



Edwin M. Lee, Mayor


Department of Human Services
Department of Aging and Adult Services

Trent Rhorer, Executive Director

MEMORANDUM

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

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

DATE: OCTOBER 20, 2017

SUBJECT: **GRANT MODIFICATIONS: MULTIPLE PROVIDERS: INTERRUPT, PREDICT, ORGANIZE (IPO) PROGRAMS**

GRANT TERM:	<u>Current</u>	<u>Modification</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
	9/1/15- 6/30/18	10/1/17- 6/30/18	9/1/15- 6/30/18		
TOTAL GRANT AMOUNT:	\$767,000	\$366,231	\$1,133,231	\$113,323	\$1,246,554
Funding Source MODIFICATION FUNDING: PERCENTAGE:	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
	\$366,231	\$0	\$0	\$113,323	\$479,554
	100%	0%	0%		

The Department of Human Services (DHS) requests authorization to modify the existing grants with various providers – Arriba Juntos and Young Community Developers – for the provision of the Interrupt, Predict, Organize for a Safer San Francisco (IPO) program for the period of October 1, 2017 through June 30, 2018 for an additional amount of \$366,231 plus a 10% contingency for new grant amounts not to exceed \$1,246,554. The purpose of this modification is to fund an additional cohort that was not part of the original grant agreement.

Vendor	Program	Original Total Budget Amount (9/1/15-9/30/17)	Increase Amount for Modification Period (10/1/17-6/30/18)	Revised Total Budget Amount (9/1/15-6/30/18)	Revised Total Budget with 10% Contingency (9/1/15-6/30/18)
Arriba Juntos	IPO	\$260,000	\$193,887	\$453,887	\$499,276
Young Community Developers	IPO	\$507,000	\$172,344	\$679,344	\$747,278
TOTAL		\$767,000	\$366,231	\$1,133,231	\$1,246,554

Background

In July 2012, Mayor Ed Lee announced a new violence prevention and intervention initiative called Interrupt, Predict, and Organize for a Safer San Francisco. The goal of this initiative was to Interrupt violence, Predict where violent hot spots may occur, and Organize multiple agencies to work collaboratively in providing violence prevention services and promoting a safer San Francisco. IPO serves 'High At-Risk' (individuals exhibiting delinquent behavior and/or involvement in negative street activities and negative contact with the police-SFPD) and 'In-Risk' (individuals who are formally involved with the Adult Probation Department-SFAPD). For IPO, the wages are paid and the work experience monitored through the HSA Public Service Trainee (PST) program. IPO increases a participant's employability through a 12-month work experience via a 24-hour per week paid work experience placement at the Department of Public Works (DPW) and Recreation and Parks Department (RPD). DPW and RPD provide daily supervision and on-the-job training. The IPO program aims to ensure public safety, and offer positive alternative paths to the target populations.

IPO participants are grouped into different cohorts that have staggered start dates but identical programming. Grantees are currently providing services to IPO cohort #7, which commenced its programming in May 2017.

Services to be Provided

The grantees, Arriba Juntos (AJ) and Young Community Developers (YCD), will continue to serve the IPO participants of cohort #7 through this grant modification. AJ's cohort contains 18 participants, and YCD's contains 16. Grantees will provide 8 hours weekly of paid professional development including intensive case management, job readiness preparation, GED preparation, occupational skills acquisition and barrier remediation determined by the participant's vocational goal, current situation and educational level. These 8 hours will be tracked for attendance for HSA payroll and participant progress by AJ and YCD, who will also participate in collaborative meetings with all IPO partners to address issues and concerns within IPO. Participants will be paid for a total of 32 hours per week with 8 hours of professional development and 24 hours of work experience. While in the IPO program, participants will work with their IPO case managers or job coaches to resolve barriers to employment such as domestic violence, child support, regaining licenses, housing and legal issues. Before the end of their community job, participants will begin the search for an unsubsidized job.

Arriba Juntos provides services at 1850 Mission St, San Francisco. Young Community Developers provides services at 1715 Yosemite Ave, San Francisco. Work experience is provided through the Department of Public Works (DPW), the Recreation and Parks Department (RPD) and the Public Utilities Commission (PUC) at various sites in San Francisco.

Selection

Grantees were selected through Request for Proposals #612, which was competitively bid in July 2015.

