



Edwin M. Lee, Mayor

Trent Rhorer, Executive Director

MEMORANDUM

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

FROM: NOELLE SIMMONS, DEPUTY DIRECTOR  
JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS *See*

DATE: JUNE 17, 2016

SUBJECT: NEW GRANT: **FIVE KEYS CHARTER SCHOOLS**  
(NON-PROFIT) TO PROVIDE EDUCATIONAL SUPPORT AND  
ACADEMIC SERVICES

GRANT TERM: 7/1/16 - 6/30/19

TOTAL AMOUNT:	<u>New</u>	<u>Contingency</u>	<u>Total</u>
	\$630,000	\$63,000	\$693,000

ANNUAL AMOUNT:	<u>FY 16/17</u>	<u>FY 17/18</u>	<u>FY 18/19</u>
	\$210,000	\$210,000	\$210,000

Funding Source	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
FUNDING	\$273,750	\$71,250	\$285,000	\$63,000	\$693,000
PERCENTAGE:	44%	11%	45%		100%

The Department of Human Services (DHS) requests authorization to enter into a new grant with Five Keys Charter Schools for the 3-year period of July 1, 2016 to June 30, 2019, in an amount of \$630,000 plus a 10% contingency for a total amount not to exceed \$693,000. The purpose of the grant is to provide educational instruction and academic support activities for Welfare to Work participants in Transitional Employment Services.

## **Background**

Many Welfare-to-Work participants lack the academic skills and educational credentials to compete and progress in the current job market. Most jobs require a minimum of a high school diploma as a starting point, while many of the participants lack even this entry level certification. The traditional classroom format with large group instruction has not been effective in helping them address this critical barrier to employment. Five Keys is an award winning educational program that works with participants individually, based on the participant's academic record/credits and current educational skills, including working with students who have been in Special Education program towards getting a high school diploma. They began by working with the SF County Jail system and have expanded their services to other at-need populations.

## **Services to be Provided**

The Grantee will assess each student's educational needs and determine an appropriate service plan. The Grantee will provide the following individual (one-to-one) and/or small group services as appropriate:

- Transcript evaluation, academic testing, and educational plan development
- Individual and small group educational instruction and counseling
- GED/CHSPE assessment, planning and academic support
- Independent study program
- Identify Math, Reading, and Writing deficiencies
- Assistance with obtaining Special Education services
- Assistance with college applications and other post-secondary educational programs
- Assistance with financial aid applications

Grantee will also provide case manager consultation and guidance as it relates to development/achievement of their clients' educational goals, in-service training on topics related to education, the GED/CHSPE, and other academic issues, and orientations for new case managers. Grantee will serve CJP1, JobsNOW, and IPO participants.

Services will be provided on-site at the various Five Keys sites throughout San Francisco, including 3120 Mission Street and 1800 Oakdale, with a flexible daily schedule as needed to accommodate the participants.

## **Selection**

Grantee was selected through Request for Proposals #694, which was competitively bid in April 2016.

## **Funding**

Funding for this grant is provided by Federal, State, and County funds.

## **ATTACHMENTS**

Appendix A – Services to be Provided

Appendix B – Program Budget

**Appendix A**  
**Educational Instruction and Academic Support**  
**Services to be provided by**  
**Five Keys Charter Schools and Programs**  
**July 1, 2016 – June 30, 2019**

**I. Purpose**

This contract is to provide academic assessment, high school academic status verification, educational plans, high school instruction and post-secondary foundational skill-building and life skill instruction for CJP1, JobsNOW, and IPO participants.

For IPO participants lacking a high school diploma, the contractor will provide 6 paid hours per week of classroom and monitored independent study towards gaining a High School Diploma or GED. For IPO participants with a high school diploma Contractor, will develop an individual plan to address educational deficiencies or improved life/job skills. These academic services are offered in tandem with the employment services provided by the partner agencies responsible for the paid work experience, case management, job readiness and job placement services for IPO.

For CJP1 participants, Five Keys will provide an academic assessment and high school academic status verification. For CJP1 participants without a high school diploma, Five Keys will enroll and provide academic instruction for the one month of CJP1, with the hope of having participant continue once CJP1 ends.

For PAES, CalWORKs and JobsNOW participants, Five Keys will offer educational assessment testing and high school independent study.

**II. Definitions**

ADA	American Disability Act
Basic Job Skills	Punctuality, attendance, following instructions, conveying information effectively, critical thinking, adaptability, judgment and decision making, time management, and customer service.
BRE	Basic Remedial Education
CalWORKs	California Work Opportunity and Responsibility to Kids, welfare-to-work program for families receiving Temporary Aid to Needy Families (TANF) cash aid.
CAHSEE	California High School Exit Examination
CJP	Community Jobs Program for 1-3 months.

