



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 *Jan*

**DATE:** SEPTEMBER 20, 2019

**SUBJECT:** GRANT MODIFICATION: **SAFE AND SOUND (NON-PROFIT)** TO PROVIDE MANDATED REPORTER TRAINING, INTERVENTION SERVICES, MULTI-DISCIPLINARY TEAMS FOR COMMERICALLY SEXUALLY EXPLOITED CHILDREN AND YOUTH (CSEC) AND SYSTEM IMPROVEMENTS

<b>GRANT TERM:</b>	<u>Current</u> 7/1/19-6/30/22	<u>Modification</u> 7/1/19-6/30/222	<u>Contingency</u>	<u>Total</u>	
<b>GRANT AMOUNT:</b>	\$1,895,101	\$300,000	\$219,510	\$2,414,611	
<b>ANNUAL AMOUNT:</b>	<u>FY 19/20</u> \$752,367	<u>FY 20/21</u> \$752,367	<u>FY 21/22</u> \$752,367		
<b>FUNDING SOURCE:</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>MODIFICATION FUNDING:</b>	\$1,492,669	\$329,265	\$373,167	\$219,510	\$2,414,611
<b>PERCENTAGE:</b>	68%	15%	17%		100%

The Department of Human Services (DHS) requests authorization to modify the grant agreement with Safe and Sound (formerly the San Francisco Child Abuse Prevention Center) for the period of July 1, 2019 through June 30, 2022 for the additional amount of \$300,000 plus a 10% contingency of \$219,510 for a total grant amount not to exceed amount of \$2,414,611. The purpose of this grant is 1) to educate the public about child abuse and child abuse reporting requirements and to provide intervention services for families at risk of abuse and/or neglect, including commercially sexually exploited children and young adults (CSEC/YA) and 2) continue community education and training on child abuse to the most at-risk populations.

## **Background**

The Board of Supervisors has designated the Child Abuse Prevention Center as the county's Child Abuse Council since 1982, and as such, has responsibility to:

- Facilitate interagency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases;
- Promote public awareness of the abuse and neglect of children and of the resources available for intervention and treatment;
- Encourage and facilitate the training of professionals in the detection, treatment, and prevention of child abuse and neglect;
- Recommend improvements in services to families and victims; and
- Encourage and facilitate community support for child abuse and neglect programs.

## **Services to be Provided**

Safe & Sound will continue to deliver a broad range of services related to community education, system improvement, and direct intervention to families. Safe and Sound provides the following:

- **Community Training:** Provide community and professional education on child abuse prevention to a broad audience, including mandated reporters, elementary school children, teachers, and staff, and parents and caregivers. Professional training and technical support will be provided to community agencies.
- **System Improvement:** Convene, facilitate, and support interagency partners, both within the county and regionally, to improve systemic efforts in preventing child abuse. The Children's Advocacy Center on 3<sup>rd</sup> Street is the focus for this work.
- **Intervention Services:** Provide clinical services including crisis intervention, individual and family therapy, group supports, and care management services to families. Safe & Sound's drop in center in the Haight Ashbury district offers a variety of services including a drop in center, respite, and the agency's clinical services.
- **CSEC MDT:** Convene the interagency multi-disciplinary team to identify and address the needs of children and youth in or at risk of sexual exploitation, and other efforts related to this work.

Funding for this modification will specifically augment intervention portion of the services and this will allow Safe & Sound to increase capacity to provide case management services from 80 to 100 families, and group services from 40 to 80 families. As a result, the total number of unduplicated parents/caregivers served will be increased from 120 to 150.

## **Selection**

Grant is sole sourced. Safe&Sound has been designated by the San Francisco Board of Supervisors as the County's Child Abuse Council and has been granted authority to provide these services under this designation.

## **Funding**

Funding for these grants is provided by local General Fund funding specifically designated by the Board of Supervisors.