Monitoring

Both vendors received program as well as fiscal and compliance monitorings in the previous fiscal year. No findings or major concerns emerged from any of these monitoring visits.

Funding

Funding for these modifications is comprised entirely of County General Funds.

ATTACHMENTS

Arriba Juntos – Appendix A-1, Scope of Services

Arriba Juntos – Appendix B-1, Calculation of Charges

Young Community Developers – Appendix A-2, Scope of Services

Young Community Developers – Appendix B-2, Calculation of Charges

Appendix A-1
Interrupt, Predict, Organize Program
Services to be provided by
Arriba Juntos
September 1, 2015 – June 30, 2018
Modification 10/1/17

I. Purpose

Effective March 1st, 2013, Arriba Juntos implemented the Interrupt, Predict, Organize (IPO) Program, which is a paid transitional employment program with 24 hours a week of subsidized employment at various City Departments, and 8 hours a week of job readiness/vocational & educational training, barrier remediation, and case management.

II. Definitions

Basic Job Skills	Punctuality, attendance, following instructions, conveying information effectively, critical thinking, adaptability, judgment and decision making, time management, and customer service.
BH/DV/SA	Behavioral Health and/or Domestic Violence and/or Substance Abuse Counseling
City Departments	Department of Public Works (DPW), Recreation and Parks Department (RPD), San Francisco Police Department (SFPD), Adult Probation Department (APD), Department of Public Health (DPH), SF Metropolitan Transportation Agency (MTA), SF Airport (SFO), SF Public Utilities Commission (SFPUC), Office of Economic and Workforce Development (OEWD) and others.
FICA	Federal Insurance Contribution Act
GED	General Equivalency Diploma. A high school degree awarded by a series of examinations
Grantee	Arriba Juntos
HSA, also Department	Human Services Agency, City and County of San Francisco
IPO	Interrupt, Predict, Organize; a violence prevention program integrating subsidized employment, professional development, and case management
Job Placement	Participant placement in subsidized or unsubsidized employment

JRT	Job Readiness Training
MOVPS	Mayor’s Office of Violence Prevention Services
Pre JRT	A 2 Week candidate evaluation and work readiness service before enrollment into the IPO Employment Program
PST Liaison	Public Service Trainee Liaison- HSA staff responsible for PST host site monitoring and HSA payroll and Employee Relations
SOGI	Sexual Orientation and Gender Identity
SVIP	Street Violence Intervention Program; a street outreach and crisis response program for youth-related street violence.
Subsidized Employment	Transitional subsidized job not to exceed 12 months in the public sector that addresses unmet community needs. Job must not displace existing workers and must provide basic job skills that can lead to unsubsidized employment.
Unsubsidized Employment	Regular employment in the for-profit or non-profit sector that is not transitional and not subsidized.

III. Target Population

The target population for this program is ‘in-risk’ (working with APD) and ‘high at-risk’ (delinquent patterns of behavior/negative contact with police) young adults (ages 18-25). The SF Police Department, Adult Probation Department, and the Street Violence Intervention Program identify and refer eligible participants.

IV. Description of Services

A. Intake and enrollment of Participants

1. Participate in the IPO Pre-orientation and Orientation events conducted by the Mayor’s Office of Violence Prevention Services (MOVPS) and the other program partners. Recruitment and selection of program participants will be the responsibility of the MOVPS, the Adult Probation Department, SFPD and SVIP. Selected participants will be enrolled into the 2 week Pre JRT candidate evaluation and work readiness service for 20 hours a week. Those selected through a rated selection process will be enrolled into the IPO Employment Program Job Readiness Training program (JRT). Enrollment in the Pre-JRT will be by cohort with approximately 30-46 participants in a cohort. Contractors will report within one business day of occurrence, to MOVPS and HSA which participants attended and didn’t attend the JRT orientation.
2. Grantee agrees to serve the number of participants referred by MOVPS.
3. The City will select, based on violence prevention factors, neighborhoods from which cohort participants will be recruited.

4. The San Francisco neighborhoods identified by SFPD as “hot zones” will be selected on a rotating, as needed basis, as neighborhoods participating in the IPO. SFPD “hot zones” include: Zone 1 – Western Addition/SOMA & Tenderloin; Zone 2 – Mission/Excelsior; Zone 3 – Bayview & Hunter’s Point and Potrero Hill; Zone 4 – Visitation Valley/Ingleside.