CJP1	Community Jobs Program-entry level, up to 1 month of subsidized employment with barrier remediation, assessment, case management
CJP CBO partners	Community Jobs Program Community Based Organization partners responsible for the employment services (work experience sites and wages, job readiness and job placement) and overall attendance reporting
Community Job	Transitional subsidized job not to exceed 6 months in the public or private non-profit sector that addresses unmet community needs. Job must not displace existing workers and must provide basic job skills that can lead to unsubsidized employment.
CWHSPE	California High School Proficiency Exam
GED	General Equivalency Diploma. A high school degree awarded by a series of examinations
Grantee	Five Keys Charter Schools and Programs
HOPE SF	Housing Opportunities for People Everywhere SF. A public housing revitalization program serving Hunters View, Sunnydale-Velasco, Potrero Terrace and Annex, and Alice Griffith sites in San Francisco
HSA Employment Specialist	CalWORKs and PAES staff who ensures the participants meets the Employment Plan requirements.
HSA, also Department	Human Services Agency, City and County of San Francisco
HSD	High School Diploma
IPO	Interrupt, Predict, Organize; a violence prevention program integrating subsidized employment, professional development, and case management
JobsNOW	A subsidized employment program operated by the SF Human Services Agency Workforce Development Division.
PAES	Personal Assisted Employment Services for single adults receiving General Assistance

WtW	Welfare-to-Work
WDD	Workforce Development Division, a DHS program that provides employment services to economically disadvantaged adults and youth across a variety of programs and funding streams.
WPR	Work Participation Rate, a federally mandated regulation that states that at least 50% of CalWORKs work eligible participants are in an activity that meets the federal definition of work.
ZixCorp	An Email Encryption & Email Data Loss Prevention system

### III. Target Population

For CJP1 - current CalWORKs participants who need work experience and educational instruction and academic support to overcome barriers to transition to permanent employment.

For JobsNOW- including PAES program participants, Foster Youth, Hope SF, CalWORKs participants not attached to the CJP1 and other 3120 Mission customers.

For IPO- IPO participants lacking a high school diploma or needing educational remediation

### IV. Description of Services

#### A. Intake and enrollment of Participants Referred by HSA

Conduct, at minimum, weekly orientations and intake of CalWORKs, PAES, JobsNOW participants. IPO Orientations will happen with the initiation of each IPO cohort, usually twice a year. For CJP1 participants, report, within one business day of occurrence, to the CJP1 Case Manager which participants attended and didn't attend the orientation. For JobsNOW participants, report within one business day orientation attendance status to the referring HSA CalWORKs/JobsNOW or PAES case manager. For IPO participants report weekly attendance to CBO case manager and HSA Coordinator.

Contractor will provide each participant:

1. Transcript evaluation and diploma planning, verification of high school diploma, review for past or existing Special Education Plans (IEP) and analysis of credits needed to apply for graduation..
2. Identify, administer and interpret appropriate standardized tests (TABE, CASAS, etc.) to determine current academic levels for each individual
3. Development of an Educational Plan for each individual
4. Provide individual and group instruction and independent study to participants towards the achievement of the goals in their Education Plans
5. GED assessments, planning and/or preparation
6. CHSPE assessments, planning and/or preparation
7. Provide Basic Remedial Education or enhancements for participants who already have their HSD towards preparation for their occupational field or higher education, or general success in the job market.

8. Identification of Math, Reading and/or Writing deficiencies and development of academic prescriptions/realistic plans
9. Identification/diagnosis of barriers to academic success, e.g., special education, illiteracy, environment, family, language, inadequate test-taking skills and application of appropriate educational therapy
10. Assistance with obtaining special education services, interpretation of individual educational plans, and/or mediation services
11. Assistance with enrollment or re-enrollment into CCSF, and/or other educational programs
12. Academic and/or vocational counseling
13. Assistance with college and financial aid applications
14. In-service staff (case manager) trainings and consultation on topics related to education

**B. HS Diploma, GED and/or Skills Development Training.**

Services provided by a certified educational institution and grantee.

1. Provide High School Diploma or GED instruction by State of California certified teachers for participants as necessary. Ideally instruction should also result in the granting of high school credits as recognized by the State of California Department of Education.
2. Provide skills training related to participants' vocational goals. Training can include occupational specific skills training such as learning computer word processing and spreadsheets for administrative occupations, as well as basic skills such as accepting directions from work supervisors.
3. A professional development plan should be established at enrollment as to what skills are to be acquired. There should be a system of progress toward HS Diploma or GED acquisition or pre and post skills testing such as improved typing speed as demonstrated through pre and post job skills testing.
4. Instructor supervises the training and maintains daily and weekly attendance sheets.
5. Weekly attendance sheets are delivered to the CJP1 or IPO CBO partner responsible for the case management portion of the program.

