



London Breed, Mayor

Department of Human Services  
 Department of Aging and Adult Services  
 Office of Early Care and Education

Trent Rhorer, Executive Director

**MEMORANDUM**

**TO:** HUMAN SERVICES COMMISSION

**THROUGH:** TRENT RHORER, EXECUTIVE DIRECTOR

**FROM:** JOAN MILLER, DEPUTY DIRECTOR  
 JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS *Ju*

**DATE:** JUNE 21, 2019

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

<b>GRANT TERM:</b>	<u>Current</u> 7/1/18-6/30/19	<u>Modification</u> 7/1/19-6/30/20	<u>Contingency</u>	<u>Total</u>
<b>GRANT AMOUNT:</b>	\$350,431	\$350,431	\$70,086	\$770,948
<b>ANNUAL AMOUNT:</b>	<u>FY 18/19</u> \$350,431	<u>FY 19/20</u> \$350,431		
<b>FUNDING SOURCE:</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>
<b>MODIFICATION FUNDING:</b>	\$280,345	\$420,517		\$70,086
<b>PERCENTAGE:</b>	40%	60%		100%

The Department of Human Services (DHS) requests authorization to modify the grant agreement with Hamilton Family Center for the period of July 1, 2018 through June 30, 2020 for the additional amount of \$350,431 plus a 10% contingency of \$70,086 for a total grant amount not to exceed amount of \$770,948. The purpose of the grant is to provide property management and residential services at 538 Holloway.

**Background**

Since 2014, HSA has contracted with Hamilton Family Center to provide 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. This service is part of a "Housing First" approach to working with families involved with Child Welfare by incorporating housing into their individual case plans. Current research suggests that the integration of housing and child welfare services can promote family preservation.

Bringing Families Home (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 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 PSWs, 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. *Residential Counselors:* 24-hour per day on-site presence at 538 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.
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.

The Holloway site will be a residence for approximately 20 families per year, with an average family size of three including parents and children. For the first three quarters of this year, fifteen families have stayed at Holloway House.

### **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, which was competitively bid in November 2014.

### **Funding**

Funding for this grant modification is provided by 100% State funding from the Bringing Families Home program

### **Attachments**

Appendix A-1 - Services to be Provided

Appendix B-1 - Calculation of Charges

**Appendix A-1: Scope of Services to be Provided  
Hamilton Family Center Rapid Support Housing  
Term: 7/1/2018 to 6/30/2019**

**I. Purpose of Services**

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 an open case 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. Services to be Provided**

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

1. *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 they are following agreed-upon house rules; monitor that no inappropriate visitors are allowed in the building; facilitate civil relationships between residents, intervene in crises, and notify the Homeless Prenatal Program and the 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.
2. *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.

3. *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.
4. *Building Maintenance/Repairs:* The Grantee will be responsible for basic building maintenance including minor repairs, changing light bulbs, general upkeep, and landscaping. This work will be managed by the Grantee's building management staff and maintenance technicians. HSA will be responsible for major structural or building systems repairs.
5. *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.
6. *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.

#### **IV. 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, 7 days a week, 365 days per year.

#### **V. Grantee Responsibilities**

1. Grantee is a mandated reporter of child abuse.

2. Grantee shall ensure that all employees of this grant are TB tested annually.
3. Grantee shall conduct criminal background checks on all employees and shall arrange to receive subsequent criminal notification if the employee is convicted of a crime during the time of his or her employment. This requirement pertains to any grant staff or volunteers who will be working directly with the families or with their records, in any capacity.
4. Grantee shall maintain the confidentiality of all of 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.
5. 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 of children by Child Protective Services using the Critical Incident Report form.

**V. Service Objectives**

1. The Grantee will maintain 24-hour staffing coverage provided by qualified, trained staff 100% of the time.
2. The Grantee will ensure that site is clean and maintained and minor repairs are completed within five (5) working days.

**VI. Outcome Objectives**

1. A minimum of 75% of the families who exit the facility and complete an exit survey will rate the house as clean, safe and orderly.

**VII. Reporting Requirements**

1. The Grantee will provide a quarterly report of activities, referencing the tasks as described in Section VI & VII- Service and Outcome Objectives, and including occupancy, number of new intakes and exits, incidents requiring intervention, and participation in case conferences. Grantee will enter the quarterly metrics in the CARBON database by the 30th of the month following the end of the quarter.
2. For each grant year, Grantee shall submit an annual report that provides data for the year ending June 30. The report shall provide cumulative results for each objective as outlined above. This report may substitute for quarterly report that is due at the same time.
3. The Grantee will provide ad hoc reports as required by the department.