B. Work Experience – 24 hours per week for 12 months with City Departments

1. Work experience master agreements will be set up by the IPO Management Team at participating City Departments. The Work Experience component will be a minimum of 24 hours a week and may extend, for those participants with a high school diploma, to up to 30 hours a week. Contractor case managers will work with various City Departments Host Site Supervisors, HSA PST Liaison, APD, and other partner CBO and government agencies supporting IPO towards positive participant outcomes.

C. Job Readiness and Supportive Services

1. Provide 2 weeks of Pre-Job Readiness Training for evaluation, selection, and training of candidates, and four (4) weeks of structured Job Readiness Training for participants enrolled from the Pre-JRT before they enter the work experience portion of program. The Pre JRT and JRT must be a minimum of 20 hours a week. Participants completing each week of the JRT should be provided a stipend. The Pre JRT services do not include a stipend for program candidates.
2. Work with HSA IPO Liaison to refine a common IPO pre-JRT and JRT content.
3. Provide Job Coaching to participants to train them on life skills to be able to retain and excel at their work sites.
4. Work with participants to identify short and long-term vocational goals
5. Identify participant supportive service needs and assist those who need boots/rain gear for their work assignments with size fitting and pick-up.

D. Case Management

1. Case Management services to assist participants with problem resolution, helping them to obtain supportive services, and addressing barriers to employment, such as: lack of a High School Diploma or GED, obtaining a valid California driver’s license, addressing child support payments, legal matters and expunging of criminal records, etc. Case Managers work with program participants to ensure they engage in all paid program activities and communicate with participants, individually or in group, at least weekly. Case Managers are expected to visit the work site at least once per pay period.
2. Develop a written weekly schedule of activities for each program participant, including: required work hours, 5-Keys classes, HealthRight 360 group or individual counseling sessions and structured case management hours. Copy of schedule must be signed by program participant and submitted to PST Liaison within 3 working days of program start and 3 working days of any subsequent schedule change.
3. Case Managers communicate with IPO Program partners on an ongoing basis to address issues related to participant program participation.

4. Case Managers track participant daily program attendance and activities and report them to the HSA PST Liaison.
5. Schedule participant interventions with appropriate program partners including: APD probation officer, host site supervisor, HR 360 Counselor, 5 Keys Instructor and PST Liaison to address serious attendance or program violations.
6. Attend bi-weekly IPO Case Conferencing sessions. Attend case conference with all required case information documentation including, but not limited to accurate documentation of participant's attendance, outstanding fines and fees, conduct, and performance in the program. Case Managers are also required to complete all required program forms and documents.

E. Behavioral Health – 2 hours per week.

1. Behavioral Health/Substance Abuse counseling services for participants will be provided through the contracted agency; HealthRight 360. Contractor will work in collaboration with HealthRight 360 and assist in ensuring that program participants attend and are active in the required group and individual sessions.

F. GED and/or Skills Development Training – Concurrent with Work Experience.

Required: 6 hours per week for all participants.

1. A professional development plan should be established at enrollment as to what skills are to be acquired and establishing a short and long term vocational goal. GED or high school classes for participants will be provided through the contracted agency - 5 Keys Charter School. There should be a system of progress toward GED acquisition or pre and post skills testing such as improved typing speed. HSA reserves the right to do pre and post job skills testing.
2. Provide or refer to other service provider, as approved by the IPO management Team, for additional, non-paid 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 job skills such as accepting directions from work supervisors.

G. Employer and Payroll

1. HSA is the employer of record for the paid portion of program activities. Participants will not work on holidays which are 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.
2. Participant wages, Paid Time Off, Holiday pay, Employer FICA, California Unemployment Insurance, and Workers Compensation insurance will be paid by HSA through this agreement. Work Experience hours (24 hours), Five Keys classes (6 hours) and HealthRight360 groups (2 hours) are paid program activities. Any program substitution MUST be approved by HSA prior to any schedule change. Any Paid Time Off that complies with the San Francisco Minimum Compensation ordinance will be paid to participants.

H. Job Search and Job Placement Services

Provide Job Search and Job Placement services to participants. The goal is to place participants in unsubsidized employment and/or in vocational training/education programs in an employment track after they successfully complete the IPO program activities.