**V. Location and Time of Services**

Grantee services are provided at 3120 Mission, 1800 Oakdale, 1715 Yosemite Avenue, 1850 Mission Street, or other Five Key locations as agreed upon for best access for the students. Services will be Sunday through Saturday except on the following holidays: New Year's Day, Martin Luther King Jr. Day, President's Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving Day, Day after Thanksgiving, and Christmas Day.

**VI. Service Objectives**

- A. CJP1-Grantee will serve a minimum of 500 CalWORKS participants annually.
- B. JobsNOW- Grantee will serve a minimum of 100 JobsNOW participants annually.
- C. IPO- Grantee will serve a minimum of 60 up to 80 participants annually



## **VII. Outcome Objectives**

- A. A minimum of 100% of participants who demonstrate regular attendance and completion of activities will receive a full educational assessment and summary report with recommendations for academic development and verification of possessing a High School Diploma or equivalent within the CJP1 activity.
- B. A minimum of 60% of participants who enroll in GED or Professional Development Training will achieve their goals or show progress.
- C. A minimum of 40% of those enrolled in the Academic Services towards graduation who demonstrate regular attendance and completion of assigned work for over 6 months will achieve a High School Diploma or the equivalent.
- D. A minimum of 75% of clients will rate the quality of the Grantor's performance as at least 3 or above on a 5-point scale on an annual client satisfaction survey conducted by the Grantor. The survey responses rate will be no less than 80% of participants. Survey shall be administered according to HSA guidelines.

## **VIII. Monitoring Activities**

- A. Program Monitoring: Program monitoring will include review of documentation of client eligibility and reported client progress towards meeting service and outcome objectives, participant case files, training curricula, and program policies and procedures.
- 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 American Disabilities Act, subcontracts, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

## **IX. Reporting Requirements**

Client Activity Reporting - establish and implement a process for recording clients' daily participation and attendance in all activities: Academic Assessment, GED and/or Skills development Training and Instruction. Communicate immediately via e-mail or telephone with client's ES or Case Manager when a client is not participating. At a minimum, Grantee must report when a client has two unexcused absences, if attendance falls below 80% of the total program hours, or if the participant is being terminated from the program:

- A. Report Orientation Attendance within one business day after it occurs.
- B. Monthly Reports. Grantee will submit monthly reports for CJP1, JobsNOW, and IPO components.
  1. Reports shall contain the following data.
    - number of referrals
    - number of enrollments
    - number who complete academic assessment

- number of who are enrolled in academic instruction towards graduation
- number of program exits
- number active or currently enrolled as of the last day of the month
- number achieving progress in 2 or more academic goal
- Demographic information on enrolled participants as prescribed by HSA
  1. Submit monthly progress and attendance reports, HSA form 7024 CW or form 4610PS for PAES for each CJP1 participant to HSA by the 3rd of the month following the calendar month report period. Reports are to be delivered, faxed or e-mailed to HSA Workforce Development Division's designee.
  2. Supporting documentation for the numbers presented in the reports must be maintained by the Grantee and must be available for auditing by the Department but need not be attached to the reports.
  3. Monthly reports are due on the 10th day following the reporting month.
- C. Ad Hoc Reports. Grantee will develop and deliver ad hoc reports as requested by HSA.
- D. Monthly, Quarterly and Annual Reports will be entered into the Contracts Management System known as Contract Administration, Reporting, & Billing Online (CARBON).

For assistance with reporting requirements or submission of reports, contact

1. Marlén Sánchez, Contracts Monitor, E304  
Workforce Development Division  
(415) 557-6267  
(E-mail: [marlen.sanchez@sfgov.org](mailto:marlen.sanchez@sfgov.org)) or
2. Christina Iwasaki, Contract Manager, GB11  
(E-mail: [christina.iwasaki@sfgov.org](mailto:christina.iwasaki@sfgov.org))  
(415) 557-5613



