



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 *JS*

**DATE:** MAY 19, 2017

**SUBJECT:** GRANT RENEWAL: RICHMOND AREA MULTI-SERVICES (NON-PROFIT) TO PROVIDE CALWORKS PRE-VOCATIONAL SERVICES

<b>GRANT TERM:</b>	<u>Current</u> 6/1/14- 6/30/17	<u>Renewal</u> 7/1/17- 6/30/19	<u>Contingency</u>	<u>Total</u>	
<b>GRANT AMOUNT:</b>	\$4,130,204	\$2,659,740	\$265,974	\$2,925,714	
<b>ANNUAL AMOUNT:</b>	<u>FY 17/18</u> \$1,329,870	<u>FY 18/19</u> \$1,329,870			
<b>Funding Source</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>PERCENTAGE:</b>	\$292,572 11%	\$2,367,168 89%	\$0 0%	\$265,974	\$2,925,714 100%

The Department of Human Services (DHS) requests authorization to renew the grant with Richmond Area Multi-Services for the period of July 1, 2017 through June 30, 2019, in an amount of \$2,659,740 plus a 10% contingency for a total amount not to exceed \$2,925,714. 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**

In consideration of the lifetime limits on the length of time that a CalWORKs client can receive supportive services, this service is focused on increasing the family's capacity for self-sufficiency by remediating behavioral health barriers through time-limited interventions and support.

**Services to be Provided**

Grantee's services will comprise 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 275 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. A minimum of 550 CalWORKs participants will receive these services each year.

Finally, Grantee will operate the *Family Stabilization Program*, a case management program aimed towards handling short-term crises that CalWORKs clients face to their family stability, which also threaten the adults' ability to participate in their work activities. A minimum of 30 CalWORKs families 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.

**Performance**

Grantee received a program monitoring visit on March 21, 2017, and a fiscal and compliance monitoring visit on February 22, 2017. No significant findings emerged from either of the monitoring visits.

**Selection**

Grantee was selected through Request for Proposals #587, which was competitively bid in February 2014.

**Funding**

Funding for this grant renewal will be provided by a combination of State CalWORKs and County General Funds.

**ATTACHMENTS**

Appendix A – Scope of Services

Appendix B – Budget

**Appendix A – Scope of Services to be Provided**  
**Richmond Area Multi-Services**  
**CalWORKs Pre-Vocational Services**  
**July 1, 2017 to June 30, 2019**

**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, participant engagement/sanction outreach, and learning needs assessment. In recognition of the urgency of lifetime limits on the length of time that a parent can receive supportive services, 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.

**II. Definitions**

Job Match	This is the assessment for continuing employment; a 2-week Job Readiness and Assessment program for CalWORKs participants
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
LNA	Learning Needs Assessment; psychological testing for individuals referred by HSA to assess learning needs
WDD	Workforce Development Division
WTW	Welfare to Work

**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 three primary components of services during the term of this contract:

Clinical Services

Grantee will provide short-term behavioral interventions, and for families needing longer-term behavioral health services, refer and transition them to appropriate community-based programs. This may also include brief, transitional medication management, and psychological testing (LNA).

- A.** Provide comprehensive assessment to identify those clients who can participate in Welfare-to-Work 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.
  - 1. 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.
  - 2. Refer and transition clients whose behavioral health conditions require longer term treatment to services within the community.
  - 3. Refer and transition clients who are identified as being eligible for Social Security benefits to SSI advocacy services.
- B.** 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.

Pre-vocational psycho-educational groups/soft skills training

Grantee will provide psycho-educational groups to improve the clients' self-regulation and promote the acquisition of the "soft" skills that facilitate being hired and being successful in a work environment in the Job Match prepares clients for employment through job readiness training by WDD staff and improving employment skills through CWBH services. The goal of the soft skills training is to support movement toward self-sufficiency and stability and address real life situations. Skill building will include areas such as: decision making, communication, problem solving and planning, frustration tolerance, seeking safety, anger management, time management, conflict resolution, self-esteem, and addressing family pressures. Some participants may also be seen for individual appointments, and/or referred for clinical services during the Job Match activity. CalWORKs clients may also be referred from the other Welfare to Work activities for drop-in counseling and assessment with the goal of maintaining participation in the activity. Grantee staff will also participate in individual case conferences.

