



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 *JcJ*

**DATE:** JUNE 21, 2019

**SUBJECT:** GRANT MODIFICATION: **EDGEWOOD CENTER FOR CHILDREN AND FAMILIES** (NON-PROFIT) TO PROVIDE KINSHIP SERVICES (SUPPORTIVE SERVICES FOR RESOURCE FAMILIES AND SAN FRANCISCO MINOR DEPENDENTS AND NON-MINOR DEPENDENTS PLACED IN THEIR CARE)

<b>GRANT TERM:</b>	<u>Current</u> 7/1/16-6/30/19	<u>Modification</u> 7/1/19-6/30/2021	<u>Contingency</u>	<u>Total</u>
<b>GRANT AMOUNT:</b>	\$1,571,855	\$1,073,882	\$264,574	\$2,910,311
<b>ANNUAL AMOUNT:</b>	<u>FY 18/19</u> \$536,941	<u>FY 19/20</u> \$536,941	<u>FY 20/21</u> \$536,941	
<b>FUNDING SOURCE:</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u> <u>Total</u>
<b>MODIFICATION FUNDING:</b>	\$2,302,089	\$343,648		\$264,574    \$2,910,311
<b>PERCENTAGE:</b>	87%	13%		100%

The Department of Human Services (DHS) requests authorization to modify the grant agreement with Edgewood Center for Children and Families (Edgewood) for the period of July 1, 2019 to June 30, 2021 for an additional amount of \$1,073,882 plus a 10% contingency for a total grant amount not to exceed \$2,910,311. The purpose of the grant is to provide supportive services, activities and intensive case management to eligible resource families (formally referred to as relative caregivers), children and youth.

**Background**

State law mandates the Department to provide the least restrictive placement for children involved with Child Protective Services. Placement with relative caregivers is often the least restrictive placement. Beginning in 1998, Family & Children’s Services (FCS) division, launched the Kinship Support Services Program (KSSP). This program is a combination of state, and local funding used to provide community-based services for kinship care providers for children who are or have been involved in the dependency

system. Resource families (formerly known as relative caregivers) have a range of needs including, but not limited to short-term crisis, income/resource issues, housing problems, substance abuse issues, domestic violence, stress, and household safety.

### **Services to be Provided**

Grantee will provide a comprehensive program of supportive services for resource families as well as the children in their care. These services include case management and resource support including crisis intervention, information and referral, support groups, peer counseling, parent education workshops, social and recreational activities, respite care, youth enrichment activities, and referrals to mental health and substance treatment services. Additionally, grantee will assist relative caregivers with accessing services and navigating systems.

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

Grantee will provide services at various community-based locations to enable broad participation, community inclusion and maximize program and expense coordination. Services will often be offered outside of the 8am-5pm, Monday - Friday standard work week to enable enhanced access to services, including alternative sites, to best meet the needs of the target population.

For more detailed information about services to be provided, please refer to Appendix A (attached).

### **Results of Annual Performance Monitoring**

An annual performance monitoring was completed during last quarter of FY18-19. Grantee is on target to meet almost all objectives. For this year, they have provided:

- Comprehensive services to 92 unduplicated families.
- Intensive case management to 51 unduplicated families.
- 257 hours of respite and youth enrichment activities.

### **Selection**

Grantee was selected through Request for Proposals #664 which was competitively bid in December 2015. The grant is being extended for two more years for the full time period allowed under the RFP.

### **Funding**

Funding will be provided through County and State funds.

### **ATTACHMENTS**

Appendix A-1 – Services to be Provided

Appendix B-1 – Program Budget

**Appendix A-1 – Services to be Provided  
Edgewood Center for Children and Families  
Kinship Services  
July 1, 2016 – June 30, 2021  
Updated 7/1/19**

**I. Purpose of Grant**

The purpose of this grant is to:

1. Provide supportive services, activities and intensive case management to eligible resource families (formally referred to as relative caregivers), and legal guardians, their children, and youth
2. Educate relative caregivers about the importance of permanency in a child’s life and the option of legal guardianship / Kin-GAP
3. Assist relative caregivers through the process of establishing guardianship
4. Strengthen family’s capacity through effective parenting methods that address the behavioral/developmental needs of children/youth in care

**II. Definitions**

ANSA	Adult Needs and Strengths Assessment
CARBON	Contracts Administration, Billing and Reporting Online system
Grantee	Edgewood Center for Children and Families
FCS	Family and Children’s Services Division of the Human Services Agency
HSA	Human Services Agency
Kin-GAP	Kinship Guardianship Assistance Payment program
PSW	Protective Services Worker
PPC	My Permanency Planning Checklist – Evidence Based Assessment tool
Relative Caregiver	Also known as Resource Families. Any relative caregiver for a current or former San Francisco minor or non-minor, both biological and fictive kin caregivers are considered to be relatives for the purpose of this program.