V. Location and Time of Services

Grantee services are provided at 1850 Mission Street. Work experience sites are at public government entities throughout San Francisco. 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. Thirteen (13) participants will enroll in the IPO program for Cohort 5
- B. Twelve (12) participants will enroll in the IPO program for Cohort 6
- C. *Eighteen (18) participants will enroll in the IPO program for Cohort 7*

VII. Outcome Objectives

- A. A minimum of 90% of enrolled participants will complete the Job Readiness training and vocational assessment process.
- B. A minimum of 75% of enrolled participants will complete the IPO program. If a participant leaves IPO prior to completion due to Employment, he/she will be credited with completion of the program.
- C. A minimum of 50% of enrolled participants without a HSD or GED will achieve their GED or High School Diploma while enrolled in the program.
- D. A minimum of 50% of program participants who enter the program without a valid California Driver's License will get a valid California driver's license while enrolled in the program.
- E. A minimum of 60% of participants who complete the program will exit with employment or be enrolled in a post-secondary degree or certificate program. For the purposes of this contract, a successful job placement will be defined as 22 hours employment within a 40 hour pay period. Participant job placement information must be submitted to HSA with verification. Verification will include a copy of a participant pay stub or a letter from the employer on business letterhead.
- F. A minimum of 80% of program participants will not acquire a new arrest while participating in the program.
- G. 75% of clients actively participating in IPO 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.

- H. 50% of IPO participants who complete the program with a positive outcome will continue to be active in jobs/education/training after 90 days.

VIII. Reporting Requirements

Client Activity Reporting-establish and implement a process for recording clients' daily participation and attendance in professional development activities: GED and/or Skills development Training, Job Search, Barrier Remediation, etc. Communicate immediately via e-mail or telephone with HSA PST Liaison 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. Contractor will submit monthly reports to HSA that include information on enrollments, service exits, service completions, actual paid participation hours and unsubsidized placements including job title, employer, wage, hours per week and benefit information (health, dental) for all participants placed employment or on-the-job training.
- C. 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.
- D. A Client Exit Report which rates client behaviors pertinent to work success may be requested. Examples of behaviors are punctuality, ability to communicate, ability to accept supervision and getting along with co-workers.
- E. Reports are due on the 10th day following the reporting month or quarter.
- F. Ad Hoc Reports. Grantee will develop and deliver ad hoc reports as requested by HSA.
- G. SOGI data.
- H. Service and Outcome Objectives will need to be entered monthly into the HSA on-line contracting system (CARBON) as aggregate data.
- I. For assistance with reporting requirements or submission of reports, contact
 1. Andy Beetley-Hagler, Community Services Specialist, E306
(E-mail: andy.beetley@sfgov.org) or
 2. Justin Chan, Senior Contract Manager, GB28
(E-mail: Justin.chan@sfgov.org)

IX. 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.

Appendix B-1 – Calculation of Charges
Arriba Juntos
Interrupt, Predict, Organize (IPO) Transitional Employment Program
Revised October 1, 2017

- I. The total Training/Job Placement fee rate shall not exceed \$10,771.50 per participant. The fee shall include all expenses related to providing these services.

Hot zone neighborhoods will be selected on a rotating, as needed, basis to participate in the IPO program. Since hot zones neighborhoods for IPO will be selected based upon violence prevention factors, HSA cannot guarantee any level of referrals to providers. Accordingly, HSA does not guarantee any minimum amount of funding for these services.

- II. For the period of May 1, 2017 through June 30, 2018, The City and County of San Francisco agrees to pay the Grantee for the achievement of the following benchmarks:

- A. Pre-JRT: Prior to Enrollment, participant will engage in pre-JRT activities.

Payment: \$512.50 per participant

- B. Enrollment: Within thirty (30) days of participant's enrollment upon verification (receipt of HSA Approval Notice and accurate invoice).

Payment: \$4,100 per participant

Should a participant drop out within ten (10) days of the original start date, enrollment payment will be forfeited.

- C. During the 12 months of work experience, participant must have a minimum of 100 hours (or 80% of the available hours) per month paid attendance and with no re-arrest (receipt of HSA Approval Notice and accurate invoice).