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

Johanna.Gendelman@sfgov.org  
Contract Manager, Office of Contract Management  
or  
Robin.Love@sfgov.org  
Program Manager, Family and Children's Services

**IX. Monitoring Activities**

1. Program Monitoring:

Program monitoring will include review of staffing coverage, including staff training and qualifications, process for orienting families to the program, occupancy, maintenance of the building environment, and a review of any incident reports. Program monitors will monitor the measures used to protect client information. Program monitors will also review the survey instruments used to measure client satisfaction. The program monitor will observe the facilities and staff/client interactions to assess service quality.

2. 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.

**HUMAN SERVICES AGENCY BUDGET SUMMARY**

Name			
<b>Hamilton Families</b>			
(Check One) New <input type="checkbox"/> Renewal <input type="checkbox"/> Modification <input checked="" type="checkbox"/>			
If modification, Effective Date of Mod. 7/1/19		No. of Mod. 1	
Program: Holloway Street Project		Proposed	
Budget Reference Page No.(s)			Total
Program Term	7/1/18-6/30/19	7/1/19-6/30/20	7/1/89-6/30/20
<b>Expenditures</b>			
Salaries & Benefits	\$276,768	\$276,907	\$553,675
Operating Expense	\$27,774	\$27,816	\$55,590
<b>Subtotal</b>	<b>\$304,542</b>	<b>\$304,723</b>	<b>\$609,265</b>
Indirect Percentage (%)	15%	15%	
Indirect Cost (Line 16 X Line 15)	\$45,889	\$45,708	\$91,598
Capital Expenditure			
Total Expenditures	\$350,431	\$350,431	\$700,862
<b>HSA Revenues</b>			
State Grant: Bringing Families Home	\$350,431	\$350,431	\$700,862
<b>TOTAL HSA REVENUES</b>	<b>\$350,431</b>	<b>\$350,431</b>	<b>\$700,862</b>
<b>Other Revenues</b>			
Total Revenues	\$350,431	\$350,431	\$700,862
Full Time Equivalent (FTE)	5.40	5.10	
Prepared by: Rosa Martinez			4/29/2019
HSA-CO Review Signature:			
HSA #1			11/15/2007

Program Name: Holloway Street Project

**Salaries & Benefits Detail**

POSITION TITLE	Revision						
	Agency Totals		For HSA Program		For DHS Program	For DHS Program	TOTAL
	Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	7/1/18-6/30/19	7/1/18-6/30/19	
Program Director	\$77,250	100%	20%	20%	\$15,000	\$15,450	\$15,450
Program Manager	\$54,000	100%	100%	100%	\$50,393	\$54,000	\$54,000
Director of Housing and Family Services (formerly Director of Programs)	\$133,900	100%	5%	5%	\$6,500	\$6,695	\$6,695
Maintenance Manager	\$50,000	100%	10%	0%	\$0	\$0	\$0
Maintenance Assistant	\$41,600	100%	20%	0%	\$0	\$0	\$0
Residential Counselor	\$36,855	100%	385%	385%	\$133,120	\$141,892	\$141,892
<b>TOTALS</b>		6.00	5.40	5.10	\$205,013	\$218,037	\$218,037
<b>FRINGE BENEFIT RATE</b>	27%						
<b>EMPLOYEE FRINGE BENEFITS</b>					\$71,755	\$58,870	\$58,870
<b>TOTAL SALARIES &amp; BENEFITS</b>	\$0				\$276,768	\$276,907	\$276,907
<b>HSA #2</b>	11/15/2007						



Program Name: Holloway Street Project

**Operating Expense Detail**

Expenditure Category	TERM	Revision		
		7/1/18-6/30/19	7/1/18-6/30/19	5/1/15-6/30-18
Rental of Property		\$0		\$0
Utilities(Elec., Water, Gas, Phone, internet, Scavenger		\$4,800	\$5,064	\$5,064
Office Supplies, Postage		\$1,500	\$2,300	\$2,300
Building Maintenance Supplies and Repair		\$1,000	\$1,000	\$1,000
Insurance		\$3,500	\$3,267	\$3,267
Hiring Expenses		\$779	\$832	\$832
Payroll Service and 403(b) Fees		\$2,245	\$1,465	\$1,465
Transportation Expenses		\$450	\$0	\$0
Staff Training		\$1,500	\$2,500	\$2,500
Janitorial Service & Supplies		\$2,000	\$2,000	\$2,000
Kitchen Supplies		\$500	\$500	\$500
Telephone/Internet Expenses		\$0	\$0	\$0
Equipment Rental and Maintenance		\$1,500	\$0	\$0
Computer Services & Equipment		\$8,000	\$8,388	\$8,388
Participant Activities		\$0	\$500	\$500
				\$0
<b>TOTAL OPERATING EXPENSE</b>		<b>\$27,774</b>	<b>\$27,816</b>	<b>\$27,816</b>
<b>HSA #3</b>				<b>11/15/2007</b>