



MEMORANDUM

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

FROM: SYLVIA DEPORTO, DEPUTY DIRECTOR
JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS *[Signature]*

DATE: OCTOBER 20, 2017

SUBJECT: GRANT MODIFICATION: **CHAPIN HALL at the UNIVERSITY OF CHICAGO (NON-PROFIT) FOR RAPID SUPPORT & HOUSING FOR FAMILIES PROJECT**

GRANT TERM:	<u>Current</u>	<u>Modification</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
	10/1/12 – 9/30/17	10/1/17 – 9/28/18	10/1/12 – 9/28/18		
TOTAL GRANT AMOUNT:	\$462,217	\$104,425	\$566,642	\$56,664	\$623,306
Funding Source MODIFICATION FUNDING: PERCENTAGE:	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
			\$104,425	\$56,664	\$161,089
			100%		100%

The Department of Human Services (DHS) requests authorization to modify the existing grant with Chapin Hall at the University of Chicago for the period of October 1, 2017 to September 28, 2018 in an additional amount of \$104,425 plus a 10% contingency for a revised total grant amount not to exceed \$623,306. The purpose of the grant modification is for the Grantee to continue to provide data collection/analysis and program evaluation of a demonstration project designed to facilitate rapid placement into permanent supportive housing of homeless families who are at risk of having children removed. Services to families under the project will also include intensive, multi-disciplinary case management and connections to community-based services and supports to improve family functioning and well-being.

Background

Homeless families tend to have multiple and interlocking issues (e.g. mental illness, substance abuse, trauma, domestic violence, etc.) that require comprehensive and holistic approaches, but they are not able to productively utilize the support services offered by child welfare while their housing is in chaos. To prevent foster care placements, the child

welfare system needs to mobilize more quickly to secure permanent housing and engage families in services that respond rapidly to their needs.

In July 2012, DHS responded to a federal funding opportunity titled “Partnerships to Demonstrate the Effectiveness of Supportive Housing for Families in the Child Welfare System” released by the Administration on Children, Youth and Families – Children’s Bureau (Grant #HHS-2012-ACF-ACYF-CA-0538, CFDA# 93.670). In September 2012, DHS was awarded \$4,184,135 over a five-year period to implement its proposed Rapid Support and Housing for Families (RSHF) demonstration project. The goal of this project is to hasten and improve cross-system collaboration and coordination to meet the housing and service needs of families at risk of child removal. Key aspects of the program design include:

- Accelerated triage and assessment procedures to identify homeless families who are at high risk of having children removed;
- Rapid referral of identified families to receive housing subsidies and assistance in locating and securing permanent housing;
- Establishment of multi-disciplinary service teams to help families not just maintain their housing, but also improve overall functioning and well-being;
- Hands-on, fluid, intensive peer-based outreach and case management to ensure access to an array of health, behavioral health, employment, parenting, and other services;
- Expanded trauma-informed mental health services for children and parents;
- A focus on increasing family income through SSI advocacy and wage subsidies;
- Cross-system training for staff from the housing and child welfare spheres; and
- Utilization of contract performance incentives to ensure that families receive quick, energetic, and flexible responses to their unique needs.

The Grantee was among five named sub-recipients under the RSHF project. The others are Homeless Prenatal Program (HPP), University of California – San Francisco, Public Consulting Group, and the San Francisco Housing Authority.

Services to be Provided

The Grantee’s specific role on the RSHF project will focus on data collection/analysis and program evaluation. The purpose of the evaluation will be to examine the extent to which program activities unfold consistent with the logic model and with the intervention design.

Through this modification, Grantee will continue engaging in Continuous Quality Improvement (CQI) efforts, data collection and analysis, and project evaluation. The Grantee will engage in activities related to evaluating the implementation of the federal grant received by DHS for the RSHF project as follows:

1. On-going CQI

Grantee’s evaluators will continue to collect, analyze, and distribute program data associated with the Families Moving Forward (FMF) treatment families that is regularly used to evaluate current program operations, and to monitor specific program activities milestones. This includes:

- a) Monthly receipt and processing of HPP Henri case management and services data;
 - b) Monthly development of the project dashboard for review at CQI and Steering committee meetings;
 - c) Participation in monthly CQI and Steering committee meetings;
 - d) Research and consultation in support of ad hoc program or service specific inquiries.
2. Data Collection, Development, and Analysis for Final Evaluation Reports
 3. Evaluation Project Management, Cross-Site Coordination, Meetings, and Dissemination

Services will be offered under the auspices of Chapin Hall at the University of Chicago: 1313 East 60th Street, Chicago, IL, 60637. However, meetings related to the project may occur at SFHSA offices, those of community partners, or the federal Administration of Children and Families.

Selection

The Grantee is a named sub-recipient to the Partnerships to Demonstrate the Effectiveness of Supportive Housing for Families in the Child Welfare System federal grant from the Administration on Children, Youth and Families – Children’s Bureau, awarded to DHS on September 2012 (Grant #HHS-2012-ACF-ACYF-CA-0538, CFDA# 93.670).