Payment: \$410 per month, per participant (maximum \$4,920 over 12 months)

- D. By the end of 3 months following completion of work experience, participant must either be (receipt of a copy of participant pay stub, a letter from employer on business letterhead and accurate invoice):

- Placed in employment based upon verification of employment, or
- Enrolled in post-secondary school, or
- Enrolled in a certified vocational training program, and
- No re-arrest

Payment: Remaining balance of fee up to \$10,771.50, per participant

- III. For participants who exit the program before completion of the twelve-month work experience through secured employment or termination, Grantee may be eligible to receive payment if the following criteria are met:

Within 60 days of exit, participant must either be (receipt of a copy of participant pay stub, a letter from employer on business letterhead and accurate invoice):

- Placed in employment based upon verification of employment (min. 25 hours week), or
- Enrolled in post-secondary school (min. 6 units a semester), or
- Enrolled in an approved, certified vocational training program, and
- No re-arrest

Payment: Remaining balance of fee up to \$10,771.50, per participant with payments issued on the following schedule:

- 1/3 of the balance after 30 days from placement or enrollment
- 1/3 of the balance after 90 days from placement or enrollment
- 1/3 of the balance after 6 months from placement or enrollment

IV. Payment for any of the above benchmarks will be delayed if the service provider has failed to submit timely Attendance and Progress Reports to the HSA Program Manager. Checks will only be released when service provider is current with these reports.

V. The total grant amount is \$453,887.

Appendix A-2
Interrupt, Predict, Organize Program
Services to be provided by
Young Community Developers
September 1, 2015 – June 30, 2018
Modified 10/1/17

I. Purpose

Effective March 1st, 2013, Young Community Developers implemented the Interrupt, Predict, Organize (IPO) Program, which is a paid employment program with 24 hours a week of subsidized employment at various City Departments, and 8 hours a week of job readiness/vocational & educational training, barrier remediation, and case management.

II. Definitions

Basic Job Skills	Punctuality, attendance, following instructions, conveying information effectively, critical thinking, adaptability, judgment and decision making, time management, and customer service.
BH/DV/SA	Behavioral Health and/or Domestic Violence and/or Substance Abuse Counseling
City Departments	Department of Public Works (DPW), Recreation and Parks Department (RPD), San Francisco Police Department (SFPD), Adult Probation Department (APD), Department of Public Health (DPH), SF Metropolitan Transportation Agency (MTA), SF Airport (SFO), SF Public Utilities Commission (SFPUC), Office of Economic and Workforce Development (OEWD) and others.
FICA	Federal Insurance Contribution Act
GED	General Equivalency Diploma. A high school degree awarded by a series of examinations
Grantee	Young Community Developers
HSA, also Department	Human Services Agency, City and County of San Francisco
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
IPO	Interrupt, Predict, Organize; a violence prevention program integrating subsidized employment, professional development, and case management

Job Placement	Participant placement in subsidized or unsubsidized employment
JRT	Job Readiness Training
MOVPS	Mayor’s Office of Violence Prevention Services
PST Liaison	Public Service Trainee Liaison- HSA staff responsible for PST host site monitoring and HSA payroll and Employee Relations
SOGI	Sexual Orientation and Gender Identity
SVIP	Street Violence Intervention Program; a street outreach and crisis response program for youth-related street violence.
Subsidized Employment	Transitional subsidized job not to exceed 12 months in the public sector that addresses unmet community needs. Job must not displace existing workers and must provide basic job skills that can lead to unsubsidized employment.
Unsubsidized Employment	Regular employment in the for-profit or non-profit sector that is not transitional and not subsidized.

III. Target Population

IPO

The target population for this program is ‘in-risk’ (working with APD) and ‘high at-risk’ (delinquent patterns of behavior/negative contact with police) young adults (ages 18-25). The SF Police Department, Adult Probation Department, and the Street Violence Intervention Program identify and refer eligible participants.

IPO Family

A pilot program for 10 high risk adults, aged 26-35, who are on the San Francisco Adult Probation Department caseload and are a member of a family residing in the City and County of San Francisco. Family members are to be engaged and served as part of this program through a position reporting to and funded by the HOPE SF Initiative.

IV. Description of Services

A. Intake and enrollment of Participants

1. Participate in the IPO Pre-orientation and Orientation events conducted by the Mayor’s Office of Violence Prevention Services (MOVPS) and the other program partners. Recruitment and selection of program participants will be the responsibility of the MOVPS, the Adult Probation Department, SFPD and SVIP. Selected participants will be enrolled into the IPO Job Readiness Training program (JRT). Enrollment will be by cohort with approximately 30 participants. IPO Family pilot

cohort will be 10 participants from the, Sunnydale and Potrero Hill Hope SF sites. Contractors will report within one business day of occurrence, to MOVPS and HSA which participants attended and didn't attend the JRT orientation.