## **Attachments**

Appendices A-1 – Services to be Provided

Appendix B-1 – Program Budget

**Appendix A -1 - Services to be Provided  
Safe & Sound**

**Mandated Reporter Training, Intervention Services, Multi-Disciplinary Team for  
Commercially Sexually Exploited Children and Young Adults, and  
System Improvements  
7/1/19-6/30/22**

**I. Purpose of Grant**

These services will:

- A. Educate mandated reporters about child abuse and child abuse reporting requirements, provide the community, including child-serving professionals, parents, and children, with knowledge and tools to prevent abuse and to speak up when it happens, and provide technical assistance and prevention and awareness training in the areas of child abuse, children and young adults who have been commercially sexually exploited (CSEC/YA), and other relevant topics;
- B. Create and improve partnerships to prevent and respond to child abuse in San Francisco in a more effective and coordinated manner;
- C. Provide prevention and intervention services to families at risk of abuse and neglect in order to improve outcomes for both children and their families by enhancing their protective factors, and thereby reducing the risk of child abuse neglect.
- D. Coordinate ongoing multi-disciplinary team meetings, including (MOVE - Monthly Oversight for Victims of Exploitation) for children and young adults who have been commercially sexually exploited (CSEC/YA).

The CSEC multi-disciplinary team has two purposes:

- i. Case coordination to focus on the complex emotional, physical and behavioral needs of victims, and
- ii. Systems improvement related to CSEC/YAYA:

Specific goals of the MOVE team include:

- a. Increase service coordination and decrease duplicative services
- b. Increase creative problem-solving for high need children and youth victims
- c. Increase agency collaboration and communication
- d. Promote the understanding of Commercial Sexual Exploitation of children as child abuse
- e. Promote the non-criminalization of youth being exploited, and decrease arrest or prosecution of the youth whenever possible
- f. Monitor implementation and practice of the CSEC protocol for systems improvement

## II. Definitions

AB 12	Youth, ages 18-21 who have opted to continue to receive Child Welfare Services
BHS	Behavioral Health Services, part of Department of Public Health
CAC	Children's Advocacy Center of San Francisco
CARBON	Contracts Administration Reporting, Billing Online system
CASARC	Child and Adolescent Support, Advocacy and Research Center
CHILD ABUSE COUNCIL	A legislatively controlled requirement that each county in California designate a Child Abuse Council, tasked with system coordination, community education, and policy
CSEC	Commercially Sexually Exploited Children
CSEC/YA	Commercially Sexually Exploited Children/Young Adult
DPH	San Francisco Department of Public Health
FCS	Family and Children's Services, a division of HSA
FCS-LINKED	Clients that have active/open cases with FCS at the time of engagement.
GRANTEE	Safe & Sound
HSA	Human Services Agency of San Francisco
MANDATED REPORTER	Those persons mandated by law to report suspected incidents of child abuse. These include school teachers and administrators, child care workers, substance abuse treatment staff, nurses, social workers, shelter and domestic violence staff, animal care and control officers, dentists, physicians, law enforcement personnel, and staff of child- and youth-serving agencies and faith-based organizations.
MOVE/CSEC MDT	Monthly Oversight for Victims of Exploitation: A Multi-Disciplinary Team, designed to provide prevention, identification, assessment, service and placement recommendations for CSEC/YA and the provision of services, including system improvement, to design a case plan to increase stabilization and continued engagement of CSEC/YA.

PROFESSIONAL	Master's Level-MFT, MSW, LCSW; in some cases a B.A. with a Master's in progress with supervision by an LCSW.
PRIMARY PREVENTION TRAINING	Child Safety Awareness, a child abuse prevention program for children and the adults actively supporting them. The program focuses on elementary school children in the San Francisco Unified School District and provides them with knowledge, tools, and assertiveness skills to protect themselves in unsafe and uncomfortable situations. Seminars for adults reinforce the lessons taught to the children and educate adults about child abuse and its prevention.
SYSTEM IMPROVEMENTS	Creating and strengthening partnerships among multiple organizations, including city agencies and committees and task forces in San Francisco to prevent and respond to child abuse in a more effective, coordinated, and collaborative manner.

