



London Breed, Mayor

Department of Human Services  
 Department of Aging and Adult Services  
 Office of Early Care and Education

Trent Rhorer, Executive Director

**MEMORANDUM**

**TO:** HUMAN SERVICES COMMISSION

**THROUGH:** TRENT RHORER, EXECUTIVE DIRECTOR

**FROM:** NOELLE SIMMONS, DEPUTY DIRECTOR  
 JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS *541*

**DATE:** MAY 17, 2019

**SUBJECT:** NEW GRANT: RICHMOND AREA MULTI-SERVICES (NON-PROFIT) TO PROVIDE CALWORKS BEHAVIORAL HEALTH AND PRE-VOCATIONAL SERVICES

**GRANT TERM:** 7/1/2019 – 6/30/2022

**GRANT AMOUNT:**

	<u>Grant</u>	<u>Contingency</u>	<u>Total</u>	
	\$4,011,828	\$401,183	\$4,413,011	

**ANNUAL AMOUNT:**

	<u>FY19-20</u>	<u>FY20-21</u>	<u>FY21-22</u>
	\$1,337,276	\$1,337,276	\$1,337,276

**Funding Source**

	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>FUNDING:</b>	\$962,838	\$3,048,990	\$0	\$401,183	\$4,413,011
<b>PERCENTAGE:</b>	24%	76%	0%		

The Department of Human Services (DHS) requests authorization to enter into a new grant with Richmond Area Multi-Services for the period of July 1, 2019 through June 30, 2022, in an amount of \$4,011,828 plus a 10% contingency for a total amount not to exceed \$4,413,011. The purpose of the grant is to provide behavioral health assessment and counseling services to CalWORKs clients in support of their efforts to attain self-sufficiency.

**Background**

Experience has shown that additional services such as behavioral health, psycho-educational groups, and soft skills training are needed both to assist participants in obtaining meaningful employment, and for continued success on the job. The goal of these services is focused on increasing the family’s capacity for self-sufficiency by remediating behavioral health barriers through time-limited interventions and support taking into consideration the lifetime limits on the length of time that a CalWORKs client can receive supportive services.

### **Services to be Provided**

Grantee's services include three main program components. The first is *Clinical Services* for individuals facing behavioral and/or other disability-related barriers to retaining long-term employment. Grantee will assess these individuals' barriers and assist them with meeting their work participation goals, or possibly refer them to longer-term care resources or Social Security benefits. A minimum of 250 CalWORKs participants will receive these services each year.

Grantee will also provide *Pre-Vocational Psycho-Educational Groups and Soft Skills Training*. This training will revolve around individual soft skills such as time management and conflict resolution that are necessary for thriving in most workplaces. This training will facilitate the clients' attainment of employment opportunities.

Finally, Grantee will support the *Family Stabilization Program*, a case management program aimed towards handling short-term crises that are destabilizing the family and interfering with the adults' ability to participate in work activities. A minimum of 30 CalWORKs participants will receive these services each year.

Beyond these three core program components, Grantee will provide ongoing case consultation to HSA staff, provide monthly reporting of service data, and participate in periodic collaborative meetings with HSA work groups and committees.

### **Selection**

Grantee was selected through Request for Proposal #813 for CalWORKs Behavioral Health and Pre-Vocational Services issued on February 11, 2019.

### **Funding**

Funding for this grant is provided by State and County General Fund.

### **ATTACHMENTS**

Appendix A – Services to be Provided

Appendix B – Budget

**Appendix A – Scope of Services to be Provided**  
**Richmond Area Multi-Services**  
**CalWORKs Behavioral Health and Pre-Vocational Services**  
**July 1, 2019 to June 30, 2022**

**I. Purpose of Grant**

The purpose of this grant is to provide behavioral health assessment and counseling, psycho-educational soft skills coaching, peer support, enhanced short-term behavioral health case management for individuals that are in the Family Stabilization Program, and learning needs assessment. The goal of these services is to increase the family’s capacity for self-sufficiency by remediating behavioral health barriers that include short-term substance abuse interventions and support.