Funding

Funding for this modification is provided entirely by federal funds (100%).

ATTACHMENTS

Appendix A-4: Services to be Provided

Appendix B-4: Program Budget

**Appendix A-4 – Services to be Provided
Chapin Hall at the University of Chicago
Rapid Support and Housing for Families Project
October 1, 2012 – September 28, 2018
(Modified September 30, 2017)**

Extension of grant to September 28, 2018

Reason:

- 1) To allow time for the full delivery of housing and program services to families participating in Families Moving Forward (FMF).
- 2) To allow time for evaluators to observe and characterize the development and refinement of the program model so that it can be adapted to the exigencies of the San Francisco housing market, and to observe and analyze the impact of the program on treatment families relative to those in the control group.

I. Purpose of Grant

The Grantee will collaborate with San Francisco’s Human Services Agency (SFHSA) and other community partners in a demonstration project to respond more effectively to the needs of homeless families or those at risk of homelessness who are also involved with SFHSA Family & Children’s Services (FCS). The goal of the Rapid Support and Housing for Families (RSHF) project is to improve the system’s capacity to prevent homeless/at risk of homelessness families from entering the foster care system by improving cross-system collaboration and coordination to meet their housing and service needs. The Grantee’s specific role on the project will focus on data collection/analysis and program evaluation. The purpose of the evaluation will be to examine the extent to which program activities unfold consistent with the logic model and with the intervention design.

II. Definitions

CARBON	Contracts Administration, Reporting, and Billing Online Database
FCS	Family and Children’s Services Division of the Human Services Agency of the City and County of San Francisco
Grantee	Chapin Hall at the University of Chicago
RSHF	Rapid Support and Housing for Families Demonstration Project
SFHSA	Human Services Agency of the City and County of San Francisco

III. Description of Services

The Grantee will engage in activities that support on-going continuous quality improvement (CQI) efforts, data collection, analysis and evaluation.

A. On-going CQI

Evaluators will continue to collect, analyze, and distribute program data associated with the Families Moving Forward (FMF) treatment families that is regularly used to evaluate current program operations, and to monitor specific program activities milestones. Specific to treatment families that were randomized into the FMF program, this includes:

1. Monthly receipt and processing of HPP Henri case management and services data;

2. Monthly development of the project dashboard for review at CQI and Steering committee meetings;
3. Participation in monthly CQI and Steering committee meetings;
4. Research and consultation in support of ad hoc program or service specific inquiries.

B. Data Collection, Development, and Analysis for Final Evaluation Reports

The process and outcome evaluations plans are fully described in the project implementation. The activities described in that plan and to be covered under this proposed budget include manage and executing tasks with final data collection, development, and analysis of program services and outcomes. The key tasks are enumerated below:

1. Transferring final data from the Homeless Prenatal Program for analysis;
2. Transferring child welfare data for merging and analysis;
3. Transferring data from San Francisco's homeless management information system for merging and analysis;
4. Obtaining, merging, and analyzing data from other systems such as the school district, SF-HSA's TANF program, and state payroll data.
5. Development of analytic files for specific outcome measures
6. Conducting follow-up interviews with treatment families
7. Coding, analysis, and write-up of HPP and HSA electronic case notes
8. Coding, analysis, and final write-up of family, administrator, and case manager interviews
9. Drafting preliminary and final process and outcome tables
10. Coordination and drafting of evaluation report sections, both process and outcome
11. Produce a final report that evaluates the project's process and outcomes

C. Evaluation Project Management, Cross-Site Coordination, Meetings, and Dissemination

In the final project period, Chapin Hall researchers will continue to support on-going efforts to coordinate with the cross-site evaluator, to meet with federal project partners, and to participate in dissemination activities. These efforts will include:

1. Coordinating and reviewing (as requested) findings from the cross-site evaluators, including the process, outcome, cost, and targeting sub-studies;
2. Participating in up to two more cross-site project meetings
3. Developing preliminary and final evaluation findings for publication and presenting at local, state, and national meetings and conferences.

IV. Location and Time of Services

Services will be offered under the auspices of Chapin Hall at the University of Chicago: 1313 East 60th Street, Chicago, IL 60637. However, meeting related to the project may occur at SFHSA offices, those of community partners, or the federal Administration of Children and Families.

V. Deliverables

The Grantee's success in analyzing and evaluating the implementation of the federal grant project is dependent on SFHSA and the project partners providing complete, timely information and the following objectives are offered with recognition of their mutual nature. The Grantee will:

- A. Refine the evaluation plan for the project to be consistent with an implementation plan that will be submitted to the federal Administration of Children and Families by January 31, 2018.
- B. Each month Grantee will collect and compile data from the project partners, producing descriptive and statistical analyses of project activities and their impact on family outcomes.
- C. Submit monthly dashboard reports of program activity by the 15th of the month following the end of the reporting period.

- D. Submit quarterly report of activities by the 15th of the month following the end of the reporting period.
- E. Produce and submit a comprehensive final evaluation report with findings such as lessons learned, successes, challenges, and implications, for ongoing FMF implementation. The report must be submitted by end of 2018.

