



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 *JK*

DATE: JANUARY 19, 2018

SUBJECT: **NEW GRANTS: MULTIPLE PROVIDERS: EMPLOYMENT SERVICES TO FORMERLY AND CURRENTLY AT-RISK HOMELESS INDIVIDUALS**

GRANT TERM: 2/1/18-6/30/21

GRANT AMOUNT:	<u>Grant Amount</u>	<u>Contingency</u>	<u>Total</u>
	\$4,608,190	\$460,819	\$5,069,009

ANNUAL AMOUNT:	2/1/18- 6/30/18	<u>FY 18/19</u>	<u>FY 19/20</u>	<u>FY 20/21</u>
	\$575,074	\$1,344,372	\$1,344,372	\$1,344,372

Funding Source	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
FUNDING:	\$2,626,668	\$0	\$1,981,522	\$460,819	\$5,069,009

PERCENTAGE:	57%	0%	43%	100%
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The Department of Human Services (DHS) requests authorization to enter into new grant agreements with four providers for the provision of various employment and vocational services to formerly and currently at-risk homeless individuals for the period of February 1, 2018 through June 30, 2021 in the amount of \$4,608,190 plus a 10% contingency for total grant amounts not to exceed \$5,069,009. The purpose of these grants is to provide employment preparation, vocational training and job placement to individuals who have experienced or currently face the risk of homelessness, towards the goal of placing them in permanent, unsubsidized employment.

Vendor	Total Grant Amount	10% Contingency	Total Grant Amount plus Contingency
Arriba Juntos	\$1,254,275	\$125,427	\$1,379,702
Community Housing Partnership	\$1,161,667	\$116,167	\$1,277,834
Episcopal Community Services of San Francisco	\$1,367,400	\$136,740	\$1,504,140
Goodwill	\$824,848	\$82,485	\$907,333
<b>Totals</b>	<b>\$4,608,190</b>	<b>\$460,819</b>	<b>\$5,069,009</b>

### **Background**

For over 10 years, the Department administered several Employment and Training programs for homeless individuals that were funded by the U.S. Dept. of Housing and Urban Development (HUD). When HUD funding was discontinued in 2016, the Department received an allocation of County General funds from the Board of Supervisors to maintain the provision of homeless employment services. Following the elimination of HUD funding restrictions in 2016, HSA expanded the target population served by the existing contractors, which was then limited to individuals meeting the HUD definition of homelessness, to include formerly homeless clients residing in City-funded permanent supportive housing.

The new grants reflect an effort to strategically target available funding to those homeless clients best positioned to benefit from them, to coordinate and align DHS-funded services with other services funded through the City's broader workforce system, to address the current high-priority need to create employment opportunities for CalFresh recipients, and to encourage best practices identified in the research literature. Grantees all provide direct training and job placement services, and all take a sector-based approach to placing individuals in employment. Programs are designed to engage participants in activities for at least 80 hours per month and move them to employment within six to eight months.

### **Services to be Provided**

Grantees will provide recruitment, assessment and benefits linkage, eligibility certification, job readiness preparation, vocational training, and job placement and retention to currently at-risk and formerly homeless CalFresh recipients who reside in San Francisco. Seven sector-based training programs will be offered to eligible participants. Arriba Juntos will offer vocational training in automated office skills, nursing assistant, and homecare; Community Housing Partnership in property management; Episcopal Community Services in culinary arts and hospitality; and Goodwill in retail as a career. 400 participants will be assisted through these programs annually.

### **Selection**

Grantees were selected through Request for Proposals (RFP) #770, which was issued in October 2017.

**Funding**

Funding for these grants will be comprised of a combination of County General and CalFresh Employment and Training (CFET) Funds.

**ATTACHMENTS**

Arriba Juntos – Appendix A, Scope of Services

Arriba Juntos – Appendix B, Budget

Community Housing Partnership – Appendix A, Scope of Services

Community Housing Partnership – Appendix B, Budget

Episcopal Community Services – Appendix A, Scope of Services

Episcopal Community Services – Appendix B, Budget

Goodwill – Appendix A, Scope of Services

Goodwill – Appendix B, Budget

**Appendix A**  
**Scope of Services to be Provided**  
**Arriba Juntos**  
**Employment Services for Currently At-Risk and Formerly Homeless Individuals**  
**February 1, 2018 through June 30, 2021**

**I. Purpose of Grant**

The purpose of this grant is to increase the employability of formerly homeless and currently at-risk individuals who are best positioned to move to employment within a 6-8-month period, and place them in jobs so that they may avoid homelessness and maintain housing.

**II. Definitions**

CAAP	County Adult Assistance Program
CalFresh	The California version of the Federal Supplemental Nutrition Assistance Program, formerly known as Food Stamps
Care Not Cash	A program of the Human Services Agency County Adult Assistance Program (CAAP) in which homeless CAAP clients are offered housing/shelter and associated amenities as a portion of their benefit package
CBO	Community Based Organization
CFET	CalFresh Employment & Training
Currently at-risk	Individuals who are currently housed but at-risk of homelessness, as evidenced by having income within CalFresh eligibility guidelines (i.e., at or below 200% FPL), and one or more of the following risk factors: history of homelessness within the past 5 years, history of eviction within the past 5 years, currently in possession of an eviction notice, currently in arrears on rent payments, and/or housing costs in excess of 70% of income
DHS	San Francisco Department of Human Services, a division of HSA
Formerly homeless	Individuals who have past experience of homelessness but are now off the street and living in City-funded permanent supportive housing, transitional housing, long-term shelter, public housing or other City-subsidized housing
Grantee	Arriba Juntos

HSA	San Francisco Human Services Agency
HSH	Department of Homelessness and Supportive Housing
Job placement	Participant placement in permanent unsubsidized employment for a minimum of 20 hours of employment in a 40 hour pay period
OEWD	Office of Economic and Workforce Development
SNAP	Supplemental Nutrition Assistance Program, formerly known as Food Stamps, or CalFresh in California

### III. Target Population

The target population is currently at-risk and formerly homeless individuals (as defined in Section II. Definitions) who are receiving CalFresh benefits in the City and County of San Francisco.

### IV. Description of Services

Grantee shall provide job readiness services and vocational training to 95 currently at-risk and formerly homeless individuals during a full year. Services include:

#### 1) Participant Recruitment, Assessment and Benefits Linkage:

- Accept referrals of eligible participants (as defined in Section III. Target Population) from HSA, HSH, City-funded shelters, transitional housing, rapid rehousing and permanent supportive housing providers, as well as CBO partners. Grantee may also directly recruit eligible participants from within their existing client base.
- Grantee will assist individuals in applying for CalFresh. HSA can provide training on how to assist individuals to apply online using My Benefits CalWIN or GetCalfresh.org.
- Conduct an objective assessment of each participant to determine the employment-related capabilities, needs, interests, and potential of certified applicants. The individual assessment will be located in each participant's file.
- Develop an individual service plan based on a thorough assessment which includes a vocational goal and the incremental steps towards achieving it, including linkage to separately funded public benefits, barrier remediation and support services as necessary. Note: CAAP and CalFresh linkages in particular can help participants access other employment services and sources of income to support them while in training and job search. HSA can facilitate connections to CBOs that conduct CalFresh application assistance.

#### 2) Enrollment:

- Engage participants in program activities for 20 or more hours per week, or at least 80 hours per month.