**III. Target Population**

The grant will serve two target groups:

- a. Resource families (aka relative caregivers) and San Francisco minor dependents and non-minor dependents children placed in their care, and
- b. Adoptive parents and legal guardian children, youth in their care.

In order for a relative caregiver to qualify for this program, at least one of the children in the home must be under the age of 21 and must have previously been a San Francisco minor or non-minor dependent. Services will be provided to families residing in the following Counties: San Francisco, Solano, Contra Costa and Alameda. Services will be available in Spanish, English and Cantonese.

#### IV. Description of Services

- A. Outreach: Grantee will accept referrals from FCS and from other service agencies. The highest priority cases will be those referred by FCS protective service workers. The grantee will attempt to contact all new families referred by FCS within two working days. Grantee will obtain confirmation from a PSW or an FCS designee of the eligibility of referred cases. FCS will ensure that the grantee has access to the Child Welfare System/Case Management System for the purpose of making monthly dependency eligibility checks. If the Grantee does not receive adequate referrals, the Grantee will conduct a community outreach campaign to educate consumers about the availability of the Grantee's services. The Grantee will provide information to relative caregivers at the time of their initial training to become foster parents. The Grantee and FCS will work in partnership to ensure eligible kinship families have access to the kinship services.

Conduct extensive outreach to child welfare workers, families, community-based organizations, faith-based organizations, elder programs and youth programs. Use outreach to identify new service recipients.

- B. Each caregiver family will complete an assessment process and will work with the Grantee to develop an individualized plan for how the Grantee can best serve their family. The assessment process must be repeated and the plan must be revised on no less than two occasions per year.
- C. Grantee will educate caregivers about permanency options during CFT/teaming/case consultation meetings. Provide support and trauma informed / clinical expertise to facilitate concurrent planning case plans and goal setting
- D. Grantee will organize four community social and recreation events for kinship families residing in the counties of San Francisco, Solano, Contra Costa and Alameda.
- E. Grantee shall staff, maintain and manage iKinship, a comprehensive support and resource online website community for kinship youth and kinship resource families. iKinship membership will be available internationally to all relative care providers who are responsible for current or former San Francisco dependents. Local caregivers will be trained in person on how to use the system. Other caregivers may watch video tutorials to learn how to use the system. iKinship will include:
- Maps and a searchable database showing community resources that are helpful to relative caregivers and to biological parents.
  - Online support groups and forums
  - Training information, including videos

- A forum for asking questions of the Kinship Navigators. Questions will be answered within 48 hours.
- Direct email links to all San Francisco Protective Service Workers

The following types of services will be offered as part of the individualized plans. Services may be offered directly by the Grantee or through an organized partnership with other public and non-governmental agencies.

1. Intensive, home-based, case management and resource support – including crisis intervention, information and referral, weekly home visiting and individualized educational programming; and referrals to mental health and substance treatment services.
2. Basic needs support to families that chose not to participate in an intensive case management services.
3. Respite care and youth enrichment activities.
4. Support groups designed to meet the identified need of the relative caregivers;
5. Emergency funds to assist with critical unmet needs which are not available through other programs. Emergency funding will be coordinated with other HSA program options to maximize funding;
6. Resource support to assist relative caregivers with accessing services and navigating systems.

#### V. Location and Time of Services

Home visiting will occur when most convenient for caregivers, including evenings and weekends as needed. All services will be available in the four following Counties: San Francisco, Solano, Contra Costa and Alameda.

#### VI. Service Objectives

Only caregivers served directly through this program, and not those funded under other HSA grants, may be counted towards the service objectives.

- A. During each year of the granted period, Grantee will report on progress towards achievement of the following service objectives. Service objectives are annual goals unless specified:
  1. Intensive services to a minimum of **45 unduplicated** caregivers.
  2. Basic needs support to a minimum of **35 unduplicated** caregivers.
  3. Information and referral support to a minimum of **120 contacts (includes: drop-ins, emails, phone calls)**.
  4. At least twelve (**12**) **group sessions** for a **minimum of 50** caregivers. The sessions include parenting/educational workshops/trainings.
  5. Monthly support groups to a minimum of **35 caregivers**.

6. Conducting one-on-one informational sessions with **45 caregivers**.
- B. Grantee will enable children and youth to participate in **300 hours** of subsidized respite and youth enrichment activities (as needed in the case plans).