2. Grantee agrees to serve the number of participants referred by MOVPS.
3. The City will select, based on violence prevention factors, neighborhoods from which cohort participants will be recruited.
4. The San Francisco neighborhoods identified by SFPD as "hot zones" will be selected on a rotating, as needed basis, as neighborhoods participating in the IPO. SFPD "hot zones" include: Zone 1 – Western Addition/SOMA & Tenderloin; Zone 2 – Mission/Excelsior; Zone 3 – Bayview & Hunter's Point and Potrero Hill; Zone 4 – Visitation Valley/Ingleside.

B. Work Experience – 24 hours per week for 12 months with City Departments

1. Work experience will be set up and monitored by HSA PST Liaison. Work with various City Departments Host Site Supervisors, HSA PST Liaison, APD, and other partner CBO and government agencies supporting IPO towards positive participant outcomes.
2. IPO Family program participants will work 26 hours per week at a DPW work site.

C. Job Readiness and Supportive Services

1. Provide five (5) weeks of structured Job Readiness Training for participants before they enter the work experience portion of program. The JRT must be a minimum of 20 hours a week. Participants completing each week of the JRT should be provided a stipend. IPO Family participants will be paid the SF minimum wage for 20 hours a week for during the 5 week JRT.
2. Work with HSA IPO Liaison to refine a common IPO JRT content.
3. Provide Job Coaching to participants to train them on life skills to be able to retain and excel at their work sites.
4. Case Managers assist participants with problem resolution, helping them to obtain supportive services to address barriers to employment, such as domestic violence or child care, BHDV counseling, obtaining licenses, addressing child support payments, legal matters and expunging of criminal records, etc. Case Managers communicate with participants at least weekly. Communication may be done by phone, e-mail or in person.
5. Case Managers communicate with HSA PST Liaison on an ongoing basis, reporting client absences within two days of occurrence.
6. Case Managers track participant daily program attendance and activities and report them to the HSA PST Liaison.

D. Case Management

1. Case Management services to assist participants with problem resolution, helping them to obtain supportive services, and addressing barriers to employment, such as: lack of a High School Diploma or GED, obtaining a valid California driver's license, addressing child support payments, legal matters and expunging of criminal records, etc. Case Managers communicate with participants, individually or in group, at least weekly. Case Managers are expected to visit the work site as needed.

2. Develop a weekly schedule of activities for each program participant, including: required work hours, 5-Keys classes, HealthRight 360 group or individual counseling sessions and structured case management hours. Copy of schedule must be signed by program participant and submitted to PST Liaison within 3 working days of program start and 3 working days of any subsequent schedule change. IPO Family Program participants will receive unpaid behavioral health service by the San Francisco Department of Public Health.
3. Case Managers communicate with IPO Program partners on an ongoing basis to address issues related to participant program participation.
4. Case Managers track participant daily program attendance and activities and report them to the HSA PST Liaison.
5. Schedule participant interventions with appropriate program partners including: APD probation officer, host site supervisor, HR 360 Counselor, 5 Keys Instructor and PST Liaison to address serious attendance or program violations.
6. Provide or refer to other service provider for 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 job skills such as accepting directions from work supervisors.
7. A professional development plan should be established at enrollment as to what skills are to be acquired and establishing a vocational goal. There should be a system of progress toward GED acquisition or pre and post skills testing such as improved typing speed. HSA reserves the right to do pre and post job skills testing.
8. Attend weekly IPO Case Conferencing sessions. Attend case conference with all required case information documentation including, but not limited to accurate documentation of participant's attendance, outstanding fines and fees, conduct, and performance in the program.

E. Behavioral Health

1. Work with DPH to provide Behavioral Health/Substance Abuse counseling services for participants.

F. GED and/or Skills Development Training – Concurrent with Work Experience.

Required: 8 hours per week for all participants. IPO Family Program participants will receive 6 hours of paid educational instruction toward a high school diploma provided by 5 Keys Charter School; or 6 paid hours of career exploration and Sector Academy bridge services provided by the Office of Economic and Workforce Development.