**II. Definitions**

CalWORKs	California Work Opportunity and Responsibility to Kids Program; an HSA Welfare to Work program serving families with dependent children towards getting employed and becoming self-sufficient.
CWBH	CalWORKs Behavioral Health
Grantee	Richmond Area Multi Services, Inc. (RAMS)
HSA	Human Services Agency of the City and County of San Francisco, also the Department
Launchpad	A client tracking system used by HSA
LNA	Learning Needs Assessment; psychological testing for individuals referred by HSA to assess learning needs
Onboarding Specialist	WDD staff responsible for referral to FSP workshops and signing of FSP plans
SOGI	Sexual Orientation and Gender Identity; a City ordinance requiring grantees to collect data concerning SOGI information on clients they serve
WDD	Workforce Development Division
WtW	Welfare-to-Work
ZixCorp	An email encryption & email data loss prevention system

### **III. Target Population**

The target population is residents of San Francisco who receive CalWORKs public assistance.

### **IV. Description of Services**

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

#### **A. Clinical services**

Grantee will provide early assessment and short-term behavioral health interventions, focused on helping parents overcome barriers to employment. Services include medication assessment and management, as needed, to promote inclusion and success in employment activities. Behavioral health services will be offered in the language of the participant, primarily English, Spanish, Chinese, Russian, and Vietnamese, with referrals for services in other languages.

1. Provide comprehensive assessment to identify those clients who can participate in WtW activities and secure and retain employment within the CalWORKs parameters, and those who have a disability that will impair a client's ability to secure and retain employment for 12 months or longer.
  - a. Provide focused treatment to remove behavioral barriers to work participation and employment, communicating and collaborating closely with the eligibility and workforce development staff to ensure that clients make progress on their employment goals.
  - b. Refer and transition clients whose behavioral health conditions require longer term treatment or for whom treatment is considered a medical necessity to services within the community.
  - c. Refer and transition clients who are identified as being eligible for Social Security benefits to SSI advocacy services.
2. Provide Learning Needs Assessments (LNA) to determine learning disabilities and tailor services to fit client needs.
3. Facilitate peer support to help clients strengthen coping skills, maintain morale, support positive decision-making, and reinforce progress toward self-sufficiency.
4. Provide accurate and real-time information to Human Services Agency staff regarding the participation of the clients in behavioral health services, and clients' capability to participate in work participation and employment.
5. Clinical services will be provided to participants referred by CalWORKs Employment Specialists, Social Work Specialists, other HSA staff, or who are self-referred.

#### **B. Pre-vocational psycho-educational groups/soft skills training**

Pre-vocational psycho-educational groups will address behavioral health barriers to improve clients' self-regulation and promote the acquisition of

“soft” skills that facilitate being hired and being successful in the work environment. The goal of the soft skills coaching/training is to support movement toward self-sufficiency and stability and address real life situations by remediating behavioral health barriers. Skill building will cover five core themes: Work/Life Balance, Stress Management, Focus on Strengths & Success, Conflict Resolution, and Job Retention. Grantee will develop and regularly update the curricula for soft skills workshops.

1. Workshop #1: Work/Life Balance

Grantee will provide initial and ongoing training (a minimum of twice a year training) to HSA staff to facilitate this workshop, which addresses Work/Life Balance and will be offered daily at both 3120 Mission Street and 1800 Oakdale Avenue.

2. Workshops #2-4

Grantee will facilitate weekly workshops that cover Stress Management, Focus on Strengths & Success, Conflict Resolution, and Job Retention, alternating the sites between 3120 Mission Street and 1800 Oakdale Avenue.

3. Pre-vocational services will be provided through JNJM/CJP1 soft skills activities. Onboarding Specialists will schedule CW participants in Launchpad.