## **VII. Outcome Objectives**

- A. Grantee will use an evidence-based assessment tool at the point of intake and will continue to administer the tool at least twice a year to evaluate their progress in supporting and stabilizing the family. Appropriate tools include the ANSA, and My Permanency Planning Checklist. Grantee assessment outcomes are 75% of clients will experience measureable improvement in the following target outcome areas:
1. Improvements in caregivers' self-reported capacity to access basic resources needed for themselves and their kinship children, as measured by ANSA and My Permanency Planning Checklist.
  2. Improvements in the caregivers' knowledge of social resources to facilitate caregiving, as measured by ANSA and My Permanency Planning Checklist.
  3. Improvements in the mental health of the caregivers and/or the children in the family, as measured by ANSA.
  4. Improvements in the kinship child's placement stability as measured in ANSA and My Permanency Planning Checklist.
  5. Improvements in caregivers' self-reported knowledge of basic parenting, as measured in ANSA.
  6. Improvements in caregivers' discipline practices, such as caregivers' self-reporting that they have become less lax or less over-reactive, as measured in ANSA.
- B. Grantee satisfaction survey outcomes. A satisfaction survey will be conducted when caregivers complete one year of service; and upon exit from the program. All clients served must complete surveys. Grantee's survey outcome is set at 80% satisfaction as indicated by a three, or higher, on a five-point scale.
1. Overall satisfaction with services;
  2. Case management helped them improve areas of family functioning that were targeted on their case plan;
  3. Overall satisfaction with the educational workshops;
  4. Overall satisfaction with the support groups as three or higher on a five-point scale;
  5. Overall satisfaction with workshops/trainings;
  6. Caregivers will report decreased feelings of social isolation as a result of attending the caregivers support group;

## **VIII. Grantee Responsibilities**

- A. Grantee is a mandated reporter of child abuse, domestic violence, and elder abuse.
- B. Grantee shall ensure all employees of this grant are TB tested annually.
- C. Grantee shall conduct criminal background checks on all employees and shall arrange to receive subsequent criminal notifications if an employee is convicted of a crime during the time of his or her employment.
- D. Maintain ongoing communication with assigned PSW including: updates on services provided, activity participation, case plan progress, issues / concerns that arise and consultation as needed / appropriate.
- E. Grantee shall maintain data tracking system that is secure, electronic, and allows for reporting of services objectives and outcomes of the contract.
- F. Be familiar with FCS 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>.

## **IX. Grantor Responsibilities**

- A. Conduct satisfaction surveys of PSWs with assigned cases served by Edgewood.
- B. Provide outcome data on guardianship finalization for those caregivers, who expressed an interest in legal guardianship during their initial intake session, and completed the legal guardianship process within one year of the start of services.
- C. Provide outcome data on placement stability for youth placed with relatives who receive program services that are designed to address issues that are impacting placement stability to measure the effectiveness of interventions and support.

## **X. Reporting Requirements**

- A. Grantee will provide a quarterly and year-to-date report of activities, referencing the tasks as described in Sections VI, Service Objectives and VII, Outcome Objectives. Reports should note accomplishments and challenges encountered by the Grantee during the current quarter. The report will include an appendix that lists FCS-linked youth and children who are receiving services through the Grantee, and will contain the start and end date of the service period and a statement as to what types of services were provided to each client. Report will also include a year-to-date master client list of caregivers who have received services.

Reports are due 30 days after the close of each reporting period and must be entered into the Contracts Administration, Billing and Reporting Online system (CARBON). The appendix with client information will not be uploaded into CARBON. The annual report may be substituted for the final quarterly report. Year-to-date demographic statistics of the population served and a quarterly list of all clients served.

- B. Grantee will provide an annual report, summarizing the grant activities, referencing the tasks as described in sections IV, VI and VII of this document entitled Description of Services, Service Objectives and Outcome Objectives. This report will also include accomplishments and challenges encountered by the Grantee; is due 30 days after the completion of the program year; and will be uploaded into CARBON. Client information, however, will not be uploaded into CARBON.
- C. The reports will also be submitted electronically to the following staff:

Johanna Gendelman  
Contract Manager  
Office of Contract Management  
Johanna.Gendelman@sfgov.org  
(415) 557-5507

Irina Kadantseva  
Senior Administrative Analyst  
Family & Children's Services  
Irina.Kadantseva@sfgov.org  
(415) 557-6346

## **XI. Monitoring Activities**

- A. Program Monitoring: Will include some or all of the following (1) Direct observation of services to evaluate program quality and participation rates. (2) Review of documentation to demonstrate completion of service objectives and outcomes. Documentation to be reviewed will include inspection of satisfaction surveys; inspection of the completed caregiver permanency checklists and permanency plans; inspection of parenting class sign-in sheets and inspection of sign-in sheets for recreational and family events. Program monitoring may also include interviews or surveys with clients, PSWs and other service providers regarding their observations of the program's quality.
- B. Fiscal Compliance and Contracts 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 Memorandums of Understanding, the current board roster and selected board minutes for compliance with the Sunshine Ordinance, and HIPAA Compliance.