### III. Target Populations

There are unique target populations for each of the four service areas. For training and public awareness, the target population is mandated reporters for child abuse, elementary school children and the adults actively involved with them, including parents, families, and child-serving professionals as well as the general public. For the systems-improvement services, the target population is local public, nonprofit, and private agencies that prevent and/or respond to child maltreatment. For the intervention services, the target population is families with children residing in San Francisco under age 18 at risk for abuse and/or neglect. For the CSEC/YA multi-disciplinary team meetings, the target population includes professionals working with CSEC/YA, up to age 21, as well as those CSEC/YA referred to MOVE by any of the MOVE/CSEC/MDT partners.

### IV. Location and Time of Services

Safe & Sound operates out of two San Francisco locations: 1757 Waller Street and 3450 Third Street, Building 2.

The San Francisco Children's Advocacy Center is located at 3450 3<sup>rd</sup> Street, San Francisco. This location will house the MOVE meetings. CSEC MDTs may take place Monday through Friday from 9 AM to 5 PM.

Mandated Reporter Training, Intervention Services, and System Improvement Services will be housed at both Safe & Sound sites and take place in the community. Hours of operation and training locations may vary, but will be a minimum of 20 hours a week, based upon client and target population needs.

## V. Description of Services

### Community Education

Through the Child Abuse Council, Grantee will perform the following community education services:

- A. Provide training on child abuse, its prevention, and child abuse reporting to mandated reporters. Grantee will regularly schedule training at various sites in the community and will explore other methods of disseminating knowledge and education on these issues, including additional online communications.
- B. Teach safety lessons to elementary school children and provide resources and technical assistance to adults in the school community, including social workers, nurses, and teachers. Grantee will target school communities with demographics indicating risk factors for child abuse.
- C. Provide training to adults on child abuse and child abuse prevention; talk to children about safe and unsafe situations, and respond to children if abuse is disclosed. Grantee will schedule trainings with diverse groups in the community.
- D. Provide technical support to community agencies as requested, including mandated reporting, child abuse prevention and response resources, such as training and other programs.
- E. Provider CSEC overview trainings. The goal of the training is to support community providers, who work with children and families, to better understand their role in relation to CSEC youth, as well as identify and respond to child exploitation.
- F. Collaborate with FCS through bi-annual meetings and joint planning to enhance mandated reporter and primary prevention trainings, support Grantee's technical assistance capabilities, and provide increased collaboration on developments in child abuse prevention and response, such as a trauma-informed approach and focus on prevention in child welfare.
- G. Provision of services does not include providing legal services to City departments/staff
  - a. Grantee will not represent itself/act as legal counsel for the City
  - b. Grantee will refer to the City Attorney's Office, any legal issues that develop/arise

### Systems Improvements

Through Safe & Sound's Child Abuse Council, Grantee will provide the following System Improvement services:

- A. Attend and support meetings of the Children's Advocacy Center's relevant committee(s) that address services and the response to child abuse, implement policies, procedures, and protocols, and identify systems issues relating to the city's response to abuse, and conduct additional work related to the functioning of these committee(s) and the accreditation process.
- B. Co-Chair, if appropriate, and attend meetings of the County Child Death Review Committee and work to ensure system coordination and follow up related to child deaths and trends in San Francisco.
- C. Co-Chair, if appropriate, and attend meetings that pertain to child abuse and neglect services in the community, such as the Family Violence Council.
- D. Participate in the Bay Area Regional Coalition of Child Abuse Council meetings.