	A	B	C	D	E
1					Appendix B, Page 1
2					Document Date: 7/1/16
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>				
4	<b>BY PROGRAM</b>				
5	Name			Term	
6	Five Keys Charter Schools and Programs			7/1/16-6/30/19	
7	(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>				
8	If modification, Effective Date of Mod.		No. of Mod.		
9	Program: Academic Support Activities for HSA Welfare to Work participants in Transitional Employment Services				
10	Budget Reference Page No.(s)				Total
11	Program Term: 7/1/2016-6/30/2017	7/1/16-6/30/17	7/1/17-6/30/18	7/1/18-6/30/19	7/1/16-6/30/19
12	<b>Expenditures</b>				
13	Salaries & Benefits	\$174,085	\$181,900	\$181,900	\$537,885
14	Operating Expense	\$0	\$0	\$0	\$0
15	<b>Subtotal</b>	\$174,085	\$181,900	\$181,900	\$537,885
16	Indirect Percentage (%)	15%	15%	15%	\$0
17	Indirect Cost (Line 16 X Line 15)	\$26,065	\$28,100	\$28,100	\$82,265
18	Capital Expenditure	\$9,850	\$0	\$0	\$9,850
19	<b>Total Expenditures</b>	\$210,000	\$210,000	\$210,000	\$630,000
20	<b>HSA Revenues</b>				
21	Federal TANF 93.558	\$95,000	\$95,000	\$95,000	\$285,000
22	State	\$23,750	\$23,750	\$23,750	\$71,250
23	County	\$91,250	\$91,250	\$91,250	\$273,750
24					
25					
26					
27					
28					
29	<b>TOTAL HSA REVENUES</b>	\$210,000	\$210,000	\$210,000	\$630,000
30	<b>Other Revenues</b>				
31					
32					
33					
34					
35					
36	<b>Total Revenues</b>				
37	<b>Full Time Equivalent (FTE)</b>				
39	Prepared by:	Telephone No.:		Date	
40	HSA-CO Review Signature:	_____			
41	HSA #1				11/15/2007

9

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

**Salaries & Benefits Detail**

11	12	Agency Totals		For HSA Program		7/1/16-6/30/17	7/1/17-6/30/18	7/1/18-6/30/19	7/1/16-6/30/19
		Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	For DHS Program	For DHS Program	For DHS Program	TOTAL
		POSITION TITLE				Budgeted Salary	Budgeted Salary	Budgeted Salary	
13	Director of College Pathways and Workforce Development	\$115,000	100%	5%	5%	\$5,750	\$5,750	\$5,750	\$17,250
14	Assistant Director of Workforce Sites	\$90,000	100%	10%	10%	\$9,000	\$18,000	\$18,000	\$45,000
15	SFHSA Operations Coordinator	\$57,000	100%	60%	60%	\$34,200	\$34,200	\$34,200	\$102,600
16	Instructor at 3120 Mission	\$66,000	100%	10%	10%	\$8,000	\$11,750	\$11,750	\$31,500
17	College Counselor	\$70,000	100%	10%	10%	\$7,500	\$7,000	\$7,000	\$21,500
18	Post Secondary Curriculum and Instruction Consultant	\$65,000	20%	100%	20%	\$13,000			\$13,000
19	Student Services Specialist for Workforce	\$45,000	100%	20%	20.0%		\$6,750	\$6,750	\$13,500
20	IPO SFHSA Operations Coordinator	\$57,000	100%	40%	40.0%	\$22,800	\$22,800	\$22,800	\$68,400
21	IPO Student Services Specialist for Workforce	\$45,000	100%	20%	20.0%	\$9,000	\$9,000	\$9,000	\$27,000
22	IPO Director of College Pathways and Workforce Development	\$115,000	100%	5%	5.0%	\$5,750	\$5,750	\$5,750	\$17,250
23	IPO Instructor at 1800 Oakdale	\$67,500	100%	10%	10.0%	\$6,750	\$6,750	\$6,750	\$20,250
24	IPO Instructor at 3120 Mission	\$66,000	100%	10%	10.0%	\$6,600	\$6,600	\$6,600	\$19,800
25	IPO Instructor at 1449 Webster	\$60,000	100%	10%	10.0%	\$6,000	\$6,000	\$6,000	\$18,000
26									
27									
28									
29									
30	TOTALS		12.20	3.10	2.30	\$134,350	\$140,350	\$140,350	\$415,050
31									
32	FRINGE BENEFIT RATE		30%						
33	EMPLOYEE FRINGE BENEFITS					\$39,735	\$41,550	\$41,550	\$122,835
34									
35									
36	TOTAL SALARIES & BENEFITS	\$0				\$174,085	\$181,900	\$181,900	\$537,885
37	HSA #2								11/15/2007



	A	B	C	D	E	F
1						Appendix B, Page
2						Document Date:
3						
4		Program Name:				
5		(Same as Line 9 on HSA #1)				
6						
7						
8						
9						
						TOTAL
10	EQUIPMENT	TERM	7/1/16-6/30/17	7/1/17-6/30/18	7/1/18-6/30/19	
11	No.	ITEM/DESCRIPTION				
12	12	Laptops	\$9,000			\$9,000
13	1	Secure Laptop Carts	\$850			\$850
14						
15						
16						
17						
18						
19						
20	TOTAL EQUIPMENT COST		\$9,850	\$0	\$0	\$9,850
21						
22	REMODELING					
23	Description:					0
24						0
25						0
26						0
27						0
28						0
29	TOTAL REMODELING COST		0	0	0	0
30						
31	TOTAL CAPITAL EXPENDITURE		9,850	0	0	9,850
32	(Equipment and Remodeling Cost)					
33	HSA #4					11/15/2007