Family Stabilization Program (AB 74)

Grantee will participate in a new CalWORKs component that provides intensive case management and services to clients that are experiencing short term (under 6 months) challenges and/or crises that are destabilizing the family and interfering with the adult client's ability to participate in WTW activities and services. Behavioral health services are one of several components focused on supporting families to enable them to fully participate in, and benefit from, Welfare to Work

activities. This could be in the form of the clinical services, psycho-educational groups, or a combination of both.

### **C. Referrals**

1. Pre-vocational services will be provided through the Job Match.
2. Clinical services will be provided to participants referred by CalWORKs Employment Specialists, Social Workers, other HSA staff, or who are self-referred.
3. Family Stabilization Program services will be provided to participants referred by the CalWORKs intake staff or social workers.

### **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 as requested.
3. Case conferencing with HSA staff on creating the best service plan for participants.
4. Providing frequent and ongoing contact with HSA Social Work Specialists 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. Direct services to CalWORKs participants**

1. Provide early assessment and short-term behavioral 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. Parents who have a disability that impairs their ability to secure and retain employment for 12 months or more will be identified and referred early for SSI advocacy services. Families needing long-term behavioral health support will be served through programs that utilize general Medi-Cal funding. Families will benefit from close coordination and communication between the CalWORKs staff and the CalWORKs behavioral health services provider regarding the parent's readiness for employment and his or her ongoing needs. 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. HSA may provide translation for clients whose preferred language for services is not currently spoken by RAMS staff.
2. Provide Learning Needs Assessments (LNA) to determine learning disabilities and tailor services to fit client needs. Have the capacity to

provide the LNA in the language of the participants; primarily English, Spanish, Chinese, Russian, and Vietnamese, with referrals for services other languages. HSA may provide translation for clients whose preferred language for services is not currently spoken by RAMS staff.

3. Facilitate peer support to help clients strengthen coping skills, maintain morale, support positive decision-making, and reinforce progress toward self-sufficiency.
4. Facilitate soft skills and psycho-educational groups to support movement towards self-sufficiency, self-regulation, and stable living situations. Examples of topics include workplace competency, communication skills, problem-solving, values clarification, self-esteem and motivation, frustration tolerance, responsibility and anger management.
5. Prompt clients to participate in employment services to the full extent of their abilities, progressing toward unsubsidized employment and self-sufficiency.
6. Provide intensive engagement and contact to encourage participation in the CalWORKs program and remove negative consequences of non-participation in CalWORKs (sanction outreach).

#### **F. Reporting**

1. Provide Monthly Summary Report for all participants served on compliance with participation and outcomes.
2. Provide an individual summary of service and evaluation of participants in the WDD Activity Summary report.
3. Provide Monthly individual progress reports for participants receiving clinical services.
4. Other reports as needed.

#### **G. Mandatory participation in the following HSA collaborative group meetings**

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

#### **V. Location and Time of Services**

Clinical and Family Stabilization Services will be provided at 170 Otis St., 1800 Oakdale St., 1375 Mission Street, (CalWORKs accessible location), and other sites as needed. Pre-Vocational Services will be provided at 3120 Mission St, Monday-Friday between the hours of 8:30am – 5:00pm, with evening hours available as needed.

#### **VI. Service Objectives**

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

- A. Contractor will enroll and provide Behavioral Health Assessment and Counseling services to a minimum of 275 unduplicated CalWORKs participants over a program year, of which a minimum of 30 unduplicated participants will receive family stabilization support towards engagement in the CalWORKs program activities.
- B. Over the course of the contract program year, a minimum of 550 unduplicated participants will receive soft skills training through psycho-educational groups to support movement towards employment and self-sufficiency.
- C. 70% of the clients contacted by RAMS to initiate the Learning Needs Assessment (LNA) will complete full LNA assessment.
- D. Out of 500 clients eligible for sanction outreach services, 300 of those clients will be successfully contacted.
- E. 80% of enrolled participants in CJP1 who attend soft skills training will complete at least two of the sessions. If a participant is unable to participate in the training due to subsidized or unsubsidized employment, it will be credited as attending.