1. Provide or refer to other service provider for 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 job skills such as accepting directions from work supervisors.
2. A professional development plan should be established at enrollment as to what skills are to be acquired and establishing a vocational goal. There should be a system of progress toward GED acquisition or pre and post skills testing such as improved typing speed. HSA reserves the right to do pre and post job skills testing.
3. Instructor supervises the training and maintains daily attendance sheets.

G. Employer and Payroll

1. Grantee reviews the schedule and timesheets for the professional development/training portion of the program.
2. Participants will not work on holidays which are 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.
3. Participant wages, Paid Time Off, Holiday pay, Employer FICA, California Unemployment Insurance, and Workers Compensation insurance will be paid by HSA through this agreement. Both Work Experience hours and GED and/or Skills Development training participation worked are paid a wage. Paid Time Off that complies with the San Francisco Minimum Compensation ordinance will be paid to participants. IPO Family program participants, in addition to their HSA employment as JobsNOW PSTs, will also be paid to attend the program job readiness training. Young Community Developers will be the employer of record for this activity.

H. Job Search and Job Placement Services

Provide Job Search and Job Placement services to participants. The goal is to place participants in unsubsidized employment and/or in vocational training/education programs in an employment track.

V. Location and Time of Services

Grantee services are provided at 1715 Yosemite Avenue, San Francisco, CA 94124. Work experience sites are at public government entities throughout San Francisco. 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. Eight (8) participants will enroll in the IPO program for Cohort 5
- B. Fourteen (14) participants will enroll in the IPO program for Cohort 6
- C. Sixteen (16) participants will enroll in the IPO program for Cohort 7**
- D. Ten (10) participants will enroll in the IPO Family program.

VII. Outcome Objectives

IPO

- A. A minimum of 90 % of enrolled participants will complete the Job Readiness training and vocational assessment process.
- B. A minimum of 75% of enrolled participants will achieve their GED or Professional Development Training Objectives.

IPO Family

- A. A minimum of 80 % of enrolled participants will complete the Job Readiness training and vocational assessment process.

- B. A minimum of 60% of enrolled participants will complete the IPO program. If a participant leaves IPO prior to completion due to Employment, he/she will be credited with completion of the program.

IPO and IPO Family

- A. A minimum of 50% of enrolled participants without a HSD or GED will achieve their GED or High School Diploma while enrolled in the program.
- B. A minimum of 50% of program participants who enter the program without a valid California Driver's License will get a valid California driver's license while enrolled in the program.
- C. A minimum of 60% of participants who complete the program will exit with employment or be enrolled in a post-secondary degree or certificate program. For the purposes of this contract, a successful job placement will be defined as 22 hours employment within a 40 hour pay period. Participant job placement information must be submitted to HSA with verification. Verification will include a copy of a participant pay stub or a letter from the employer on business letterhead.
- D. A minimum of 80% of program participants will not acquire a new arrest while participating in the program.
- E. A minimum of 75% of clients actively participating in IPO 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.
- F. A minimum of 50% of IPO participants who complete the program with a positive outcome will continue to be active in jobs/education/training after 90 days.

VIII. Reporting Requirements

Client Activity Reporting-establish and implement a process for recording clients' daily participation and attendance in professional development activities: GED and/or Skills development Training, Job Search, Barrier Remediation, etc. Communicate immediately via e-mail or telephone with HSA PST Liaison 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. Contractor will submit monthly reports to HSA that include information on enrollments, service exits, service completions, actual paid participation hours and unsubsidized placements including job title, employer, wage, hours per week and benefit information (health, dental) for all participants placed employment or on-the-job training.
- C. 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.

- D. A Client Exit Report which rates client behaviors pertinent to work success may be requested. Examples of behaviors are punctuality, ability to communicate, ability to accept supervision and getting along with co-workers.
- E. Reports are due on the 10th day following the reporting month or quarter.
- F. Ad Hoc Reports. Grantee will develop and deliver ad hoc reports as requested by HSA.
- G. SOGI data.
- H. Service and Outcome Objectives will need to be entered monthly into the HSA on-line contracting system (CARBON) as aggregate data.
- I. For assistance with reporting requirements or submission of reports, contact
 - 1. Andy Beetley-Hagler, Community Services Specialist, E306
(E-mail: andy.beetley@sfgov.org) or
 - 2. Justin Chan, Senior Contract Manager, GB28
(E-mail: Justin.chan@sfgov.org)

IX. 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.

Appendix B-2 – Calculation of Charges
Young Community Developers
Interrupt, Predict, Organize (IPO) Transitional Employment Program
Revised October 1, 2017

I. The total Training/Job Placement fee rate shall not exceed the following:

A. IPO

\$10,771.50 per participant

The fee shall include all expenses related to providing these services.