**Intervention Services**

Grantee will provide one or more of the following therapeutic services:

- A. Formal Clinical Intervention Services includes the following:
  - 1. Crisis intervention: Assessment and prioritization of needs, linkage to resources, services or support to deescalate crisis and physically or emotionally stabilize family members thereby assisting the family in regaining their previous level of functioning.
  - 2. Counseling/Family Therapy: Formal written assessment with intensive counseling by professional staff to address issues and behaviors that negatively affect the health, safety and well-being of the family and/or individual family members. Where appropriate, families will receive:
    - Individual therapy
    - Family therapy
    - Play therapy
    - Therapeutic childcare
- B. Care Management: Intervention and coordination of action in partnership with a parent (child or family members) to help the family identify priorities and develop a plan of action to address the problems that are affecting the socio-economic, basic needs, health, safety or well-being of a family or individual family member. Intervention includes completion of a comprehensive strength-based assessment; development of service plan and monitoring of progress towards identified goals and outcomes with an overarching focus on building each family's Protective Factors. Care manager roles and functions include advocating, mediating, active listening, and information and referrals.

- C. Groups: Facilitate activity that provides parents/caregivers the opportunity to share information, and create problem-solving strategies during a supportive shared group experience. Specific groups may include but are not limited to Single Parent Network, parenting skills and education workshops, and facilitated social activities.

**Multi-Disciplinary Team for CSEC/YA**

Safe & Sound will work closely with both FCS and the CSEC Steering Committee to coordinate the CSEC Ongoing multi-disciplinary team (MDT) process. All work is to be developed within the guiding principles for CSEC.

- A. The coordination of MOVE will include the following activities:
1. Active participation in CSEC Steering Committee.
  2. Develop an understanding of regional and national practice around MDTs for CSEC and incorporate as relevant.
  3. Develop relationships with other counties to share best practices regarding CSEC and coordinate policies and services.
  4. Research information-sharing and establish guidelines and decision making processes.
  5. Coordination of the MOVE meeting, including scheduling, staffing support, facilitation, and minutes/action items for all MOVE/CSEC MDT meetings.
  6. MOVE meetings are usually once a month, for a duration of 2 hours, at a designated time and location; however, a multidisciplinary group may not always meet at the scheduled time, as flexibility may be necessary to accommodate the need of the case and the providers who work on the case.
  7. Meetings shall be:
    - a. Victim centered
    - b. Trauma informed
    - c. Strengths based
    - d. Developmentally appropriate
    - e. Culturally, linguistically, and LGBTQ competent and affirming
  8. Engage stakeholders for the MOVE meeting that includes, but is not be limited to, the following participants, as specified in CSEC Protocol:
    - a. Child Welfare
    - b. Safe & Sound



- c. Huckleberry House (CSEC crisis intervention specialists)
  - d. Juvenile Probation
  - e. Mental Health (BHS/DPH)
  - f. CASARC Medical (DPH)
  - g. Education/San Francisco Unified School District
9. Connect stakeholders to community-based organizations serving this population in order to identify and connect CSEC youth to services.
  10. Provision of services does not include providing legal services to City departments/staff
    - a. Grantee will not represent itself/act as legal counsel for the City
    - b. Grantee will refer to the City Attorney's Office, any legal issues that develop/arise
- B. Implementation and evaluation process will include the following activities and services:
1. Track cases referred to the CSEC/YA MDT and services received by CSEC/YA referred to MOVE and identify duplication, gaps and/or barriers in services. This is achieved by primarily anecdotal information provided by discussion at MOVE meetings and verified where possible in consultation with FCS CSEC Analyst.
  2. Written Report back to the CSEC Steering Committee with issues, findings and recommendations to working with CSEC/YA.

## VI. Service Objectives

### Prevention and Response Services: Community Education and Systems Improvements

- A. Annually provide mandated reporter training to a minimum of **1,400** mandated reporters in the community.
- B. Annually provide a minimum of **45** training sessions for mandated reporters: *i.e.* school teachers, child care workers, substance abuse staff, nurses, social workers, shelter and battered women staff, animal care and control officers, dentists, physicians, law enforcement, and staff of child- and youth-serving agencies and faith-based organizations.
- C. Annually provide primary prevention training (Child Safety Awareness) to children at a minimum of **15** schools.
- D. Annually provide primary prevention training to a minimum of **200** adults that interact with children such as parents and/or professionals.