- Grantee will be given credit for an enrollment once enrollment in CalFresh has been established, appropriate documentation has been placed in each participant's file, and complete information for the enrollee has been submitted to HSA.
    - Currently at-risk or formerly homeless documentation: All participants must be currently at-risk or formerly homeless as defined in Section II. For formerly homeless, documentation will be (i) the personal statement of previous homelessness and (ii) a copy of a letter or contract from the Supportive Housing residence, shelter, transitional housing program or rental subsidy or other housing provider. For currently at-risk, documentation will be a personal statement of former homelessness, eviction history/threat or excessive housing cost burden.
    - CalFresh eligibility documentation: Grantee will be given access to CalWIN Lite to verify participants' CalFresh enrollment status and must document enrollment in CalFresh in the participant's case file. Ongoing CalFresh enrollment must be documented monthly.
- 3) Job Readiness Preparation:
- Provide job readiness preparation to include work/education history, resume, master application, on-line job search, and interviewing skills.
- 4) Vocational Training:
- Provide vocational training that helps participants obtain in-demand job skills that are marketable to employers from local/regional industries in need of workers:
    - Automated Office Skills Training – 400 hours over 10 weeks
    - Nursing Assistant Training – 178 hours over 8 weeks
    - Homecare Training – 138 hours over 4 weeks
  - Participants will be considered to have successfully completed the training program when they have completed the training program as listed herein with a satisfactory evaluation, obtained a certificate of completion and this information has been reported to HSA.
- 5) Job Placement and Job Retention:
- Develop relationships with employers to identify job placement opportunities in high-demand sectors.
  - Develop in-house knowledge of the range of barrier remediation, job readiness, and supportive services already available to program participants in the City of San Francisco, including CAAP, JobsNOW, OEWD-funded services, and services attached to permanent supportive housing. HSA can help to facilitate information sharing between City-funded service providers and Grantee.
  - Develop marketing, outreach, and recruitment materials targeting potential participating employers.
  - Develop a variety of employment opportunities to accommodate participants' skills, interests, and abilities.
  - Match participants with employment opportunities and coach them through the job search process.
  - Provide training and support to employers and participants to ensure job retention after placement.

- Mediate any disputes between employers and participants, assisting the participant to find another job if resolution cannot be reached.
- Grantee will be given credit for placement when a participant has entered into permanent unsubsidized employment as defined in Section II. Grantee will have 90 days after the completion date to place participants. For Grantee to receive placement credit, participants must be placed in a suitable permanent job, and Grantee will provide HSA with complete employment information, including employer name, job title, job start date, hourly wage, hours per week, and employment benefit information within 30 days of employment start date. Job placements must be documented either through a copy of the participant's paystub or letter from employer indicating hire date, job position title, hourly wage, and number of hours per week or month of work.
- For each participant placed in employment, Grantee will document job retention status at 90 days post-placement.

**V. Location and Time of Services**

Services will be provided at 1850 Mission Street, San Francisco, CA from Monday – Friday 8:30 am to 5:00 pm.

**VI. Grantee Responsibilities**

- A. Document the program eligibility of each participant enrolled in services.
- B. Document the CalFresh enrollment status of all participants at intake.
- C. Maintain accurate and timely tracking systems with the ability to perform routine and ad hoc reporting on enrollment, progress, and outcomes.
- D. Ensure participants understand that continued enrollment in and compliance with CalFresh is required to remain in the program.
- E. Work with HSA to verify the CalFresh enrollment of their continuing participants on a monthly basis.
- F. Document participant attendance through timesheets, which are signed by the participant and the instructor. The instructor will contact the case manager when the participant is late or absent.

**VII. Service Objectives**

On an annual basis, Grantee will meet the following Service Objectives:

- Enroll at least 95 unduplicated participants in job readiness and/or job training services.
- Ensure that at least 75% of program participants complete an annual Satisfaction Survey.

**VIII. Outcome Objectives**

On an annual basis, Grantee will meet the following Outcome Objectives:

- At least 70% of those enrolled in services will complete vocational training.
- At least 75% of those who complete vocational training will be placed in unsubsidized employment of 20 or more hours per week.
- At least 60% of those placed in employment will retain the job a minimum of 90 days.
- At least 80% of program participants completing a Satisfaction Survey will report that the program helped remove specified barriers to their employment prospects.

- At least 80% of program participants completing a Satisfaction Survey will report that the program helped them acquire specified skills, knowledge, and/or certifications that are useful towards finding a job.

## **IX. Reporting Requirements**

- Provide a monthly summary report as well as individual participant report of activities, referencing the tasks as described in Service and Outcome Objectives.
- Monthly reports must be entered into the Contracts Administration, Billing and Reporting Online (CARBON) system each month by the 15th of the following month, and include narratives that illustrate successes and challenges of the program.
- Submit monthly progress and attendance reports for each participant to HSA by the 3rd of the month following the calendar month report period. Reports are to be emailed to HSA Workforce Development Division's designee.
- Supporting documentation for the numbers presented in the reports must be maintained by Grantee and must be available for auditing by HSA.
- Issue a Fiscal Closeout Report at the end of the fiscal year. The report is due to HSA no later than July 31 each grant year. This report must be submitted to the CARBON system.
- Provide an annual participant satisfaction survey report to HSA by March 15 each grant year.
- Develop and deliver ad hoc reports as requested by HSA.
- Grantee may be required to use, and able to confirm the status of homelessness for individuals, through the HSH Online Navigation and Entry (ONE) data tracking system, currently under development.

For assistance with reporting requirements or submission of reports, contact:

Jiro Arase-Barham, Community Services Specialist, E307  
 Workforce Development Division  
 Jiro.Arase-Barham@sfgov.org  
 Phone: (415) 557-6258

or

Justin Chan, Contracts Manager, GB27  
 Office of Contract Management  
 Justin.Chan@sfgov.org  
 Phone: (415) 557-5507

## **X. Monitoring Activities**

- Program Monitoring: Program monitoring will include review of participant eligibility and back-up documentation for reporting progress towards meeting service and outcome objectives.
- Fiscal Compliance and Contract Monitoring: Fiscal monitoring will include review of 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 and match documentation. 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
1	Appendix B, Page 1					
2						
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>					
4	<b>BY PROGRAM</b>					
5	Name				Term	
6	Arriba Juntos				February 1, 2018- June 30, 2021	
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: Employment Services for Currently At Risk and Formerly Homeless Individuals					
10	Budget Reference Page No.(s)					<b>Total</b>
11	Program Term	2/1/18-6/30/18	7/1/18-6/30/19	7/1/19-6/30/20	7/1/20-6/30/21	2/1/18-6/30/21
12	<b>Expenditures</b>					
13	Salaries & Benefits	\$103,660	\$255,164	\$255,164	\$255,164	\$869,152
14	Operating Expense	\$29,349	\$64,058	\$64,058	\$64,058	\$221,523
15	<b>Subtotal</b>	<b>\$133,009</b>	<b>\$319,222</b>	<b>\$319,222</b>	<b>\$319,222</b>	<b>\$1,090,675</b>
16	Indirect Percentage (%)	15.00%	15.00%	15.00%	15.00%	15.00%
17	Indirect Cost (Line 16 X Line 15)	\$19,951	\$47,883	\$47,883	\$47,883	\$163,600
18	Capital Expenditure	\$0	\$0	\$0	\$0	\$0
19	<b>Total Expenditures</b>	<b>\$152,960</b>	<b>\$367,105</b>	<b>\$367,105</b>	<b>\$367,105</b>	<b>\$1,254,275</b>
20	<b>HSA Revenues</b>					
21	General Fund	\$87,187	\$209,250	\$209,250	\$209,250	\$714,937
22	CFET Funds	\$65,773	\$157,855	\$157,855	\$157,855	\$539,338
23						
24						
25						
26						
27						
28						
29	<b>TOTAL HSA REVENUES</b>	<b>\$152,960</b>	<b>\$367,105</b>	<b>\$367,105</b>	<b>\$367,105</b>	<b>\$1,254,275</b>
30	<b>Other Revenues</b>					
31						
32						
33						
34						
35						
36	Total Revenues	\$152,960	\$367,105	\$367,105	\$367,105	\$1,254,275
37	Full Time Equivalent (FTE)	4.50	4.50	4.50	4.50	
39	Prepared by: Nenette Tabernilla	Telephone No.:			Date 1.16.2018	
40	HSA-CO Review Signature: _____					
41	HSA #1					10/25/2016



Program Name: Employment Services for Currently, At Risk and Formerly Homeless Individuals  
 (Same as Line 9 on HSA #1)

