



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: TRACY BURRIS, INTERIM DEPUTY DIRECTOR  
 JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS *JHJ*

DATE: AUGUST 17, 2018

SUBJECT: GRANT RENEWAL: **A BETTER WAY, INC (NON-PROFIT) TO PROVIDE PEER MENTORING SUPPORT SERVICES**

GRANT TERM:	<u>Current</u> 7/1/15- 6/30/18	<u>Renewal</u> 7/1/18- 6/30/20	<u>Contingency</u>	<u>Total</u>
GRANT AMOUNT:	\$1,809,375	\$1,292,268	\$129,227	\$1,421,495
ANNUAL AMOUNT:	<u>FY17/18</u> \$630,375	<u>FY 18/19</u> \$646,134	<u>FY 19/20</u> \$646,134	
Funding Source	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u> <u>Total</u>
FUNDING:	\$12,922	\$581,521	\$697,825	\$129,227 \$1,421,495
PERCENTAGE:	1%	45%	54%	100%

The Department of Human Services (DHS) requests authorization to renew the grant agreement with A Better Way, Inc. for the time period beginning July 1, 2018 ending on June 30, 2020, in the amount of \$1,292,268 plus a 10% contingency for a total not to exceed amount of \$1,421,495. The purpose of the grant agreement is to provide a peer-to-peer parent-mentoring program to support families that are involved with Family and Children’s Services (FCS) and Juvenile Probation Department (JPD).

**Background**

For over 20 years, A Better Way, Inc. has served children and families involved in the child welfare and juvenile justice systems. It began as a foster family agency in 1996 and has grown into a comprehensive family services agency, offering a wide array of services to families in the San Francisco Bay Area. Since 2015, Grantee has provided support services to FCS and JPD involved families through its Peer Parent Program. This is a joint program between FCS and JPD serving both populations.

### **Service to be Provided**

Grantee provides peer-to-peer mentoring services to parents who are receiving FCS's reunification services or whose children are placed in JPD's out-of-home placements with a goal of promoting family stabilization and successful reunification. It employs and trains Peer Parent Advocates who have successfully navigated the child welfare or juvenile probation system. Because of their life experience and personal systems knowledge, these advocates are uniquely qualified to gain parents' trust, help them access services and navigate the requirements of the respective systems. The team of Peer Parent Advocates offers a number of individualized support services such as advocacy and accompaniment, resource referrals, and support groups to help families develop and maintain protective capacities to promote well-being of their child/ren.

For more information regarding services to be performed by Grantee, please refer to Appendix A (attached).

### **Location and Time of Services**

Services will be provided at DHS sites (170 Otis St., 3120 Mission St., and 3801 Third St.) and the main JPD site at 375 Woodside, as well as in the community, home visits and other locations. Staff availability may be required occasionally outside of traditional business hours to attend family team meetings and otherwise assist families.

### **Performance**

Program Monitoring: A program monitoring for Fiscal Year 17-18 was conducted on June 4, 2018. The Department found no programmatic monitoring findings and found the Grantee to have satisfactory performance on service and outcome objectives.

Fiscal Compliance and Contract Monitoring: A fiscal compliance and contract monitoring visit was conducted on January 23, 2018 for the Fiscal Year 17-18. The Department found no fiscal and compliance monitoring findings and found the Grantee in compliance with all City contracting requirements.

### **Selection**

The Grantee was selected through Request for Proposals 644, which was competitively bid in March 2015.

### **Funding**

Funding for this grant is provided by a combination of County General Fund (53%), state funds (27%) and federal funds (20%).

### **ATTACHMENTS**

Appendix A-Services to be Provided  
Appendix B-Program Budget

**Appendix A: Services to be Provided**  
**A Better Way, Inc. - Peer Parent Program**  
**July 1, 2018 – June 30, 2020**

**I. Purpose of Grant**

The purpose of this grant is to provide a robust peer-to-peer mentoring program designed to support families that are involved with Family and Children’s Services (FCS) and the Juvenile Probation Department (JPD). The goal of the program is to promote successful family reunification, family stabilization, and reduce future child maltreatment and recidivism.