- E. Annually provide CSEC overview training to a minimum of 50 providers that work with children and families.
- F. Coordinate bi-annual meetings with FCS to ensure up to date information from CPS is being related to the community, and systems issues are referred back to CPS as well as to discuss other issues related to the prevention of and response to child abuse.
- G. Annually attend and support, if appropriate, 10-12 meetings of the Children's Advocacy Center's relevant committees. Annually attend and co-chair, if appropriate, 4 meetings of the County Child Death Review Committee.
- H. Annually co-chair or attend a minimum of 6 inter-agency meetings that pertain to child abuse and neglect services in the community, such as the Family Violence Council.
- I. Annually attend a minimum of 6 Bay Area Regional Coalition of Child Abuse Council meetings

**Intervention Services**

- A. Safe & Sound will serve a minimum of 150 unduplicated parents/caregivers annually.
- B. Safe & Sound will provide clinical services to 40 unduplicated families.
- C. Safe & Sound will provide care management to 100 unduplicated families.
- D. Safe & Sound will provide groups to 80 unduplicated families annually.

**Multi-Disciplinary Team for CSEC/YA**

- A. Conduct regular MOVE/CSEC MDT meetings; reviewing 100% of the appropriate referrals, up to 24 hours of case review time. After reaching the 24-hour cap in a fiscal year, referrals should be accepted on a case-by-case basis. (provide sign-in sheets, agendas, minutes, action steps and track follow-up)
- B. Attend and actively participate in quarterly CSEC Steering Committee meetings (4 times per fiscal year); provide written quarterly updates 10 business days before each CSEC Steering Committee meeting, including recommendations for systems improvement to inform program decision-making moving forward.

**VII. Performance Outcomes Objectives**

**Prevention and Response Services: Community Education and Systems Improvements**

- A. In surveys conducted by the Grantee for mandated reporter training, a minimum of **80%** of respondents will indicate that the training increased their knowledge regarding child abuse and child abuse reporting requirements.
- B. In surveys conducted by the Grantee for mandated reporter training, a minimum of **75%** of respondents will state that they will report any suspected child abuse as a result of the training.
- C. In surveys conducted by the Grantee for Child Safety Awareness training, the professionals working with the children receiving this training will state that a minimum of **80%** of these children received lasting tools to help them remain safe in unsafe and uncomfortable situations.
- D. In surveys conducted by the Grantee, **75%** of the adults receiving training on child abuse and its prevention will indicate that the training increased their knowledge of child abuse, and a minimum of **70%** will state that they are more likely to take action to prevent abuse as a result of the training.

**Intervention Services**

- A. **80%** of recipients, who respond to an anonymous satisfaction survey, of services will rate the services at least a three on five-point scale including measures of: Comfortable Environment, Responsiveness of Staff, Availability of Staff, and Effectiveness of Staff.
- B. **65-75%** of parents receiving care planning services will show improvement on their Protective Factors, as measured by completion of a pre and post evaluation tool. Protective Factors include: Parental Resilience, Knowledge of Parenting & Child Development, Social Connections, Concrete Support, and Social & Emotional Competence of Children.

**Multi-Disciplinary Team for CSEC/YA**

The performance of the multi-disciplinary team will be evaluated via a member survey on at least an annual basis to improve facilitation, collaboration and functioning of the team. Members should include non-regular participants who have participated in a case review at MOVE. It is expected that **80%** of survey respondents will report:

- A. An increase in service coordination/collaboration and a corresponding decrease in service duplication.
- B. Increased creative problem-solving for high need children and youth victims.
- C. Multidisciplinary team member expertise in understanding of Commercial Sexual Exploitation of children as child abuse.

## VIII. Grantee Responsibilities

- A. Grantee will provide public outreach to increase awareness of Safe & Sound programs and services.
- B. Grantee will provide professional supervision of all staff (professional and paraprofessional) interns and volunteers, and psychiatric consultation as needed.
- C. Grant employees are mandated reporters for child abuse. Should a case require a referral back to CPS, the grantee will contact HSA.
- D. Report all incidents of suspected child abuse and neglect as required by law.
- E. Grantee will develop and maintain adequate language capacity and make appropriate referrals for other languages.