**Operating Expense Detail**

	A	B	C	D	E	F	G	H	I	J	K	L	M
12	Expenditure Category			TERM	2/1/18-6/30/18		7/1/18-6/30/19		7/1/19-6/30/20		7/1/20-6/30/21		TOTAL 2/1/18-6/30/21
13	Rental of Property												
14	Utilities(Elec, Water, Gas, Phone, Scavenger)				\$3,063		\$7,350		\$7,350		\$7,350		\$25,113
15	Office Supplies, Postage				\$2,250		\$2,500		\$2,500		\$2,500		\$9,750
16	Building Maintenance Supplies and Repair				\$2,646		\$6,350		\$6,350		\$6,350		\$21,696
17	Printing and Reproduction				\$333		\$800		\$800		\$800		\$2,733
18	Insurance				\$2,229		\$5,350		\$5,350		\$5,350		\$18,279
19	Staff Training												
20	Staff Travel-(Local & Out of Town)				\$750		\$1,800		\$1,800		\$1,800		\$6,150
21	Rental of Equipment				\$2,343		\$4,038		\$4,038		\$4,038		\$14,457
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE												
23													
24													
25													
26													
27													
28	OTHER												
29	Monthly Transit Pass				\$9,240		\$21,945		\$21,945		\$21,945		\$75,075
30	Instructional Materials				\$2,025		\$4,125		\$4,125		\$4,125		\$14,400
31	Medical Training Equipment				\$945		\$1,925		\$1,925		\$1,925		\$6,720
32	Fingerprinting Services				\$420		\$900		\$900		\$900		\$3,120
33	State Exam				\$1,155		\$2,475		\$2,475		\$2,475		\$8,580
34	Textbooks				\$700		\$1,500		\$1,500		\$1,500		\$5,200
35	Barrier Removal				\$1,250		\$3,000		\$3,000		\$3,000		\$10,250
36													
37	TOTAL OPERATING EXPENSE				\$29,349		\$64,058		\$64,058		\$64,058		\$221,523
38													
39	HSA #3												10/25/2016

**Appendix A**  
**Scope of Services to be Provided**  
**Community Housing Partnership**  
**Employment Services for Currently At-Risk and Formerly Homeless Individuals**  
**February 1, 2018 through June 30, 2021**

**I. Purpose of Grant**

The purpose of this grant is to increase the employability of formerly homeless and currently at-risk individuals who are best positioned to move to employment within a 6-8-month period, and place them in jobs so that they may avoid homelessness and maintain housing.

**II. Definitions**

CAAP	County Adult Assistance Program
CalFresh	The California version of the Federal Supplemental Nutrition Assistance Program, formerly known as Food Stamps
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CBO	Community Based Organization
CFET	CalFresh Employment & Training
Currently at-risk	Individuals who are currently housed but at-risk of homelessness, as evidenced by having income within CalFresh eligibility guidelines (i.e., at or below 200% FPL), and one or more of the following risk factors: history of homelessness within the past 5 years, history of eviction within the past 5 years, currently in possession of an eviction notice, currently in arrears on rent payments, and/or housing costs in excess of 70% of income
DHS	San Francisco Department of Human Services, a division of HSA
Formerly homeless	Individuals who have past experience of homelessness but are now off the street and living in City-funded permanent supportive housing, transitional housing, long-term shelter, public housing or other City-subsidized housing
Grantee	Community Housing Partnership

HSA	San Francisco Human Services Agency
HSB	Department of Homelessness and Supportive Housing
Job placement	Participant placement in permanent unsubsidized employment for a minimum of 20 hours of employment in a 40 hour pay period
OEWD	Office of Economic and Workforce Development
SNAP	Supplemental Nutrition Assistance Program, formerly known as Food Stamps, or CalFresh in California

### III. Target Population

The target population is currently at-risk and formerly homeless individuals (as defined in Section II. Definitions) who are receiving CalFresh benefits in the City and County of San Francisco.

### IV. Description of Services

Grantee shall provide job readiness services and vocational training to 85 currently at-risk and formerly homeless individuals during a full year. Services include:

#### 1) Participant Recruitment, Assessment and Benefits Linkage:

- Accept referrals of eligible participants (as defined in Section III. Target Population) from HSA, HSB, City-funded shelters, transitional housing, rapid rehousing and permanent supportive housing providers, as well as CBO partners. Grantee may also directly recruit eligible participants from within their existing client base.
- Grantee will assist individuals in applying for CalFresh. HSA can provide training on how to assist individuals to apply online using My Benefits CalWIN or GetCalFresh.org.
- Conduct an objective assessment of each participant to determine the employment-related capabilities, needs, interests, and potential of certified applicants. The individual assessment will be located in each participant's file.
- Develop an individual service plan based on a thorough assessment which includes a vocational goal and the incremental steps towards achieving it, including linkage to separately funded public benefits, barrier remediation and support services as necessary. Note: CAAP and CalFresh linkages in particular can help participants access other employment services and sources of income to support them while in training and job search. HSA can facilitate connections to CBOs that conduct CalFresh application assistance.

#### 2) Enrollment:

- Engage participants in program activities for 20 or more hours per week, or at least 80 hours per month.

- Grantee will be given credit for an enrollment once enrollment in CalFresh has been established, appropriate documentation has been placed in each participant's file, and complete information for the enrollee has been submitted to HSA.
    - Currently at-risk or formerly homeless documentation: All participants must be currently at-risk or formerly homeless as defined in Section II. For formerly homeless, documentation will be (i) the personal statement of previous homelessness and (ii) a copy of a letter or contract from the Supportive Housing residence, shelter, transitional housing program or rental subsidy or other housing provider. For currently at-risk, documentation will be a personal statement of former homelessness, eviction history/threat or excessive housing cost burden.
    - CalFresh eligibility documentation: Grantee will be given access to CalWIN Lite to verify participants' CalFresh enrollment status and must document enrollment in CalFresh in the participant's case file. Ongoing CalFresh enrollment must be documented monthly.
- 3) Job Readiness Preparation:
- Provide job readiness preparation to include work/education history, resume, master application, on-line job search, and interviewing skills.
- 4) Vocational Training:
- Provide vocational training on desk clerking through the Learning Academy. Participants will receive three weeks of instruction in hard and soft skills, and contextualized vocational skills training through temporary employment with Solutions SF.
  - Participants will be considered to have successfully completed the training program when they have completed the training program as listed herein with a satisfactory evaluation, obtained a certificate of completion and this information has been reported to HSA.
- 5) Job Placement and Job Retention:
- Develop relationships with employers to identify job placement opportunities in high-demand sectors.
  - Develop in-house knowledge of the range of barrier remediation, job readiness, and supportive services already available to program participants in the City of San Francisco, including CAAP, JobsNOW, OEWD-funded services, and services attached to permanent supportive housing. HSA can help to facilitate information sharing between City-funded service providers and Grantee.
  - Develop marketing, outreach, and recruitment materials targeting potential participating employers.
  - Develop a variety of employment opportunities to accommodate participants' skills, interests, and abilities.
  - Match participants with employment opportunities and coach them through the job search process.
  - Provide training and support to employers and participants to ensure job retention after placement.
  - Mediate any disputes between employers and participants, assisting the participant to find another job if resolution cannot be reached.

- Grantee will be given credit for placement when a participant has entered into permanent unsubsidized employment as defined in Section II. Grantee will have 90 days after the completion date to place participants. For Grantee to receive placement credit, participants must be placed in a suitable permanent job, and Grantee will provide HSA with complete employment information, including employer name, job title, job start date, hourly wage, hours per week, and employment benefit information within 30 days of employment start date. Job placements must be documented either through a copy of the participant's paystub or letter from employer indicating hire date, job position title, hourly wage, and number of hours per week or month of work.
- For each participant placed in employment, Grantee will document job retention status at 90 days post-placement.

**V. Location and Time of Services**

The majority of program staff and services are based out of 20 Jones Street, CHP's Central Office. CHP's vocational training program, Learning Academy, is held at the office located at 374 5th Street. Office hours are from 9:00 am – 5:00 pm Monday through Friday.

**VI. Grantee Responsibilities**

- A. Document the program eligibility of each participant enrolled in services.
- B. Document the CalFresh enrollment status of all participants at intake.
- C. Maintain accurate and timely tracking systems with the ability to perform routine and ad hoc reporting on enrollment, progress, and outcomes.
- D. Ensure participants understand that continued enrollment in and compliance with CalFresh is required to remain in the program.
- E. Work with HSA to verify the CalFresh enrollment of their continuing participants on a monthly basis.
- F. Document participant attendance through timesheets, which are signed by the participant and the instructor. The instructor will contact the case manager when the participant is late or absent.

**VII. Service Objectives**

On an annual basis, Grantee will meet the following Service Objectives:

- Enroll at least 85 unduplicated participants in job readiness and/or job training services.
- Ensure that at least 75% of program participants complete an annual Satisfaction Survey.