**II. Definitions**

- Grantee           A Better Way, Inc.
- HSA               San Francisco Human Services Agency
- FCS               Family & Children Services, formally known as Child Protective Services (CPS)
- JPD               San Francisco Juvenile Probation Department
- CFT               A Child and Family Team (CFT) includes the family, their natural supports, and all ancillary individuals who are working with the family toward their successful transition out of the child welfare system. The Protective Services Worker (PSW), mental health staff and other service providers collaborate to engage youth and families as partners in the team environment.
- CFT Meetings are regular, structured, facilitated, topical discussions with the family and/or the youth, the youth/family’s natural supports, the FCS PSW, FCS Facilitator and other team members related to a particular topic. They feature solution-focused discussions to address the specific needs of the family in order to meet the safety, permanency and well-being needs of the child. These needs and plans to address them are documented in the Shared Family Care Plan, which guides the work of all of the members of the team.
- PO                Probation Officer
- Log Cabin Ranch   Log Cabin Ranch (LCR) is a post-adjudication facility for San Francisco’s juvenile-justice involved male youth. The purpose of the facility is to provide an around-the-clock residential program for treatment and rehabilitation.
- OOHP            Out of Home Placement

**III. Target Population**

- a. Families involved with the child welfare system: parents who have had their child/ren removed from their care and are working towards reunification.
- b. Families involved with the juvenile probation system: parents whose children have been placed in and will be returning from an out-of-home placement (OOHP), including Log Cabin Ranch (LCR). Potentially expand to parents of youth who are at imminent risk of removal from the home (reasonable candidates) to achieve the stated service objective. *All parents of JPD-involved youth are eligible to participate in system-wide activities (i.e., parent support groups).*

#### IV. Description of Services

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

- a. **Provide peer-to-peer support services to FCS and JPD parents:**
  - i. Advocate for families at CFT meetings, court hearings, individualized education program meetings, etc.
  - ii. Educate parents about community resources and make service and information referrals.
  - iii. Develop natural supports through support groups as well as ongoing work towards meeting FCS/JPD case plan goals.
  - iv. Work with parents and agencies to ensure there is a common understanding of case plan goals and what is required of parent to meet these goals.
  
- b. **Organize support groups:** Provide psycho-social education through support groups in order to promote awareness regarding unhealthy relationships and maladaptive behaviors and encourage natural supports within the community. These support groups' themes, locations and target audiences will be representative of the needs and cultures of the families served. These will include parents served by both FCS and JPD involved parents as well as parents from the communities.
  
- c. **Recruit, train and provide professional development opportunities to Peer Parent Advocates**
  - i. Recruit and hire eligible Peer Parent Advocates.
  - ii. Provide training, supervision, clinical support, and other professional development opportunities to Peer Parent Advocates including the following:
    - Clinical supervision provided both individually and to the team by the Supervisor and/or Program Director
    - On-going staff development to be provided by the Supervisor, Program Director and other resources
    - Collaboration with other community based agencies ensuring cross training around specific needs and resources for San Francisco County communities served by our Peer Parents
  
- d. **Support JPD's system-wide changes:** Grantee will work with JPD leadership to educate on and support compliance of statewide Continuing Care Reform mandates. This model will include education to leadership, parents and JPD staff on evidence-based practices within the Child Welfare system that may affect and improve upon practices and policies within JPD. Specifically, Grantee will:
  - i. Work with leadership, parents and probation officers to increase visitation between parents and youth placed out of the home.
  - ii. Participate in meetings with JPD staff to monitor and develop implementation of said practices, procedures and policies.
  - iii. Set up an informational table outside of court, a minimum of one time per month, in order to do outreach about the program as well as to offer support to parents who can then self-refer for ongoing support.
  
- e. **Provide community perspectives:** Grantee will participate and provide feedback in county workgroups, such as Visitation, Domestic Violence and Implementation Team, to ensure that the parents and community voices are incorporated into decisions around Child Welfare practice and policy. Further, Grantee will glean input from parents in the communities served by FCS. The information gathered will be shared with FCS Leadership (Deputy Director or his/her designee) on a quarterly basis.