4. Some participants may also be seen for individual appointments and/or referred for clinical services during the JNJM/CJP1 orientation activity. CalWORKs clients may also be referred from the other WtW activities for drop-in counseling and assessment with the goal of maintaining participation in the activity. Grantee will hold weekly office hours at both 3120 Mission Street and 1800 Oakdale Avenue.

**C. Family Stabilization Program (AB 74)**

1. Grantee will participate in a CalWORKs component that provides intensive case management and services to clients that are experiencing short-term (less than 6 months) challenges and/or crisis that are destabilizing the family and interfering with the adult client’s ability to participate in WtW activities and services.
2. Behavioral health services are one of several components focused on supporting families to enable them to fully participate in, and benefit from, WtW activities. This could be in the form of the clinical services, or the psycho-educational groups, or a combination of both.
3. Family Stabilization Program services will be provided to participants referred by the CalWORKs intake staff or case managers.

**D. Trainings and consultation to staff**

Includes but is not limited to:

1. Consultation with HSA staff on behavioral health assessment of barriers to employment, soft skills acquisition counseling, employment, and training issues for individual CalWORKs participants.

2. The provision of technical support and training to HSA staff quarterly or as requested, including a basic training on behavioral health needs and challenges of the client population and effective ways to work with them.
3. Case conferencing with HSA staff on creating the best service plan for participants.
4. Providing frequent and ongoing contact with HSA case managers at an agreed upon frequency that may be as often as daily or weekly, depending on the level of need and progress of clients in the Family Stabilization Program. This contact will be via phone and/or in person to determine the effectiveness of the service provision.
5. Establishing and maintaining relationships with HSA staff to ensure that all clients are able to access needed services in a timely way.

**E. Mandatory participation in the following HSA collaborative group meetings**

1. WtW Behavioral Health/Domestic Violence quarterly meeting.
2. Monthly Operations Meeting.
3. Domestic Violence Workgroup quarterly meeting.
4. WtW Oversight Committee quarterly meeting.
5. Monthly Case Conferences.
6. Other meetings as needed.

**F. Information and Referral**

Through Grantee's connections to the community, Grantee will refer potential CalWORKs clients to HSA to be screened for CalWORKs eligibility.

**V. Location and Time of Services**

Clinical and Family Stabilization Services will be provided at 1375 Mission Street, (CalWORKs accessible location), Monday-Friday between the hours of 8:30am – 5:00pm, with extended hours from 5:00pm - 7:00pm on Tuesdays. Pre-Vocational Services will be provided at 3120 Mission St. and 1800 Oakdale Ave.

**VI. Service Objectives**

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

1. Serve and provide Behavioral Health Assessment and Counseling services to 250 unduplicated CalWORKs participants annually, contingent upon HSA referrals that are tracked through Launchpad, of which a minimum of 30 unduplicated participants will receive family stabilization support towards engagement in the CalWORKs program activities.
2. Over the course of the contract program year, 35 CalWORKs participants will receive a Learning Needs Assessment, contingent upon HSA referrals that are tracked through Launchpad.
3. Provide a minimum of 4 trainings to HSA staff to build capacity in effectively working with clients who present behavioral health challenges.
4. At least 80% of participants who attend Workshop #1 will complete at least one additional workshop. If a participant is unable to participate in the training

due to subsidized or unsubsidized employment, it will be credited as a completion.

5. At least 50% of participants referred for a Learning Needs Assessment (LNA) will be engaged to begin the assessment process within 60 days of referral.
6. At least 60% of participants who begin the LNA process will complete full LNA assessment.