**VIII. Outcome Objectives**

On an annual basis, Grantee will meet the following Outcome Objectives:

- At least 70% of those enrolled in services will complete vocational training.
- At least 75% of those who complete vocational training will be placed in unsubsidized employment of 20 or more hours per week.
- At least 60% of those placed in employment will retain the job a minimum of 90 days.
- At least 80% of program participants completing a Satisfaction Survey will report that the program helped remove specified barriers to their employment prospects.



- At least 80% of program participants completing a Satisfaction Survey will report that the program helped them acquire specified skills, knowledge, and/or certifications that are useful towards finding a job.

## **IX. Reporting Requirements**

- Provide a monthly summary report as well as individual participant report of activities, referencing the tasks as described in Service and Outcome Objectives.
- Monthly reports must be entered into the Contracts Administration, Billing and Reporting Online (CARBON) system each month by the 15th of the following month, and include narratives that illustrate successes and challenges of the program.
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- Develop and deliver ad hoc reports as requested by HSA.
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For assistance with reporting requirements or submission of reports, contact:

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 Workforce Development Division  
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 Phone: (415) 557-6258

or

Justin Chan, Contracts Manager, GB27  
 Office of Contract Management  
 Justin.Chan@sfgov.org  
 Phone: (415) 557-5507

## **X. Monitoring Activities**

- Program Monitoring: Program monitoring will include review of participant eligibility and back-up documentation for reporting progress towards meeting service and outcome objectives.
- Fiscal Compliance and Contract Monitoring: Fiscal monitoring will include review of 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 and match documentation. 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
1	Appendix B, Page 1					
2						
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>					
4	<b>BY PROGRAM</b>					
5	Name				Term	
6	Community Housing Partnership				February 1, 2018- June 30, 2021	
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: Employment Services for Currently At Risk and Formerly Homeless Individuals					
10	Budget Reference Page No.(s)					<b>Total</b>
11	Program Term	2/1/18-6/30/18	7/1/18-6/30/19	7/1/19-6/30/20	7/1/20-6/30/21	2/1/18-6/30/21
12	<b>Expenditures</b>					
13	Salaries & Benefits	\$98,508	\$236,419	\$236,419	\$236,419	\$807,765
14	Operating Expense	\$24,680	\$59,233	\$59,233	\$59,233	\$202,379
15	<b>Subtotal</b>	<b>\$123,188</b>	<b>\$295,652</b>	<b>\$295,652</b>	<b>\$295,652</b>	<b>\$1,010,144</b>
16	Indirect Percentage (%)	15.00%	15.00%	15.00%	15.00%	15.00%
17	Indirect Cost (Line 16 X Line 15)	\$18,478	\$44,348	\$44,348	\$44,348	\$151,522
18	Capital Expenditure	\$0	\$0	\$0	\$0	\$0
19	<b>Total Expenditures</b>	<b>\$141,666</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$1,161,667</b>
20	<b>HSA Revenues</b>					
21	General Fund	\$80,750	\$193,800	\$193,800	\$193,800	\$662,150
22	CFET Funds	\$60,917	\$146,200	\$146,200	\$146,200	\$499,517
23						
24						
25						
26						
27						
28						
29	<b>TOTAL HSA REVENUES</b>	<b>\$141,667</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$1,161,667</b>
30	<b>Other Revenues</b>					
31						
32						
33						
34						
35						
36	<b>Total Revenues</b>	<b>\$141,667</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$1,161,667</b>
37	Full Time Equivalent (FTE)	3.65	3.65	3.65	3.65	
39	Prepared by: Kani Lin	Telephone No.:			Date 1.16.2018	
40	HSA-CO Review Signature:	_____				
41	HSA #1	10/25/2016				

Program Name: Employment Services for Currently, At Risk and Formerly Homeless Individuals  
 (Same as Line 9 on HSA #1)

**Salaries & Benefits Detail**

A	B	C	D	E	F		G	H	I	J
					2/1/18-6/30/18	7/1/18-6/30/19	7/1/19-6/30/20	7/1/20-6/30/21	TOTAL	
1	Annual Full Time Salary for FTE	Total FTE	% funded by HSA (Max 100%)	Adjusted FTE	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	2/1/18-6/30/21
12	Director	1.00	10%	0.10	\$4,073	\$9,776	\$9,776	\$9,776	\$9,776	\$33,401
14	Manager	1.00	50%	0.50	\$14,441	\$34,660	\$34,660	\$34,660	\$34,660	\$118,420
15	Employment Training Coordinator 1	1.00	60%	0.60	\$10,873	\$26,096	\$26,096	\$26,096	\$26,096	\$89,161
16	Employment Training Coordinator 2	1.00	60%	0.60	\$10,873	\$26,096	\$26,096	\$26,096	\$26,096	\$89,161
17	Employment Training Coordinator 3	1.00	75%	0.75	\$13,592	\$32,620	\$32,620	\$32,620	\$32,620	\$111,451
18	Program Associate	1.00	60%	0.60	\$11,960	\$28,704	\$28,704	\$28,704	\$28,704	\$98,072
19	Employment Retention Specialist	1.00	50%	0.50	\$7,932	\$19,036	\$19,036	\$19,036	\$19,036	\$65,040
20										
21										
22										
23										
24										
25										
26										
27										
28										
29	TOTALS	7.00		3.65	\$73,745	\$176,987	\$176,987	\$176,987	\$176,987	\$604,705
30	FRINGE BENEFIT RATE			33.58%						
31	EMPLOYEE FRINGE BENEFITS				\$24,763	\$59,432	\$59,432	\$59,432	\$59,432	\$203,060
32	TOTAL SALARIES & BENEFITS				\$98,508	\$236,419	\$236,419	\$236,419	\$236,419	\$807,765
33	HSA #2									
34										
35										
36										

10/25/2016

Program Name: Employment Services for Currently, At Risk and Formerly Homeless Individuals  
(Same as Line 9 on HSA #1)

### Operating Expense Detail

		TERM	2/1/18-6/30/18	7/1/18-6/30/19	7/1/19-6/30/20	7/1/20-6/30/21	TOTAL 2/1/18-6/30/21
12	Expenditure Category						
13	Rental of Property		\$7,395	\$17,749	\$17,749	\$17,749	\$60,642
14	Utilities(Elec, Water, Gas, Phone, Scavenger)		\$533	\$1,278	\$1,278	\$1,278	\$4,367
15	Office Supplies, Postage		\$1,122	\$2,692	\$2,692	\$2,692	\$9,198
16	Building Maintenance Supplies and Repair		\$1,745	\$4,188	\$4,188	\$4,188	\$14,309
17	Printing and Reproduction		\$833	\$2,000	\$2,000	\$2,000	\$6,833
18	Insurance		\$580	\$1,393	\$1,393	\$1,393	\$4,759
19	Staff Training		\$603	\$1,447	\$1,447	\$1,447	\$4,944
20	Staff Travel-(Local & Out of Town)						
21	Rental of Equipment		\$587	\$1,409	\$1,409	\$1,409	\$4,814
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE						
23	Learning Academy Instructor		\$2,500	\$6,000	\$6,000	\$6,000	\$20,500
24							
25							
26							
27							
28	OTHER						
29	Barrier Removal		\$1,250	\$3,000	\$3,000	\$3,000	\$10,250
30	Retention Program		\$1,250	\$3,000	\$3,000	\$3,000	\$10,250
31	Staff Recruitment		\$440	\$1,057	\$1,057	\$1,057	\$3,611
32	Payroll Expense & Audit		\$1,417	\$3,401	\$3,401	\$3,401	\$11,620
33	IT & Small Equipment & Subscriptions		\$4,425	\$10,619	\$10,619	\$10,619	\$36,282
34							
35							
36							
37	TOTAL OPERATING EXPENSE		\$24,680	\$59,233	\$59,233	\$59,233	\$202,379
38							
39	HSA #3						10/25/2016

**Appendix A**  
**Scope of Services to be Provided**  
**Episcopal Community Services of San Francisco**  
**Employment Services for Currently At-Risk and Formerly Homeless Individuals**  
**February 1, 2018 through June 30, 2021**

**I. Purpose of Grant**

The purpose of this grant is to increase the employability of formerly homeless and currently at-risk individuals who are best positioned to move to employment within a 6-8-month period, and place them in jobs so that they may avoid homelessness and maintain housing.