## **V. Grantee Responsibilities**

- a. Recruit, employ, and supervise Peer Parent Advocates. Grantee will recruit and hire parents who have successfully reunified with children or who have met one of the following: 1) have had JPD-involved children in OOHP or 2) have had children who were on probation and successfully completed probation.
- b. Assign two (2) Peer Parent Advocates to serve parents involved in the JPD system and four (4) Peer Parent Advocates to serve parents involved in FCS. At least one peer parent advocate per department needs to be Spanish speaking.
- c. Coordinate with other peer parent programs to ensure program coverage at designated CFT meetings.
- d. Organize support groups in neighborhoods and communities served by the program.
- e. Participate in multiagency workgroups and committees and meet with FCS leadership and JPD at least quarterly to provide community perspectives.
- f. Meet all confidentiality requirements regarding client information.
- g. Collect and manage client data in a secure, encrypted database
- h. Accurately report on services provided to the respective agency by client served
- i. Ensure all employees and volunteers of this grant are TB tested annually and retain information on tests in their personnel files.
- j. Provide culturally and linguistically competent services to meet the diverse needs of San Francisco families involved with FCS and/or JPD. Services must be provided in English and Spanish.
- k. Provide staff with clinical supervision, case consultation and administrative support including regular file reviews.
- l. 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.
- m. Ensure peer parents are trained on mandatory reporting requirements and confidentiality requirements
- n. Be familiar with FCS and JPD 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>.
- o. Incorporate feedback from FCS and JPD on documents, such as monthly, quarterly, and annual reports

## **VI. Agency Responsibilities (For both JPD and FCS)**

- a. Provide referrals, support and technical assistance as needed to support on-going implementation.
- b. Communicate current policy and protocol updates and revisions.
- c. Provide the data necessary to conduct performance evaluation related to long-term outcomes on reunification and recidivism.
- d. Validate Grantee's attendance record of CFT Meetings.
- e. Review and provide feedback on report documents, such as monthly, quarterly and annual reports

## **VII. Location and Time of Services**

Services will be provided at DHS sites (170 Otis St., 3120 Mission St., and 3801 Third St.) and the main JPD site at 375 Woodside, as well as in the community at home visits and other locations. It is expected that peer parent mentors will sometimes need to be available outside of traditional business hours to attend family team meetings and otherwise assist families.

**VIII. Service Objectives (annual unless otherwise noted)**

- a. Provide documented services to at least 140 FCS families.
- b. Provide documented services to at least 60 JPD families.
- c. Secure sustained engagement with at least 75% of all families who signed consent for service, with an engaged family defined as one that has met with a peer parent at least three times per year.
- d. Hold a minimum of 24 support group meetings, of five (5) will be based on the Parent Café Model.
- e. Ensure peer parents (from ABW or other collaborating peer parent programs) attend at least 75% of designated CFT meetings (exceptions needs to be documented and include parents declining their services).

**IX. Outcome Objectives**

- a. Through a pre and post-intervention survey, the following measures will be used to assess the effectiveness of the services:
  - i. At least 90% of engaged parents will report increased knowledge of the child welfare or juvenile probation system.
  - ii. At least 90% of engaged parents will report having greater awareness of support systems and access to community resources in times of need.
  - iii. At least 75% of engaged parents will report decreased sense of social isolation.
  - iv. At least 75% of engaged parents will report that they have peers to turn to when needed.
- b. Greater percentage of parents who engage in the Peer Support Program will reunite with their children within 12 months after entering the system compared to the countywide reunification rate of the same period. (Grantee will provide FCS and JPD with the list of parents served during the period.)