VI. Reporting Requirements

- A. Grantee will submit a monthly dashboard report by the 15th of the month following the end of the reporting period.
- B. Grantee will provide a quarterly report of activities, when activities occur, referencing the tasks as described in Sections III, V and VI- Description of Services, and Service and Outcome Objectives. Grantee will enter the quarterly metrics in the CARBON database by the 15th of the month following the end of the quarter for this objective:
- C. Grantee will provide a final report summarizing the contract activities, referencing the tasks as described in Section V & VI- Service and 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 15th of the month following the end of the reporting period for these objectives
- D. For assistance with reporting requirements or submission of reports, contact:

Judy Ng, Contract Manager
Office of Contract Management, Human Services Agency
Email: Judy.Ng@sfgov.org

Or

Pamela Salsedo, Sr. Administrative Analyst
Family & Children's Services, Human Services Agency
Email: Pamela.Salsedo@sfgov.org

VII. Monitoring Activities

- A. Program Monitoring: Program monitoring will include review of client level data and supporting documentation that demonstrates progress towards meeting service and outcome objectives.
- 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	E	F	G	H
1								Appendix B-4
2								Document Date: 10/6/2017
3	HUMAN SERVICES AGENCY BUDGET SUMMARY							
4	BY PROGRAM							
5	Name					Term		
6	Chapin Hall at the University of Chicago					10/1/2012 - 9/28/2018		
7	(Check One) New <input type="checkbox"/> Renewal <input type="checkbox"/> Modification <input checked="" type="checkbox"/>							
8	If modification, Effective Date of Mod. 10/1/2017 No. of Mod. 3							
9	Program: Rapid Support & Housing for Families							10/1/12 - 9/28/18
10	Budget Reference Page No.(s)							
11	Program Term	10/1/12-09/30/13	10/01/13-09/30/14	10/01/14-09/30/15	10/01/15-09/30/16	10/01/16-09/30/17	10/1/17-9/28/18	Total
12	Expenditures							
13	Salaries & Benefits	\$45,572	\$56,625	\$52,413	\$53,010	\$55,428	\$61,590	\$324,637
14	Operating Expense	\$9,405	\$9,813	\$16,036	\$16,037	\$16,002	\$13,000	\$80,093
15	Subtotal	\$54,977	\$66,238	\$68,449	\$69,047	\$71,430	\$74,590	\$404,730
16	Indirect Percentage (%)	40%	40%	40%	40%	40%	40%	
17	Indirect Cost (Line 16 X Line 15)	\$22,010	\$26,495	\$27,380	\$27,619	\$28,572	\$29,836	\$161,912
18	Capital Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0
19	Total Expenditures	\$76,987	\$92,733	\$95,829	\$96,666	\$100,002	\$104,425	\$566,642
20	HSA Revenues							
21	Federal ACYF Grant	\$76,987	\$92,733	\$95,829	\$96,666	\$100,002	\$104,425	\$566,642
22								
23								
24								
25								
26								
27								
28								
29	TOTAL HSA REVENUES	\$76,987	\$92,733	\$95,829	\$96,666	\$100,002	\$104,425	\$566,642
30	Other Revenues							
31								
32								
33								
34								
35								
36	Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
37	Full Time Equivalent (FTE)	0.30	0.35	0.35	0.35	0.35	0.35	
39	Prepared by: Arielle Augustyn				Telephone No: (773) 256-5173		Date: 10/6/17	
40	HSA-CO Review Signature: _____							
41	HSA #1							11/15/2007

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1																	
2																	Appendix B-4, Page 3
3																	Document Date: 10/6/2017
4	Program Name: Rapid Support & Housing for Families																
5																	
6																	
7	Operating Expense Detail																
8																	
9																	
10																	
11																	
12	Expenditure Category	TERM	10/1/12-09/30/13	10/01/13-09/30/14	10/01/14-09/30/15	10/01/15-09/30/16	10/01/16-09/30/17	10/1/17-9/28/18									TOTAL
13	Rental of Property																
14	Utilities(Elec, Water, Gas, Phone, Scavenger)																
15	Office Supplies, Postage		\$813	\$ -	\$ -	\$ -	\$ -	\$ -									\$ 813
16	Building Maintenance Supplies and Repair																
17	Printing and Reproduction																
18	Insurance																
19	Staff Training																
20	Staff Travel-(Local & Out of Town)		\$6,404	\$ 9,613	\$ 16,036	\$16,037	\$16,002	\$13,000									\$ 77,092
21	Rental of Equipment																
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE																
23																	
24																	
25																	
26																	
27																	
28	OTHER																
29	Software, Information Technology Support		\$2,188	\$ -	\$ -	\$ -	\$ -	\$ -									\$ 2,188
30																	
31																	
32																	
33																	
34																	
35	TOTAL OPERATING EXPENSE		\$9,405	\$9,613	\$16,036	\$16,037	\$16,002	\$13,000									\$ 80,093
36																	
37	HSA #3																11/15/2007