**II. Definitions**

CAAP	County Adult Assistance Program
CalFresh	The California version of the Federal Supplemental Nutrition Assistance Program, formerly known as Food Stamps
Care Not Cash	A program of the Human Services Agency County Adult Assistance Program (CAAP) in which homeless CAAP clients are offered housing/shelter and associated amenities as a portion of their benefit package
CBO	Community Based Organization
CFET	CalFresh Employment & Training
CHEFS	Conquering Homelessness through Employment in Food Services, a vocational training program offered by Grantee
Currently at-risk	Individuals who are currently housed but at-risk of homelessness, as evidenced by having income within CalFresh eligibility guidelines (i.e., at or below 200% FPL), and one or more of the following risk factors: history of homelessness within the past 5 years, history of eviction within the past 5 years, currently in possession of an eviction notice, currently in arrears on rent payments, and/or housing costs in excess of 70% of income
DHS	San Francisco Department of Human Services, a division of HSA
Formerly homeless	Individuals who have past experience of homelessness but are now off the street and living in City-funded permanent supportive housing, transitional housing, long-term shelter,

	public housing or other City-subsidized housing
Grantee	Episcopal Community Services of San Francisco
HFA	Hospitality for All, a vocational training program offered by Grantee
HSA	San Francisco Human Services Agency
HSH	Department of Homelessness and Supportive Housing
Job placement	Participant placement in permanent unsubsidized employment for a minimum of 20 hours of employment in a 40 hour pay period
OEWD	Office of Economic and Workforce Development
SNAP	Supplemental Nutrition Assistance Program, formerly known as Food Stamps, or CalFresh in California

### III. Target Population

The target population is currently at-risk and formerly homeless individuals (as defined in Section II. Definitions) who are receiving CalFresh benefits in the City and County of San Francisco.

### IV. Description of Services

Grantee shall provide job readiness services and vocational training to 119 currently at-risk and formerly homeless individuals during a full year. 64 of those individuals will be served through the CHEFS program, and 55 through the HFA program. Services include:

#### 1) Participant Recruitment, Assessment and Benefits Linkage:

- Accept referrals of eligible participants (as defined in Section III. Target Population) from HSA, HSH, City-funded shelters, transitional housing, rapid rehousing and permanent supportive housing providers, as well as CBO partners. Grantee may also directly recruit eligible participants from within their existing client base.
- Grantee will assist individuals in applying for CalFresh. HSA can provide training on how to assist individuals to apply online using My Benefits CalWIN or GetCalfresh.org.
- Conduct an objective assessment of each participant to determine the employment-related capabilities, needs, interests, and potential of certified applicants. The individual assessment will be located in each participant's file.
- Develop an individual service plan based on a thorough assessment which includes a vocational goal and the incremental steps towards achieving it, including linkage to separately funded public benefits, barrier remediation and support services as necessary. Note: CAAP and CalFresh linkages in particular can help participants access other employment services and sources of income to support them while in training and job search. HSA

can facilitate connections to CBOs that conduct CalFresh application assistance.

2) Enrollment:

- Engage participants in program activities for 20 or more hours per week, or at least 80 hours per month.
- Grantee will be given credit for an enrollment once enrollment in CalFresh has been established, appropriate documentation has been placed in each participant's file, and complete information for the enrollee has been submitted to HSA.
  - Currently at-risk or formerly homeless documentation: All participants must be currently at-risk or formerly homeless as defined in Section II. For formerly homeless, documentation will be (i) the personal statement of previous homelessness and (ii) a copy of a letter or contract from the Supportive Housing residence, shelter, transitional housing program or rental subsidy or other housing provider. For currently at-risk, documentation will be a personal statement of former homelessness, eviction history/threat or excessive housing cost burden.
  - CalFresh eligibility documentation: Grantee will be given access to CalWIN Lite to verify participants' CalFresh enrollment status and must document enrollment in CalFresh in the participant's case file. Ongoing CalFresh enrollment must be documented monthly.

3) Job Readiness Preparation:

- Provide job readiness preparation to include work/education history, resume, master application, on-line job search, and interviewing skills.

4) Vocational Training:

- Provide vocational training that helps participants obtain in-demand job skills that are marketable to employers from local/regional industries in need of workers:
  - CHEFS is a five-month culinary training program, totaling 516 hours of classroom instruction, experiential learning, and on-the-job training. Participants will earn their ServSafe® CA Food Handler Card, which is required for all California food service employees.
  - HFA is an up-to-eight-month training program targeted to employment in hospitality sector jobs in traditional venues as well as in shelters for people experiencing homelessness. Participants will engage in online courses on essential career skills and principles on hospitality and tourism, practicum on interactive skills, and shadowing for 20 hours per week.
- Participants will be considered to have successfully completed the training program when they have completed the training program as listed herein with a satisfactory evaluation, obtained a certificate of completion and this information has been reported to HSA.

5) Job Placement and Job Retention:

- Develop relationships with employers to identify job placement opportunities in high-demand sectors.



- Develop in-house knowledge of the range of barrier remediation, job readiness, and supportive services already available to program participants in the City of San Francisco, including CAAP, JobsNOW, OEWD-funded services, and services attached to permanent supportive housing. HSA can help to facilitate information sharing between City-funded service providers and Grantee.
- Develop marketing, outreach, and recruitment materials targeting potential participating employers.
- Develop a variety of employment opportunities to accommodate participants' skills, interests, and abilities.
- Match participants with employment opportunities and coach them through the job search process.
- Provide training and support to employers and participants to ensure job retention after placement.
- Mediate any disputes between employers and participants, assisting the participant to find another job if resolution cannot be reached.
- Grantee will be given credit for placement when a participant has entered into permanent unsubsidized employment as defined in Section II. Grantee will have 90 days after the completion date to place participants. For Grantee to receive placement credit, participants must be placed in a suitable permanent job, and Grantee will provide HSA with complete employment information, including employer name, job title, job start date, hourly wage, hours per week, and employment benefit information within 30 days of employment start date. Job placements must be documented either through a copy of the participant's paystub or letter from employer indicating hire date, job position title, hourly wage, and number of hours per week or month of work.
- For each participant placed in employment, Grantee will document job retention status at 90 days post-placement.

**V. Location and Time of Services**

Services will be primarily provided at the Adult Education Center, 165 8th Street, San Francisco, CA, and the Sanctuary Shelter, 201 8th Street, San Francisco, CA, with other sites as identified that host internships. The program will operate between the hours of 8 am and 4 pm on Monday through Friday.

**VI. Grantee Responsibilities**

- A. Document the program eligibility of each participant enrolled in services.
- B. Document the CalFresh enrollment status of all participants at intake.
- C. Maintain accurate and timely tracking systems with the ability to perform routine and ad hoc reporting on enrollment, progress, and outcomes.
- D. Ensure participants understand that continued enrollment in and compliance with CalFresh is required to remain in the program.
- E. Work with HSA to verify the CalFresh enrollment of their continuing participants on a monthly basis.
- F. Document participant attendance through timesheets, which are signed by the participant and the instructor. The instructor will contact the case manager when the participant is late or absent.

**VII. Service Objectives**

On an annual basis, Grantee will meet the following Service Objectives:

- Enroll at least 119 unduplicated participants in job readiness and/or job training services.
- Ensure that at least 75% of program participants complete an annual Satisfaction Survey.

### **VIII. Outcome Objectives**

On an annual basis, Grantee will meet the following Outcome Objectives:

- At least 70% of those enrolled in services will complete vocational training.
- At least 75% of those who complete vocational training will be placed in unsubsidized employment of 20 or more hours per week.
- At least 60% of those placed in employment will retain the job a minimum of 90 days.
- At least 80% of program participants completing a Satisfaction Survey will report that the program helped remove specified barriers to their employment prospects.
- At least 80% of program participants completing a Satisfaction Survey will report that the program helped them acquire specified skills, knowledge, and/or certifications that are useful towards finding a job.