**JPD Specific Objectives**

- c. Decreased length of time for youth in OOHP. A greater percentage of children whose parents engaged in Peer Parent Program will spend less time in OOHP compared to parents who did not engage in the Peer Parent Program.
- d. Lower recidivism rates for youth in OOHP (and LCR youth). A greater percentage of youth whose parents engage in the Peer Parent Program have lower recidivism rates within 12 months of leaving OOHP, compared to youth whose parents did not engage in the Peer Parent Program.
- e. Increased parent-youth visitations. A greater number of parent-youth visitations in OOHP for parents engaged in the Peer Parent Program compared to parents who did not engage in the Peer Parent Program.

**X. Reporting Requirements**

Grantee will submit monthly, quarterly and annual performance reports of activities during the term of the grant agreement.

- a. **Monthly Reports:** monthly reports are due fifteen days following the end of the month and shall contain the following information:

Measure	FCS	JPD
Number of CFT meetings attended during the month	X	X
Unduplicated number of new parents served during the month with a signed consent form	X	X
Number of support group meetings held per month	X	X

- b. **Quarterly Reports:** quarterly reports shall contain data on progress toward meeting service and outcome objectives. This format should be cumulative, showing each quarter separately, providing a total and compared overall to the specific yearly service and outcome objectives. Quarterly reports are

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due no later than 15 days following the end of the quarter. The grantee should allow one-week for review from FCS and JPD to provide feedback and incorporate prior to finalizing.

- c. **Annual Reports:** annual reports are due 45 days following the end of the fiscal year and shall summarize the contract activities and reference the tasks as described in Description of Services, Service Objectives, and Outcome Objectives. The report shall contain data on progress toward meeting service and outcome objectives, including sustained engagement rates (percentage of parents with three or more peer parent contacts). This report will also include accomplishments and challenges encountered by the Contractor, and two client vignettes. The grantee should allow two-weeks of review from FCS and JPD to provide feedback and incorporate any modifications prior to finalizing the report.
- d. All reports must be entered into the Contracts Administration, Billing and Reporting Online (CARBON) system.
- e. In addition to entering reports on CARBON, all reports will be submitted electronically to the following JPD staff:
  - i. Sara Schumann, Director of Probation Services - [Sara.Schumann@sfgov.org](mailto:Sara.Schumann@sfgov.org)
  - ii. Gary Levene, Sr. Supervising Probation Officer - [Gary.Levene@sfgov.org](mailto:Gary.Levene@sfgov.org)
  - iii. Michelle Schurig, Sr. Administrative Analyst - [Michelle.Schurig@sfgov.org](mailto:Michelle.Schurig@sfgov.org)

## XI. Monitoring Activities

- a. **Program Monitoring:** Program monitoring will include review of client eligibility, and back-up documentation for reporting 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
1					Appendix B, Page 1
2					Document Date: 7/16/2018
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>				
4	<b>BY PROGRAM</b>				
5	Name			Term	
6	A Better Way, Inc.			July 1, 2018 to June 30, 2020	
7	(Check One) New <input type="checkbox"/> Renewal <input checked="" type="checkbox"/> Modification _____				
8	If modification, Effective Date of Mod.		No. of Mod.		
9	Program: SF Peer Parent Program				
10	Budget Reference Page No.(s) 2-4				
11	Program Term	7/1/18-6/30/19	7/1/19-6/30/20	Total	
12	<b>Expenditures</b>				
13	Salaries & Benefits	\$385,437	\$385,437	\$770,874	
14	Operating Expense	\$186,802	\$186,802	\$373,604	
15	<b>Subtotal</b>	<b>\$572,239</b>	<b>\$572,239</b>	<b>\$1,144,478</b>	
16	Indirect Percentage (%)	13.0%	13.0%		
17	Indirect Cost (Line 16 X Line 15)	\$73,895	\$73,895	\$147,790	
18	Capital Expenditure	\$0	\$0	\$0	
19	Total Expenditures	\$646,134	\$646,134	\$1,292,268	
20	<b>HSA Revenues</b>				
21	General Fund	\$6,461	\$6,461	\$12,922	
22	State	\$290,760	\$290,761	\$581,521	
23	Federal	\$348,913	\$348,912	\$697,825	
24					
25					
26					
27					
28					
29	TOTAL HSA REVENUES	\$646,134	\$646,134	\$1,292,267	
30	<b>Other Revenues</b>				
31					
32					
33					
34					
35					
36	Total Other Revenues	\$0	\$0	\$0	\$0
37	Full Time Equivalent (FTE)	7.20	7.20	7.20	
39	Prepared by: Hydeh Ghaffari	Telephone No.: 510-740-2043		Date: 6/26/2018	
40	HSA-CO Review Signature: _____				
41	HSA #1				11/15/2007