## IX. Reporting

- A. Grantee will provide a **monthly** metrics in the CARBON database by the 15<sup>th</sup> of each following month. Metrics are as follows:
  - Number of mandated reporter trainings provided that month
  - Number of unduplicated parents/caregivers seen that month
  - Number of unduplicated individual that received the CSEC overview training if a training occurred during the month of the reporting period.
- B. Grantee will provide a **quarterly** report of activities referenced in *Sections VI and VII – Service Objectives and Performance Outcomes Objectives*. Grantee will enter the quarterly metrics in the CARBON database by the 15<sup>th</sup> day of the month following the reporting period. Metrics should be for both the current quarter and cumulative (fiscal year-to-date). Quarterly report to include accomplishments and challenges/obstacles and any recommendations for CSEC interagency work to support CSEC/YA.
- C. Grantee will provide an **annual** report summarizing the contract activities, referencing the tasks as described in *Sections VI & VII - Service and Performance 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 fiscal year (July 15). A copy of the annual report should be uploaded to CARBON and emailed to the Program Manager and Program Analysts. Note: Do not upload any client confidential information to CARBON.
- D. Grantee may be asked to provide Ad Hoc reports to the Department.
- E. For assistance with reporting requirements or submission of reports, contact:

FCS Program Manager, [Liz.Crudo@sfgov.org](mailto:Liz.Crudo@sfgov.org)

FCS Program Analyst, [Karina.Zhang@sfgov.org](mailto:Karina.Zhang@sfgov.org)

Senior Contracts Manager, [Johanna.Gendelman@sfgov.org](mailto:Johanna.Gendelman@sfgov.org)

## **X. Invoice Submission**

Invoices are to be uploaded to CARBON on a regular basis, preferably monthly, but no less frequent than quarterly.

## **XI. Monitoring**

- A. Program Monitoring: Program monitoring will include review of any back-up documentation for reporting progress towards meeting service and performance outcome objectives, including documentation supporting client eligibility for services.
- B. Fiscal Compliance and Grant 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, subgrants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.





Program Name: MRT/CSEC/Interven  
 (Same as Line 9 on HSA #1)

Appendix B-1, P  
 Document Date:  
 9/5/20

Expenditure Category	7/1/19 to 6/30/20		7/1/20 to 6/30/21		7/1/21 to 6/30/22		7/1/19 to 6/30/2	
	CSEC/Interven	Modification	Total	CSEC/Interven	Modification	Total	CSEC/Interven	Modification
Rental of Property/Depreciation	21,200	1,390	22,590	20,320	1,390	21,710	20,320	1,390
Office Supplies, Postage	-	-	-	-	-	-	-	-
Utilities and Building Maintenance Supplies and	14,810	1,390	16,200	14,240	1,390	15,630	14,240	1,390
Printing and Reproduction	-	-	-	-	-	-	-	-
Insurance	3,380	349	3,729	3,250	349	3,599	3,250	349
Staff Training	5,000	-	5,000	5,000	-	5,000	5,000	-
Staff Travel-(Local & Out of Town)	-	-	-	-	-	-	-	-
Rental of Equipment	-	-	-	-	-	-	-	-
CONSULTANTS/CONTRACTOR DESCRIPTIVE TITLE	-	-	-	-	-	-	-	-
Mandated Reporter Trainers	6,500	-	6,500	6,500	-	6,500	6,500	-
Economics of Child Abuse Consultants	10,000	-	10,000	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
OTHER	-	-	-	-	-	-	-	-
ETO (Dues & Subscriptions)	1,260	-	1,260	1,260	-	1,260	1,260	-
Program Supplies	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
TOTAL OPERATING EXPENSE	62,150	3,129	65,279	50,570	3,129	53,699	50,570	3,129

HSA #3

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