### **IX. Reporting Requirements**

- Provide a monthly summary report as well as individual participant report of activities, referencing the tasks as described in Service and Outcome Objectives.
- Monthly reports must be entered into the Contracts Administration, Billing and Reporting Online (CARBON) system each month by the 15th of the following month, and include narratives that illustrate successes and challenges of the program.
- Submit monthly progress and attendance reports for each participant to HSA by the 3rd of the month following the calendar month report period. Reports are to be emailed to HSA Workforce Development Division's designee.
- Supporting documentation for the numbers presented in the reports must be maintained by Grantee and must be available for auditing by HSA.
- Issue a Fiscal Closeout Report at the end of the fiscal year. The report is due to HSA no later than July 31 each grant year. This report must be submitted to the CARBON system.
- Provide an annual participant satisfaction survey report to HSA by March 15 each grant year.
- Develop and deliver ad hoc reports as requested by HSA.
- Grantee may be required to use, and able to confirm the status of homelessness for individuals, through the HSH Online Navigation and Entry (ONE) data tracking system, currently under development.

For assistance with reporting requirements or submission of reports, contact:

Jiro Arase-Barham, Community Services Specialist, E307  
 Workforce Development Division  
 Jiro.Arase-Barham@sfgov.org  
 Phone: (415) 557-6258

or  
Justin Chan, Contracts Manager, GB27  
Office of Contract Management  
Justin.Chan@sfgov.org  
Phone: (415) 557-5507

**X. Monitoring Activities**

- A. Program Monitoring: Program monitoring will include review of participant 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 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 and match documentation. 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	
1						Appendix B, Page:	1
2						Document Date:	1/5/2018
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>						
4							
5	Name			Term			
6	EPISCOPAL COMMUNITY SERVICES OF SAN FRANCISCO			2/1/18-6/30/21			
7	(Check One) New <u>XXX</u> Renewal <u>    </u> Modification <u>    </u>						
8	If modification, Effective Date of Mod.		No. of Mod.				
9	Program: Employment Services for Formerly and Currently At-Risk Homeless Individuals					<b>TOTAL</b>	
10	Budget Reference Page No.(s)						
11	Program Term	2/1/18-6/30/18	7/1/18-6/30/19	7/1/19-6/30/20	7/1/20-6/30/21	2/1/18-6/30/21	
12	<b>Expenditures</b>						
13	Salaries & Benefits	\$128,662	\$308,789	\$308,789	\$308,789	\$1,055,029	
14	Operating Expense	\$19,317	\$46,360	\$46,360	\$46,360	\$158,397	
15	<b>Subtotal</b>	<b>\$147,979</b>	<b>\$355,149</b>	<b>\$355,149</b>	<b>\$355,149</b>	<b>\$1,213,426</b>	
16	Indirect Percentage (%)	11.00%	11.00%	11.00%	11.00%	11.00%	
17	Indirect Cost (Line 16 X Line 15)	\$16,278	\$39,066	\$39,066	\$39,066	\$133,476	
18	Capital Expenditure	\$15,600	\$1,633	\$1,633	\$1,633	\$20,499	
19	<b>Total Expenditures</b>	<b>\$179,856</b>	<b>\$395,848</b>	<b>\$395,848</b>	<b>\$395,848</b>	<b>\$1,367,400</b>	
20	<b>HSA Revenues</b>						
21	General Fund	\$102,518	\$225,633	\$225,633	\$225,633	\$779,418	
22	CFET Funds	\$77,338	\$170,215	\$170,215	\$170,215	\$587,982	
23							
24							
25							
26							
27							
28							
29	<b>TOTAL HSA REVENUES</b>	<b>\$179,856</b>	<b>\$395,848</b>	<b>\$395,848</b>	<b>\$395,848</b>	<b>\$1,367,400</b>	
30	<b>Other Revenues</b>						
31							
32							
33							
34							
35							
36	<b>Total Revenues</b>	<b>\$179,856</b>	<b>\$395,848</b>	<b>\$395,848</b>	<b>\$395,848</b>	<b>\$1,367,400</b>	
37	Full Time Equivalent (FTE)	3.90	3.90	3.90	3.90		
39	Prepared by: Evelyn L. Lam	1/5/2018					
40	HSA-CO Review Signature: _____						
41	HSA #1	11/15/2007					
42							

**Salaries & Benefits Detail**

A 1 2 3 4 5 6 7 8 9 10 11	B Program: Employment Services for Formerly and Currently At-Risk Homeless Individuals	C POSITION TITLE	D Annual Full Time Salary for FTE	E Total % FTE	F % FTE	G Adjusted FTE	H 2/1/18-6/30/18	I 7/1/18-6/30/19	J 7/1/19-6/30/20	K 7/1/20-6/30/21	L 2/1/18-6/30/21	M TOTAL
12		CHEFS Training Program Mgr	\$66,352	100%	20%	20%	\$5,529	\$13,270	\$13,270	\$13,270	\$13,270	\$45,339
13		CHEFS Training Instructor	\$52,500	100%	25%	25%	\$5,469	\$13,125	\$13,125	\$13,125	\$13,125	\$44,844
14		CHEFS Training Instructor	\$52,500	100%	25%	25%	\$5,469	\$13,125	\$13,125	\$13,125	\$13,125	\$44,844
15		CHEFS Employment Specialist	\$42,929	100%	50%	50%	\$8,944	\$21,465	\$21,465	\$21,465	\$21,465	\$73,339
16		Adult Education Ctr (AEC) Program Mgr	\$68,108	100%	50%	50%	\$14,189	\$34,054	\$34,054	\$34,054	\$34,054	\$116,361
17		Adult Education Ctr (AEC) Instructor I	\$53,834	100%	20%	20%	\$4,486	\$10,767	\$10,767	\$10,767	\$10,767	\$36,787
18		Adult Education Ctr (AEC) Instructor II	\$55,381	100%	25%	25%	\$5,789	\$13,845	\$13,845	\$13,845	\$13,845	\$47,304
19		Adult Education Ctr (AEC) Empl Specialist	\$55,194	100%	100%	100%	\$22,998	\$55,194	\$55,194	\$55,194	\$55,194	\$188,580
20		Database Compliance Specialist	\$50,817	100%	75%	75%	\$15,880	\$38,113	\$38,113	\$38,113	\$38,113	\$130,219
21												
22												
23												
24												
25												
26												
27												
28												
29												
30		TOTALS	\$497,615	9.00	3.90	3.90	\$98,733	\$212,958	\$212,958	\$212,958	\$212,958	\$727,607
31		FRINGE BENEFIT RATE										
32		EMPLOYEE FRINGE BENEFITS	\$223,927				\$39,930	\$95,831	\$95,831	\$95,831	\$95,831	\$327,423
33		TOTAL SALARIES & BENEFITS	\$721,542				\$128,662	\$308,789	\$308,789	\$308,789	\$308,789	\$1,055,027
34		HSA #2										
35												
36												
37												
38												

	A	B	C	D	E	F	G	H	I	J
1	Program: Employment Services for Formerly and Currently At-Risk Homeless Individuals								Appendix B, Page:	3
2									Document Date:	1/5/2018
3										
4										
5										
6										
7	<b>Operating Expense Detail</b>									
8										
9										
10										<b>TOTAL</b>
11						2/1/18-6/30/18	7/1/18-6/30/19	7/1/19-6/30/20	7/1/20-6/30/21	2/1/18-6/30/21
12	<u>Expenditure Category</u>									
13	Rental of Property									
14	Facilities/Utilities(Elec,Water,Gas,Scavenger)					\$3,917	\$9,400	\$9,400	\$9,400	\$32,117
15	Office Supplies, Postage					\$83	\$200	\$200	\$200	\$683
16	Building Maintenance Supplies and Repair									
17	Printing and Reproduction					\$417	\$1,000	\$1,000	\$1,000	\$3,417
18	Insurance					\$750	\$1,800	\$1,800	\$1,800	\$6,150
19	Conferences/Meetings									
20	Staff Travel-(Local & Out of Town)									
21	Rental of Equipment									
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE									
23	Subcontract: Clinical Consultant					\$1,500	\$3,600	\$3,600	\$3,600	\$12,300
24	(3 hours/month X \$100/hr X 12 months)									
25										
26										
27										
28	OTHER									
29	Staff Training/Recruitment & Local Travel					\$910	\$2,185	\$2,185	\$2,185	\$7,465
30	Food and Food Service Supplies					\$5,000	\$12,000	\$12,000	\$12,000	\$41,000
31	Program Supplies/Laundry & Uniforms					\$2,542	\$6,100	\$6,100	\$6,100	\$20,842
32	Telecommunications					\$490	\$1,175	\$1,175	\$1,175	\$4,015
33	Plato Software Annual Subscription					\$3,708	\$8,900	\$8,900	\$8,900	\$30,408
34										
35										
36	TOTAL OPERATING EXPENSE					\$19,317	\$46,360	\$46,360	\$46,360	\$158,397
37										
38	<b>HSA #3</b>									11/15/2007
39										