**HUMAN SERVICES AGENCY BUDGET SUMMARY**

Name				
Edgewood Center for Children and Families				
(Check One) <input type="checkbox"/> New      Renewal <input type="checkbox"/> Modification <input checked="" type="checkbox"/> X				
If modification, Effective Date of Mod. 7/1/19      No. of Mod. 1				
Program: Kinship				
Budget Reference Page No.(s)				
Program Term	Previous	7/1/2019-6/30/2020	7/1/2020-6/30/2021	7/1/2016-6/30/2021
<b>Expenditures</b>				
Salaries & Benefits	\$1,097,744	\$375,643	\$375,643	\$1,849,030
Operating Expense	\$263,869	\$91,263	\$91,263	\$446,394
<b>Subtotal</b>	<b>\$1,361,613</b>	<b>\$466,906</b>	<b>\$466,906</b>	<b>\$2,295,424</b>
Indirect Percentage (%)	15%	15%	15%	
Indirect Cost (Line 16 X Line 15)	\$204,242	\$70,036	\$70,036	\$344,314
Capital Expenditure	\$6,000			\$6,000
<b>Total Expenditures</b>	<b>\$1,571,855</b>	<b>\$536,941</b>	<b>\$536,941</b>	<b>\$2,645,737</b>
<b>HSA Revenues</b>				
General Fund	\$1,495,810	\$536,941	\$536,941	\$2,569,692
CODB	\$37,395			\$37,395
	\$38,650			\$38,650
				\$0
				\$0
				\$0
				\$0
<b>TOTAL HSA REVENUES</b>	<b>\$1,571,855</b>	<b>\$536,941</b>	<b>\$536,941</b>	<b>\$2,645,737</b>
<b>Other Revenues</b>				
				\$0
				\$0
San Francisco CBHS - EPSDT	\$818,966			\$818,966
Sleep Train	\$132,075			\$132,075
Wells Fargo	\$15,000	\$15,000	\$15,000	\$45,000
Title IV E	\$20,000			\$20,000
Stuart Foundation	\$44,000	\$44,000	\$44,000	\$132,000
<i>Total Other Revenue</i>	<i>\$1,030,041</i>	<i>\$59,000</i>	<i>\$59,000</i>	<i>\$1,148,041</i>
<b>Total Revenues</b>	<b>\$2,601,896</b>	<b>\$595,941</b>	<b>\$595,941</b>	<b>\$3,793,779</b>
Full Time Equivalent (FTE)				
Date:				
HSA-CO Review Signature:				
HSA #1	11/15/2007			



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

**Operating Expense Detail**

Expenditure Category	TERM	TOTAL			
		Previous	7/1/2019-6/30/2020	7/1/2020-6/30/2021	7/1/2016-6/30/2021
Office Space Rental		\$87,356	\$31,356	\$31,356	\$150,069
Utilities(Storage Rental)		\$3,730	\$1,865	\$1,865	\$7,460
Office Supplies/Postage		\$6,200	\$1,600	\$1,600	\$9,400
Building Maintenance Supplies and Repair		\$0	\$0	\$0	\$0
Printing and Reproduction		\$1,200	\$0	\$0	\$1,200
Insurance		\$0	\$0	\$0	\$0
Staff Training		\$5,700	\$1,500	\$1,500	\$8,700
Staff Travel-(Local & Out of Town)		\$19,000	\$5,000	\$5,000	\$29,000
Rental of Equipment (copier, fax, etc)		\$16,750	\$6,878	\$6,878	\$30,506
CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE					\$0
					\$0
Lincoln		\$15,000	\$0	\$0	\$15,000
EMQ		\$15,000	\$0	\$0	\$15,000
Caregiver Facilitator stipend		\$2,880	\$0	\$0	\$2,880
ZohoCreator Database Subscription & Maintenan		\$2,200	\$0	\$0	\$2,200
Uplift Family Services		\$30,000	\$15,000	\$15,000	\$60,000
Oakland Hub		\$0	\$0	\$0	\$0
Training Consultants and Facilitators		\$6,480	\$3,240	\$3,240	\$12,960
OTHER					\$0
Computer Supplies & Telecommunications		\$20,200	\$7,700	\$7,700	\$35,600
ZohoCreator Database Subscription & Maintenan		\$7,173	\$2,123	\$2,123	\$11,419
Client Special Events		\$8,000	\$6,000	\$6,000	\$20,000
Youth Recreational Activities		\$9,000	\$3,000	\$3,000	\$15,000
Vehicle Gas & Maintenance		\$6,000	\$4,000	\$4,000	\$14,000
Client Emergency Funds		\$2,000	\$2,000	\$2,000	\$6,000
		\$0			\$0
<b>TOTAL OPERATING EXPENSE</b>		<b>\$263,869</b>	<b>\$91,263</b>	<b>\$91,263</b>	<b>\$446,394</b>
HSA #3		11/15/2007			