighborhood Development Corporation
RAD	Rental Assistance Demonstration
Senior	Person who is 62 years and older
Subcontractor	Northern California Presbyterian Homes and Services (NCPHS) will be contracted by the grantee and paid with grant funds to provide services and/or achieve service and outcome objectives required by this grant.

**III. Target Population**

Seniors and adults with disabilities residing in San Francisco RAD converted housing development units at 320 and 330 Clementina Street.

#### IV. Description of Services

The service provision model will be based on three principles:

- 1) Community Engagement
  - Establish trust
  - Map assets and identify needs
  - Begin community activities
  - Build tenant base
  - Develop neighborhood partnerships
  
- 2) Community Building
  - Facilitate community organizing and host events, including but not limited to support groups, food pantries, coffee hours, movie nights, exercise classes, Mobile Library, health screening, and community meals
  - Increase access to information and opportunities
  - Deeper tenant and neighborhood partnerships
  - Development of Health and Wellness, Educational, and Economic Mobility activities
  
- 3) Service Connection
  - Enhanced information and referral with follow up
  - Intentional support for housing stabilization
  - Ongoing Health and Wellness, Educational, and Economic Mobility Activities

Grantee will hire, train, and supervise 3.75 FTE (leveraged and/or grant funded) to provide services at 320 and 330 Clementina Street during the term of this grant.

The following core activities will be provided by the grantee under each service area:

##### Outreach:

- Establish and maintain positive relationships with tenants.
- Establish regular channels of communication with all tenants via newsletters, tenant meetings, monthly activity calendars, etc.

##### Health and Wellness:

- Establish and maintain relationships with neighborhood groups, city agencies, and community-based service providers with the goal of establishing robust referral partnerships and onsite programming.
- Provide service needs assessment, information and referral, crisis intervention and counseling with individuals and groups of tenants as needed.
- Follow up on service referrals; identify and attempt to resolve barriers that prevent tenants from accessing services to which they have been referred.

- Provide short-term case management services to tenants as needed, while working to connect those with a longer-term need to ongoing case management services.
- Serve as a liaison or advocate for tenants with outside service providers.

Housing Stability:

- Work cooperatively and as part of a team with property management staff to meet the needs of tenants.
- Conduct direct outreach to all tenants who become delinquent in rent payments and offer assistance in preparing rent payment plans and/or provide referrals to outside money management services.
- Conduct direct outreach to all tenants who are experiencing safety concerns, lease or house rule violations, or who have been involved in critical incidents.

Community Engagement:

- Plan and implement community building activities and educational programs that contribute to enhanced community living and personal well-being.

**V. Location and Time of Services**

Services will be provided at 320 and 330 Clementina Street, Monday through Friday, during regular office hours of 8 a.m. to 4:30 p.m., excluding holidays.

**VI. Grantee Responsibilities**

- Grantee is a mandated reporter for witnessed or suspected child and elder abuse/neglect.
- Grantee will be compliant with the Health Insurance Profitability and Accountability Act of 1996 (HIPAA) privacy and security rules. For specific compliance requirements, please refer to the Grant Agreement.
- Grantee will resolve grievances related to support services at the program level and adhere to the DAAS Grievance Policy and Procedure.
- Grantee will provide training and ongoing supervision and oversight of all support service staff.
- Grantee will administer a Tenant Satisfaction Survey, in an anonymous format, to all tenants engaging in support service to gather input regarding the participant's direct experience.
- Grantee will communicate and collaborate regularly with DAAS to help provide logistical and operational support to the program and to provide quality services to tenants.
- Grantee will work collaboratively with DAAS to strategize program direction and services provision.
- Grantee will attend DAAS Commission, RAD-related, MOHCD, and other meetings as needed.
- Grantee will work collaboratively with other community-based organizations to enhance the services received by the tenants.

- Grantee will maintain accurate, up-to-date, confidential case files on all tenants, including documentation of all service contacts, and provide documentation that tracks demographic information, assessments, care plans, progress notes, and services provided.