	A	B	C	D	E	F	G
1						Appendix B, Page:	4
2						Document Date:	1/5/18
3							
4							
5	Program: Employment Services for Formerly and Currently At-Risk Homeless Individuals						
6							
7							
8							
9							TOTAL
10	EQUIPMENT	TERM	2/1/18-6/30/18	7/1/18-6/30/19	7/1/19-6/30/20	7/1/20-6/30/21	2/1/18-6/30/21
11	No.	ITEM/DESCRIPTION					
12		IT Equipment (computers)	\$15,600	\$1,633	\$1,633	\$1,633	\$20,499
13							
14							
15							
16							
17							
18							
19							
20	TOTAL EQUIPMENT COST		\$15,600	\$1,633	\$1,633	\$1,633	\$20,499
21							
22	REMODELING						
23	Description:						0
24							0
25							0
26							0
27							0
28							0
29	TOTAL REMODELING COST		0				0
30							
31	TOTAL CAPITAL EXPENDITURE		15,600	1,633	1,633	1,633	20,499
32	(Equipment and Remodeling Cost)						
33	HSA #4						1/0/1900

**Appendix A**  
**Scope of Services to be Provided**  
**Goodwill of San Francisco, San Mateo and Marin Counties**  
**Employment Services for Currently At-Risk and Formerly Homeless Individuals**  
**February 1, 2018 through June 30, 2021**

**I. Purpose of Grant**

The purpose of this grant is to increase the employability of formerly homeless and currently at-risk individuals who are best positioned to move to employment within a 6-8-month period, and place them in jobs so that they may avoid homelessness and maintain housing.

**II. Definitions**

CAAP	County Adult Assistance Program
CalFresh	The California version of the Federal Supplemental Nutrition Assistance Program, formerly known as Food Stamps
Care Not Cash	A program of the Human Services Agency County Adult Assistance Program (CAAP) in which homeless CAAP clients are offered housing/shelter and associated amenities as a portion of their benefit package
CBO	Community Based Organization
CFET	CalFresh Employment & Training
Currently at-risk	Individuals who are currently housed but at-risk of homelessness, as evidenced by having income within CalFresh eligibility guidelines (i.e., at or below 200% FPL), and one or more of the following risk factors: history of homelessness within the past 5 years, history of eviction within the past 5 years, currently in possession of an eviction notice, currently in arrears on rent payments, and/or housing costs in excess of 70% of income
DHS	San Francisco Department of Human Services, a division of HSA
Formerly homeless	Individuals who have past experience of homelessness but are now off the street and living in City-funded permanent supportive housing, transitional housing, long-term shelter, public housing or other City-subsidized housing
Grantee	Goodwill of San Francisco, San Mateo and Marin



HSA	San Francisco Human Services Agency
HSB	Department of Homelessness and Supportive Housing
Job placement	Participant placement in permanent unsubsidized employment for a minimum of 20 hours of employment in a 40 hour pay period
OEWD	Office of Economic and Workforce Development
SNAP	Supplemental Nutrition Assistance Program, formerly known as Food Stamps, or CalFresh in California

**III. Target Population**

The target population is currently at-risk and formerly homeless individuals (as defined in Section II. Definitions) who are receiving CalFresh benefits in the City and County of San Francisco.

**IV. Description of Services**

Grantee shall provide job readiness services and vocational training to 110 currently at-risk and formerly homeless individuals during a full year. Services include:

1) Participant Recruitment, Assessment and Benefits Linkage:

- Accept referrals of eligible participants (as defined in Section III. Target Population) from HSA, HSB, City-funded shelters, transitional housing, rapid rehousing and permanent supportive housing providers, as well as CBO partners. Grantee may also directly recruit eligible participants from within their existing client base.
- Grantee will assist individuals in applying for CalFresh. HSA can provide training on how to assist individuals to apply online using My Benefits CalWIN or GetCalFresh.org.
- Conduct an objective assessment of each participant to determine the employment-related capabilities, needs, interests, and potential of certified applicants. The individual assessment will be located in each participant's file.
- Develop an individual service plan based on a thorough assessment which includes a vocational goal and the incremental steps towards achieving it, including linkage to separately funded public benefits, barrier remediation and support services as necessary. Note: CAAP and CalFresh linkages in particular can help participants access other employment services and sources of income to support them while in training and job search. HSA can facilitate connections to CBOs that conduct CalFresh application assistance.

2) Enrollment:

- Engage participants in program activities for 20 or more hours per week, or at least 80 hours per month.

- Grantee will be given credit for an enrollment once enrollment in CalFresh has been established, appropriate documentation has been placed in each participant's file, and complete information for the enrollee has been submitted to HSA.
    - Currently at-risk or formerly homeless documentation: All participants must be currently at-risk or formerly homeless as defined in Section II. For formerly homeless, documentation will be (i) the personal statement of previous homelessness and (ii) a copy of a letter or contract from the Supportive Housing residence, shelter, transitional housing program or rental subsidy or other housing provider. For currently at-risk, documentation will be a personal statement of former homelessness, eviction history/threat or excessive housing cost burden.
    - CalFresh eligibility documentation: Grantee will be given access to CalWIN Lite to verify participants' CalFresh enrollment status and must document enrollment in CalFresh in the participant's case file. Ongoing CalFresh enrollment must be documented monthly.
- 3) Job Readiness Preparation:
- Provide 20-hour job readiness training to include work/education history, resume, master application, on-line job search, and interviewing skills.
- 4) Vocational Training:
- Provide vocational training in retail and sales jobs that develops core competencies and digital skills expected in the sector. The program will operate over a two-week period for 20 hours per week. The topics covered will include retail technology, register procedures, stock control, pricing, sales, cross-selling, visual merchandising, and creating an excellent customer experience. Students will be coached through the process of obtaining their Microsoft Digital Literacy Certificate.
  - Participants will be considered to have successfully completed the training program when they have completed the training program as listed herein with a satisfactory evaluation, obtained a certificate of completion and this information has been reported to HSA.
- 5) Job Placement and Job Retention:
- Develop relationships with employers to identify job placement opportunities in high-demand sectors.
  - Develop in-house knowledge of the range of barrier remediation, job readiness, and supportive services already available to program participants in the City of San Francisco, including CAAP, JobsNOW, OEWD-funded services, and services attached to permanent supportive housing. HSA can help to facilitate information sharing between City-funded service providers and Grantee.
  - Develop marketing, outreach, and recruitment materials targeting potential participating employers.
  - Develop a variety of employment opportunities to accommodate participants' skills, interests, and abilities.
  - Match participants with employment opportunities and coach them through the job search process.
  - Provide training and support to employers and participants to ensure job retention after placement.

- Mediate any disputes between employers and participants, assisting the participant to find another job if resolution cannot be reached.
- Grantee will be given credit for placement when a participant has entered into permanent unsubsidized employment as defined in Section II. Grantee will have 90 days after the completion date to place participants. For Grantee to receive placement credit, participants must be placed in a suitable permanent job, and Grantee will provide HSA with complete employment information, including employer name, job title, job start date, hourly wage, hours per week, and employment benefit information within 30 days of employment start date. Job placements must be documented either through a copy of the participant's paystub or letter from employer indicating hire date, job position title, hourly wage, and number of hours per week or month of work.
- For each participant placed in employment, Grantee will document job retention status at 90 days post-placement.

**V. Location and Time of Services**

Services will take place in the CAP Career Center, 99 Kissling Street, San Francisco, CA. The CAP is open Monday through Thursday from 9 am to 5 pm and on Friday from 9 am to 1 pm. Once a month the Center remains open till 7 pm on Wednesdays to better meet the needs of the target population.

**VI. Grantee Responsibilities**

- A. Document the program eligibility of each participant enrolled in services.
- B. Document the CalFresh enrollment status of all participants at intake.
- C. Maintain accurate and timely tracking systems with the ability to perform routine and ad hoc reporting on enrollment, progress, and outcomes.
- D. Ensure participants understand that continued enrollment in and compliance with CalFresh is required to remain in the program.
- E. Work with HSA to verify the CalFresh enrollment of their continuing participants on a monthly basis.
- F. Document participant attendance through timesheets, which are signed by the participant and the instructor. The instructor will contact the case manager when the participant is late or absent.