## **VII. Outcome Objectives**

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

1. After participating in clinical services for six months, at least 50% of participants will be enrolled to actively participate in a WtW employment activity plan.
2. After participating in clinical services for one year, at least 75% of participants will be enrolled to actively participate in a WtW employment activity plan, and the remaining participants will have been referred and transitioned to other programs and services, including SSI advocacy services.
3. After six months of Family Stabilization services, at least 75% of participants will be enrolled to actively participate in their WtW employment activity plan.
4. In a survey of participants that complete the soft skills workshop or receive clinical services or family stabilization, a minimum of 75% of the participants responding will report that the services better prepared them for success in the workplace.
5. In a survey for WtW staff involved in the soft skills workshop or with participants who receive clinical services or family stabilization, a minimum of 75% of the staff responding will report the program supported their clients towards succeeding in the workplace.

\*Objectives #1-3 will be measured by HSA.

## **VIII. Reporting Requirements**

- A. Grantee will enter attendance and participant status information into Launchpad.
- B. Grantee will provide a monthly report of activities, referencing the tasks as described in the Service and Outcome Objectives. Grantee will enter the monthly metrics in the CARBON database by the 15th of the following month.
- C. Grantee will provide an annual report summarizing the contract activities, referencing the tasks as described in the Service and Outcome Objectives. This report will also include accomplishments and challenges encountered by the Grantee. Grantee will enter the annual metrics in the CARBON database by the 15th of the month following the end of the program year.
- D. Grantee will provide Ad Hoc reports as required by the Department.

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

Judy Ng, Contract Manager, GB23  
Office of Contract Management  
Judy.Ng@sfgov.org

or

Jiro Arase, Program Monitor, E307  
Welfare to Work Services Division  
Jiro.Arase-Barham@sfgov.org

**IX. Monitoring Activities**

- A. Program Monitoring: Program monitoring will include review of client eligibility and back-up documentation for reporting progress towards meeting service and outcome objectives.
  
- B. Fiscal Compliance and Contract Monitoring: Fiscal monitoring will include review of the Grantee's organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting documentation for selected invoices, cash receipts and disbursement journals. The compliance monitoring will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.



	A	B	C	D	E	
1	Appendix B, Page 1					
2						
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>					
4	<b>BY PROGRAM</b>					
5	Agency Name:			Term: 7/1/2019 - 6/30/2022		
6	Richmond Area Multi-Services, Inc					
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	<b>Program Name: CalWORKs Behavioral Health and Pre-Vocational Services</b>					
10	Budget Reference Page No.(s)					
11	Program Term:		7/1/19-6/30/20	7/1/20-6/30/21	7/1/21-6/30/22	Total
12	<b>Expenditures</b>					
13	Salaries & Benefits	\$ 948,814	\$ 948,814	\$ 948,814	\$ 2,846,441	
14	Operating Expense	\$ 214,036	\$ 214,036	\$ 214,036	\$ 642,108	
15	<b>Subtotal</b>	\$ 1,162,850	\$ 1,162,850	\$ 1,162,850	\$ 3,488,549	
16	Indirect Percentage (%)	15%	15%	15%	\$ 0	
17	Indirect Cost (Line 16 X Line 15)	\$ 174,426	\$ 174,426	\$ 174,426	\$ 523,279	
18	Capital Expenditure	\$ -	\$ -	\$ -	\$ -	
19	<b>Total Expenditures</b>	\$ 1,337,276	\$ 1,337,276	\$ 1,337,276	\$ 4,011,828	
20	<b>HSA Revenues</b>					
21	General Fund	\$ 320,946	\$ 320,946	\$ 320,946	\$ 962,838	
22	State	\$ 1,016,330	\$ 1,016,330	\$ 1,016,330	\$ 3,048,990	
23						
24						
25						
26						
27						
28						
29	<b>TOTAL HSA REVENUES</b>	\$ 1,337,276	\$ 1,337,276	\$ 1,337,276	\$ 4,011,828	
30	<b>Other Revenues</b>					
31						
32						
33						
34						
35						
36	<b>Total Other Revenues</b>	\$ -	\$ -	\$ -	\$ -	
37	Full Time Equivalent (FTE)					
39	Prepared by: Angela Tang		Telephone: 415-800-0699	Date: 5/2/2019		
40	HSA-CO Review Signature: _____					
41	HSA #1					