## **VII. Service Objectives**

During FY17-18, the service objectives for all phase 2 sites are lower in order to accommodate building renovations and resident needs. The service objectives in FY18-19 will resume at the projected baseline to be in alignment with phase 1 sites.

For grant term (July 1, 2017 through June 30, 2018):

- Grantee will have individual and group service encounters with at least 50% unduplicated tenants per month. Grantee will outreach to 100% unduplicated tenants annually.
- Grantee will provide to tenants a minimum of one (1) activity or event per week (or 52 annually). At least one (1) activity or event per month (or 12 annually) is an educational training, presentation, or workshop.
- All (100%) households that are at risk of eviction or housing instability are offered assistance or service addressing their needs.

For grant term (July 1, 2018 through June 30, 2019):

- Grantee will have individual and group service encounters with at least 65% unduplicated tenants per month. Grantee will outreach to 100% unduplicated tenants annually.
- Grantee will provide to tenants a minimum of two (2) activities or events per week (or 104 annually). At least one (1) activity or event per month (or 12 annually) is an educational training, presentation, or workshop.
- All (100%) households that are at risk of eviction or housing instability are offered assistance or service addressing their needs.

## **VIII. Outcome Objectives**

For grant term (July 1, 2017 through June 30, 2019):

- Tenants are connected and involved in their tenant/resident community. At least 50% of unduplicated tenants participating in the satisfaction survey will feel “strongly” or “very strongly” about being connected and involved in their tenant/resident community. Grantee should use the following standardized question: “How strongly do you feel about being connected and involved in the tenant/resident community at [site]? The options should be “Very strongly”, “Strongly”, “Somewhat”, “Not at all”.

- Tenants have better access to services improving their health and wellness. At least 50% of unduplicated tenants participating in the satisfaction survey will “agree” or “highly agree” that they have better access to services that improve their health and wellness. Grantee should use the following standardized question: “Do you have better access to services that improve your health and wellness?” The options should be “Highly agree”, “Agree”, “Neutral”, “Disagree”, “Highly disagree”.
- Tenants have stable housing. At least 95% of households will have maintained or have obtained a stable housing.

## IX. Reporting Requirements

- A. Grantee will provide a **monthly** report of activities, referencing the tasks as described in Section VII Service Objectives. Grantee will enter the monthly metrics in the CARBON database by the 15<sup>th</sup> of the following month.
- Number and percentage of unduplicated tenants with individual and group service encounters.
  - Number and type of event, activity, training, or educational workshop conducted onsite or offsite, and number of attendees per activity.
  - Number and percentage of households that were at risk of eviction or housing instability and were offered assistance or service addressing their needs.
- B. Grantee will provide an **annual** report summarizing the contract activities, referencing the tasks as described in Section VIII Outcome Objectives. This report will also include accomplishments and challenges encountered by the Grantee. Grantee will enter the annual metrics in the CARBON database by the 15<sup>th</sup> of the month following the end of the program year.
- Number and percentage of unduplicated tenants that were outreached annually.
  - Number and percentage of unduplicated tenants who participated in the satisfaction survey and responded with “strongly” or “very strongly” when asked about being connected and involved in their tenant/resident community.
  - Number and percentage of unduplicated tenants who participated in the satisfaction survey and responded with “agree” or “highly agree” when asked about having better access to services that improve their health and wellness.
  - Number and percentage of households that have maintained or have obtained a stable housing.
- C. Grantee will provide Ad Hoc reports as required by the Department.
- D. For assistance with reporting requirements or submission of reports, contact:

Richard.Sin@sfgov.org  
 Contract Manager, Office of Contract Management  
 Human Services Agency



or

Fanny.Lapitan@sfgov.org  
Program Analyst, Long Term Care Operations  
Department of Aging and Adult Services

**X. Monitoring Activities**

- A. Program Monitoring: Program monitoring will include review of participant eligibility, back-up documentation for reporting progress towards meeting service and outcome objectives, QA reports, satisfaction survey results, and onsite monitoring.
- B. 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.