**VII. Service Objectives**

On an annual basis, Grantee will meet the following Service Objectives:

- Enroll at least 110 unduplicated participants in job readiness and/or job training services.
- Ensure that at least 75% of program participants complete an annual Satisfaction Survey.

**VIII. Outcome Objectives**

On an annual basis, Grantee will meet the following Outcome Objectives:

- At least 70% of those enrolled in services will complete vocational training.
- At least 75% of those who complete vocational training will be placed in unsubsidized employment of 20 or more hours per week.
- At least 60% of those placed in employment will retain the job a minimum of 90 days.

- At least 80% of program participants completing a Satisfaction Survey will report that the program helped remove specified barriers to their employment prospects.
- At least 80% of program participants completing a Satisfaction Survey will report that the program helped them acquire specified skills, knowledge, and/or certifications that are useful towards finding a job.

## **IX. Reporting Requirements**

- Provide a monthly summary report as well as individual participant report of activities, referencing the tasks as described in Service and Outcome Objectives.
- Monthly reports must be entered into the Contracts Administration, Billing and Reporting Online (CARBON) system each month by the 15th of the following month, and include narratives that illustrate successes and challenges of the program.
- Submit monthly progress and attendance reports for each participant to HSA by the 3rd of the month following the calendar month report period. Reports are to be emailed to HSA Workforce Development Division's designee.
- Supporting documentation for the numbers presented in the reports must be maintained by Grantee and must be available for auditing by HSA.
- Issue a Fiscal Closeout Report at the end of the fiscal year. The report is due to HSA no later than July 31 each grant year. This report must be submitted to the CARBON system.
- Provide an annual participant satisfaction survey report to HSA by March 15 each grant year.
- Develop and deliver ad hoc reports as requested by HSA.
- Grantee may be required to use, and able to confirm the status of homelessness for individuals, through the HSH Online Navigation and Entry (ONE) data tracking system, currently under development.

For assistance with reporting requirements or submission of reports, contact:

Jiro Arase-Barham, Community Services Specialist, E307  
 Workforce Development Division  
 Jiro.Arase-Barham@sfgov.org  
 Phone: (415) 557-6258

or

Justin Chan, Contracts Manager, GB27  
 Office of Contract Management  
 Justin.Chan@sfgov.org  
 Phone: (415) 557-5507

## **X. Monitoring Activities**

- Program Monitoring: Program monitoring will include review of participant 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 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 and match documentation. 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
1	Appendix B, Page 1					
2						
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>					
4	<b>BY PROGRAM</b>					
5	Name				Term	
6	Goodwill Industries of San Francisco, San Mateo, Marin Counties				February 1, 2018- June 30, 2021	
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: Employment Services for Currently At Risk and Formerly Homeless Individuals					
10	Budget Reference Page No.(s)					<b>Total</b>
11	Program Term	2/1/18-6/30/18	7/1/18-6/30/19	7/1/19-6/30/20	7/1/20-6/30/21	2/1/18-6/30/21
12	<b>Expenditures</b>					
13	Salaries & Benefits	\$74,479	\$178,750	\$178,750	\$178,750	\$610,729
14	Operating Expense	\$15,335	\$36,803	\$36,803	\$36,803	\$125,744
15	<b>Subtotal</b>	<b>\$89,814</b>	<b>\$215,553</b>	<b>\$215,553</b>	<b>\$215,553</b>	<b>\$736,473</b>
16	Indirect Percentage (%)	12.00%	12.00%	12.00%	12.00%	12.00%
17	Indirect Cost (Line 16 X Line 15)	\$10,777	\$25,866	\$25,866	\$25,866	\$88,375
18	Capital Expenditure	\$0	\$0	\$0	\$0	\$0
19	<b>Total Expenditures</b>	<b>\$100,591</b>	<b>\$241,419</b>	<b>\$241,419</b>	<b>\$241,419</b>	<b>\$824,848</b>
20	<b>HSA Revenues</b>					
21	General Fund	\$57,337	\$137,609	\$137,609	\$137,609	\$470,163
22	CFET Funds	\$43,254	\$103,810	\$103,810	\$103,810	\$354,685
23						
24						
25						
26						
27						
28						
29	<b>TOTAL HSA REVENUES</b>	<b>\$100,591</b>	<b>\$241,419</b>	<b>\$241,419</b>	<b>\$241,419</b>	<b>\$824,848</b>
30	<b>Other Revenues</b>					
31						
32						
33						
34						
35						
36	<b>Total Revenues</b>	<b>\$100,591</b>	<b>\$241,419</b>	<b>\$241,419</b>	<b>\$241,419</b>	<b>\$824,848</b>
37	Full Time Equivalent (FTE)	2.9	2.9	2.9	2.9	
39	Prepared by: Megan Kenny	Telephone No.: 415.575.2136			Date 11.06.2017	
40	HSA-CO Review Signature:	_____				
41	HSA #1					10/25/2016

Program Name: Employment Services for Currently, At Risk and Formerly Homeless Individuals  
 (Same as Line 9 on HSA #1)

Salaries & Benefits Detail

A	B	C	D	E	F	G	H	I	J	
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12	POSITION TITLE	Agency Totals	HSA Program	HSA Program	HSA Program	HSA Program	HSA Program	HSA Program	TOTAL	
13	Career Advisor	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	2/1/18-6/30/21
14	Employer Engagement Specialist	\$47,500	1.00	50%	0.50	\$29,688	\$71,250	\$71,250	\$71,250	\$243,438
15	Instructor	\$50,000	1.00	50%	0.50	\$9,896	\$23,750	\$23,750	\$23,750	\$81,146
16	QA Specialist	\$50,000	1.00	25%	0.25	\$10,417	\$25,000	\$25,000	\$25,000	\$85,417
17	Manager	\$70,000	1.00	15%	0.15	\$5,208	\$12,500	\$12,500	\$12,500	\$42,708
18						\$4,375	\$10,500	\$10,500	\$10,500	\$35,875
19										
20										
21										
22										
23										
24										
25										
26										
27										
28										
29										
30	TOTALS	\$265,000	5.50		2.90	\$59,583	\$143,000	\$143,000	\$143,000	\$488,583
31	FRINGE BENEFIT RATE	25.00%								
32	EMPLOYEE FRINGE BENEFITS	\$66,250				\$14,896	\$35,750	\$35,750	\$35,750	\$122,146
33	TOTAL SALARIES & BENEFITS	\$331,250				\$74,479	\$178,750	\$178,750	\$178,750	\$610,729
34	HSA #2									
35										
36										
37										

	A	B	C	D	E	F	G	H	I	J	K	L	M
1													
2													
3													
4	Program Name: <b>Employment Services for Currently, At Risk and Formerly Homeless Individuals</b>												
5	(Same as Line 9 on HSA #1)												
6													
7	<b>Operating Expense Detail</b>												
8													
9													
10													
11													
12	Expenditure Category		TERM	2/1/18-6/30/18	7/1/18-6/30/19	7/1/19-6/30/20	7/1/20-6/30/21						TOTAL
13	Rental of Property			\$11,458	\$27,500	\$27,500	\$27,500						\$93,958
14	Utilities(Elec, Water, Gas, Phone, Scavenger)			\$1,904	\$4,569	\$4,569	\$4,569						\$15,611
15	Office Supplies, Postage			\$380	\$913	\$913	\$913						\$3,119
16	Building Maintenance Supplies and Repair			\$147	\$353	\$353	\$353						\$1,206
17	Printing and Reproduction			\$417	\$1,000	\$1,000	\$1,000						\$3,417
18	Insurance			\$131	\$315	\$315	\$315						\$1,076
19	Staff Training			\$208	\$500	\$500	\$500						\$1,708
20	Staff Travel-(Local & Out of Town)			\$305	\$732	\$732	\$732						\$2,501
21	Rental of Equipment			\$384	\$921	\$921	\$921						\$3,147
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE												
23													
24													
25													
26													
27													
28	OTHER												
29													
30													
31													
32													
33													
34													
35	TOTAL OPERATING EXPENSE			\$15,335	\$36,803	\$36,803	\$36,803						\$125,744
36													
37	HSA #3											10/25/2016	