B. IPO Family

The total Training/Job Placement fee rate shall not exceed the following:

\$15,000 per participant for IPO Family Program (A total of \$150,000)

For IPO Family Program, there is staffing cost of \$70,000 at HOPE SF sites and a one-time only startup funding of \$60,000 for the stand-alone program. The total grant amount for this pilot program is \$280,000.

Hot zone neighborhoods will be selected on a rotating, as needed, basis to participate in the IPO program. Since hot zones neighborhoods for IPO will be selected based upon violence prevention factors, HSA cannot guarantee any level of referrals to providers. Accordingly, HSA does not guarantee any minimum amount of funding for these services.

II. For the period of May 1, 2017 through June 30, 2018, The City and County of San Francisco agrees to pay the Grantee for the achievement of the following benchmarks.

IPO

A. Enrollment: Within thirty (30) days of participant's enrollment upon verification (receipt of HSA Approval Notice and accurate invoice).

Payment: \$512.50 per participant for enrollment in Pre-JRT

\$4,100 of total Training/Job Placement fee for those who are enrolled in JRT and begin the paid work component.

Should a participant drop out of JRT within ten (10) days of the original start date, enrollment payment will be forfeited.

B. During the 12 months of work experience, participant must meet an attendance requirement of 80% of the available hours or more each month and with no re-arrest (receipt of HSA Approval Notice and accurate invoice).

Payment: \$410 per month, per participant (maximum \$4,920 over 12 months)

- C. By the end of 3 months following completion of work experience, participant must either be (receipt of a copy of participant pay stub, a letter from employer on business letterhead and accurate invoice):

- Placed in employment based upon verification of employment (min. 25 hours week), or
- Enrolled in post-secondary school (min. 6 units a semester), or
- Enrolled in an approved, certified vocational training program, and
- No re-arrest

Payment: Remaining balance of fee up to \$10,771.50, per participant

IPO Family

- A. Enrollment: Within thirty (30) days of participant's enrollment upon verification (receipt of HSA Approval Notice and accurate invoice).

Payment: \$600 per participant for enrollment in Pre-JRT

\$6,000 of total Training/Job Placement fee for those who are enrolled in JRT and begin the paid work component.

Should a participant drop out of JRT within ten (10) days of the original start date, enrollment payment will be forfeited.

- B. During the 12 months of work experience, participant must meet an attendance requirement of 70% of the available hours or more each month and with no re-arrest (receipt of HSA Approval Notice and accurate invoice).

Payment: \$700 per month, per participant

- C. By the end of 3 months following completion of work experience, participant must either be (receipt of a copy of participant pay stub, a letter from employer on business letterhead and accurate invoice):

- Placed in employment based upon verification of employment (min. 25 hours week), or
- Enrolled in post-secondary school (min. 6 units a semester), or
- Enrolled in an approved, certified vocational training program, and
- No re-arrest

Payment: Remaining balance of fee up to \$14,400, per participant

- III. For participants who exit the program before completion of the twelve-month work experience through secured employment or termination, Grantee may be eligible to receive payment if the following criteria are met:

Within 60 days of exit, participant must either be (receipt of a copy of participant pay stub, a letter from employer on business letterhead and accurate invoice):

- Placed in employment based upon verification of employment (min. 25 hours week), or
- Enrolled in post-secondary school (min. 6 units a semester), or

- Enrolled in an approved, certified vocational training program, and
- No re-arrest

Payment: Remaining balance of fee up to \$10,000 (or \$14,400 for IPO Family Program), per participant with payments issued on the following schedule:

- 1/3 of the balance after 30 days from placement or enrollment
- 1/3 of the balance after 90 days from placement or enrollment
- 1/3 of the balance after 6 months from placement or enrollment

IV. Payment for any of the above benchmarks will be delayed if the service provider has failed to submit timely Attendance and Progress Reports to the HSA Program Manager. Checks will only be released when service provider is current with these reports.

V. The total grant amount is \$679,344.