	A	B	C	D
1	Appendix B-4, Page 1			
2	Document Date: 4/13/2017			
3	<b>HUMAN SERVICES AGENCY CONTRACT BUDGET SUMMARY</b>			
4	<b>BY PROGRAM</b>			
5	Contractor's Name		Contract Term	
6	Tenderloin Neighborhood Development Corporation		July 1, 2017-June 30, 2019	
7	(Check One) ___ New ___ Renewal <u>X</u> Modification			
8	If modification, Effective Date of Mod.		No. of Mod.	
9	Program: Rental Assistance Demonstration - Clementina			<b>TOTAL</b>
10	Budget Reference Page No.(s)			
11	Program Term		7/1/17-6/30/18	7/1/18-6/30/19
12	<b>Human Services Agency Expenditures</b>			
13	Salaries & Benefits	\$0	\$0	\$0
14	Operating Expense	\$263,715	\$263,715	\$527,430
15	Capital Expenditure	\$0	\$0	\$0
16	<b>Subtotal</b>	<b>\$263,715</b>	<b>\$263,715</b>	<b>\$527,430</b>
17	Indirect Percentage (%)	4%	4%	4%
18	Indirect Cost (Line 16 X Line 17)	\$10,549	\$10,549	\$21,098
19	Total HSA Expenditures	\$274,264	\$274,264	\$548,528
20	<b>Developer Match Expenditures</b>			
21	Salaries & Benefits	\$0	\$0	\$0
22	Operating Expense	\$155,769	\$155,769	\$311,538
23	Capital Expenditure	\$0	\$0	\$0
24	<b>Subtotal</b>	<b>\$155,769</b>	<b>\$155,769</b>	<b>\$311,538</b>
25	Indirect Percentage (%)	4%	4%	4%
26	Indirect Cost (Line 16 X Line 17)	\$6,231	\$6,231	\$12,462
27	Total Developer Expenditures	\$162,000	\$162,000	\$324,000
28				
29	Total HSA and Developer Expenditures	\$436,264	\$436,264	\$872,528
30	<b>HSA Revenues</b>			
31	Local General Fund	\$274,264	\$274,264	\$548,528
32				
33				
34				
35				
36				
37				
38				
39	<b>TOTAL HSA REVENUES</b>	<b>\$274,264</b>	<b>\$274,264</b>	<b>\$548,528</b>
40	<b>Developer Revenues</b>			
41	Developer Match Funds	\$162,000	\$162,000	\$324,000
42				
43				
44				
45	Total Developer Revenues	\$162,000	\$162,000	\$324,000
46				
47	Total Revenues	\$436,264	\$436,264	\$872,528
48	Full Time Equivalent (FTE): 3.75			
50	Prepared by:	Paul Sussman	Telephone No.	
51	HSA-CO Review Signature: _____			
52	HSA #1			
53				



Tenderloin Neighborhood Development Corporation  
 (Same as Line 6 on HSA #1)

**Indirect Cost Detail**

1. Salaries and Benefits	TERM	Human Services Agency		Human Services Agency		TOTAL SALARIES
		7/1/17-6/30/18	7/1/18-6/30/19	7/1/18-6/30/19		
Position Title		FTE	SALARIES	FTE	SALARIES	
EMPLOYEE FRINGE BENEFITS		%		%		
TOTAL SALARIES & BENEFITS						

2. Operating Cost

Expenditure Category			
Accounting Service/Payroll Service		\$6,500	\$6,500
Audit		\$2,000	\$2,000
Other (QA Manager/Project Analyst)		\$2,049	\$2,049
TOTAL OPERATING COST		\$10,549	\$10,549
TOTAL INDIRECT COST (Salaries & Benefits + Operating Cost)		\$10,549	\$10,549

HSA# 5