Program Name: SF Peer Parent Program  
 (Same as Line 9 on HSA #1)

**Salaries & Benefits Detail**

	A	B	C	D	E	F	G	H	I
1									
2									
3									
4	Program Name: SF Peer Parent Program								
5	(Same as Line 9 on HSA #1)								
6									
7									
8									
9									
10									
11									
							7/1/18-6/30/19	7/1/19-6/30/20	
		Agency Totals		For HSA Program		For DHS Program	For DHS Program	For DHS Program	TOTAL
		Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	Budgeted Salary	Budgeted Salary	Budgeted Salary	7/1/15 to 6/30/18
12	POSITION TITLE								
13	Program Director	\$82,400	100%	100%	100%	\$82,400	\$82,400		\$164,800
14	Admin Assistant	\$44,990	100%	20%	20%	\$8,998	\$8,998		\$17,996
15	Parent Advocates (includes vacancy allowance)	\$37,422	600%	600%	600%	\$224,532	\$224,532		\$449,064
16									\$0
17									\$0
18									\$0
19									\$0
20									\$0
21									\$0
22									\$0
23									\$0
24									\$0
25									\$0
26									\$0
27									\$0
28									\$0
29									\$0
30	TOTALS		8.00	7.20	7.20	\$315,930	\$315,930	\$0	\$631,860
31									
32	FRINGE BENEFIT RATE	22%							
33	EMPLOYEE FRINGE BENEFITS					\$69,507	\$69,507	\$0	\$139,015
34									
35									
36	TOTAL SALARIES & BENEFITS					\$385,437	\$385,437	\$0	\$770,875
37	HSA #2								11/15/2007

	A	B	C	D	E	F	G	H	I	J	K
1											Appendix B, Page 3
2											Document Date: 7/16/2018
3											
4	Program Name: SF Peer Parent Program										
5	(Same as Line 9 on HSA #1)										
6											
7	<b>Operating Expense Detail</b>										
8											
9											
10											
11											TOTAL
12	<u>Expenditure Category</u>				<u>TERM 7/1/18-6/30/19</u>		<u>7/1/19-6/30/20</u>				
13	Occupancy (rent, utilities, R&M)				\$40,400		\$40,400				\$ 80,800
14	Office expense (supplies, postage, printing, etc)				\$7,645		\$7,645				\$ 15,290
15	Telecommunications				\$8,000		\$8,000				\$ 16,000
16	Meetings (Including parent cafes)				\$7,000		\$7,000				\$ 14,000
17	Child care				\$500		\$500				\$ 1,000
18	Staff training (including related travel)				\$16,750		\$16,750				\$ 33,500
19	Transportation				\$8,000		\$8,000				\$ 16,000
20	Stipends (incentives)				\$2,500		\$2,500				\$ 5,000
21											\$ -
22	<u>CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE</u>										
23	Clinical and Programmatic Supervisor Support				\$32,259		\$32,259				\$ 64,518
24	Radical Bear (Outcomes Database)				\$5,000		\$5,000				\$ 10,000
25											\$ -
26											\$ -
27											\$ -
28	<u>OTHER</u>										
29	Program supervision (Chief Program Officer)				\$9,067		\$9,067				\$ 18,134
30	Quality assurance/client and service data/compliar				\$19,064		\$19,064				\$ 38,128
31	IT maintenance, facilities supplies and equipment				\$30,617		\$30,617				\$ 61,234
32											\$ -
33											\$ -
34											
35	TOTAL OPERATING EXPENSE				\$186,802		\$186,802		\$0		\$373,604
36											
37	HSA #3										11/15/2007