Program Name: CalWORKs Behavioral Health and Pre-Vocational Services  
 (Same as Line 9 on HSA #1)

**Salaries & Benefits Detail**

11	12	Agency Totals		HSA Program		7/1/19-6/30/20	7/1/20-6/30/21	7/1/21-6/30/22	TOTAL
		Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	DHS Program	DHS Program	DHS Program	
						Budgeted Salary	Budgeted Salary	Budgeted Salary	
13	Program Director	\$100,000	1.00	80%	0.80	\$80,000	\$80,000	\$80,000	\$240,000
14	Clinical Manager	\$82,194	0.875	100%	0.875	\$71,920	\$71,920	\$71,920	\$215,760
15	Clinical Supervisor	\$187,200	0.10	100%	0.10	\$18,720	\$18,720	\$18,720	\$56,160
16	Psychologist	\$104,000	0.40	100%	0.40	\$41,600	\$41,600	\$41,600	\$124,800
17	Behavioral Health Counselor/Trainer	\$57,000	7.00	100%	7.00	\$399,000	\$399,000	\$399,000	\$1,197,000
18	Peer Counselor	\$41,600	0.50	100%	0.50	\$20,800	\$20,800	\$20,800	\$62,400
19	Nurse Practitioner	\$145,683	0.50	50%	0.25	\$36,421	\$36,421	\$36,421	\$109,262
20	Program Assistant	\$41,600	1.50	100%	1.50	\$62,400	\$62,400	\$62,400	\$187,200
21	Janitor	\$41,600	0.50	50%	0.25	\$10,400	\$10,400	\$10,400	\$31,200
22									
23									
24									
25									
26									
27									
28									
29									
30	TOTALS	\$800,877	12.38	780%	11.68	\$741,261	\$741,261	\$741,261	\$2,223,782
32	FRINGE BENEFIT RATE	28%							
33	EMPLOYEE FRINGE BENEFITS					\$207,553	\$207,553	\$207,553	\$622,659
36	TOTAL SALARIES & BENEFITS	\$800,877				\$948,814	\$948,814	\$948,814	\$2,846,441

Date: 5/2/2019

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

**Operating Expense Detail**

TOTAL

12	EXPENDITURE CATEGORY	TERM	7/1/19-6/30/20	7/1/20-6/30/21	7/1/21-6/30/22	TOTAL
13	Rental of Property		\$ 171,120	\$ 171,120	\$ 171,120	\$ 513,360
14	Utilities (Elec, Water, Gas, Phone, Garbage)		\$ 12,240	\$ 12,240	\$ 12,240	\$ 36,720
15	Office Supplies, Postage		\$ 7,072	\$ 7,072	\$ 7,072	\$ 21,216
16	Building Maintenance Supplies and Repair		\$ 3,000	\$ 3,000	\$ 3,000	\$ 9,000
17	Printing and Reproduction		\$ 500	\$ 500	\$ 500	\$ 1,500
18	Insurance		\$ 3,504	\$ 3,504	\$ 3,504	\$ 10,512
19	Staff Training		\$ 2,500	\$ 2,500	\$ 2,500	\$ 7,500
20	Staff Travel (Local & Out of Town)		\$ 1,000	\$ 1,000	\$ 1,000	\$ 3,000
21	Rental of Equipment		\$ 4,000	\$ 4,000	\$ 4,000	\$ 12,000
22	<u>CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE</u>					
23	Database Subscription Fees		\$9,100	\$9,100	\$9,100	\$ 27,300
24						
25						
26						
27						
28	<u>OTHER</u>					
29						
30						
31						
32						
33						
34						
35	TOTAL OPERATING EXPENSE		\$ 214,036	\$ 214,036	\$ 214,036	\$ 642,108

37 HSA #3

Date: 5/2/2019