## VII. Outcome Objectives

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

- A. After participating in clinical services for six months, at least 50% of participants will be actively participating in WTW plan. After participating in clinical services for twelve months, 90% of participants will be actively participating in their WTW plan, with the remaining participants referred and transitioned to other programs and services, including SSI advocacy service.
- B. 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, with a survey response rate of no less than 50%. Survey shall be administered according to HSA guidelines.
- C. Of the clients receiving sanction outreach services, 17% (50 clients) will successfully re-engage through attending OCAT and will have their sanctions successfully lifted.
- D. In a survey of 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 that the program supported their clients towards succeeding in the workplace.

- E. After six months of Family Stabilization services, 75% of participants will be actively participating in a WTW plan, or will have successfully exited the program.

**VIII. Reporting Requirements**

- A. Grantee will provide a **monthly** report of activities, referencing the tasks as described in Section VII & VIII- Service and Outcome Objectives. Grantee will enter the monthly metrics in the CARBON database by the 15<sup>th</sup> of the following month.
- B. Grantee will provide a **quarterly** report of activities, referencing the tasks as described in Section VII & VIII- Service and Outcome Objectives. Grantee will enter the quarterly metrics in the CARBON database by the 15<sup>th</sup> of the month following the end of the quarter.
- C. Grantee will provide an **annual** report summarizing the contract activities, referencing the tasks as described in Section VII & VIII- 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 15<sup>th</sup> of the month following the end of the program year.
- D. Grantee will provide Ad Hoc reports as required by the Department.
- E. For assistance with reporting requirements or submission of reports, contact:

justin.chan@sfgov.org  
Contract Manager, Office of Contract Management

or

poyeeau.calworks@sfgov.org  
Program Monitor, Welfare to Work Division

**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.

**DEPARTMENT OF HUMAN SERVICES BUDGET SUMMARY  
BY PROGRAM**

Name <u>Richmond Area Multi-Services, Jr</u> Term: <u>7/1/17-6/30/19</u>					
(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>					
If modification, Effective Date of Mod. No. of Mod.					
<b>Program: CalWORKs Pre-Vocational Services</b>					Total
Budget Reference Page No.(s)					
Program Term	7/1/17-6/30/18	7/1/18-6/30/19			7/1/17-6/30/19
<b>Expenditures</b>					
Salaries & Benefits	\$967,817	\$967,817			\$1,935,634
Operating Expense	\$219,567	\$219,567			\$439,134
Subtotal	\$1,187,384	\$1,187,384			\$2,374,768
Indirect Percentage (%) of direct cost (Line 16)	12.00%	12.00%			12.00%
Indirect Cost	\$142,486	\$142,486			\$284,972
Capital Expenditures	\$0	\$0			\$0
Total Expenditures	\$1,329,870	\$1,329,870			\$2,659,740
<b>HSA Revenues</b>					
General Fund	\$146,286	\$146,286			\$292,572
CalWORKs	\$1,183,584	\$1,183,584			\$2,367,168
<b>TOTAL DHS REVENUES</b>	\$1,329,870	\$1,329,870			\$2,659,740
<b>Other Revenues</b>					
Total Revenues	\$1,329,870	\$1,329,870			\$2,659,740
Full Time Equivalent (FTE)	14.25	14.25			28.5
Prepared by: Ken Choi, CFO Date: 4/5/17					
DHS-CO Review Signature:					
DHS #1					3/1/2008

Program:  
 (Same as Line 9 on DHS #1)

CalWORKs Pre-Vocational Services

**Salaries & Benefits Detail**

POSITION TITLE	TERM Total Salary	7/1/17 - 6/30/18		7/1/18 - 6/30/19		7/1/18 - 6/30/19	
		FTE	Budgeted Salary	FTE	Budgeted Salary		TOTAL
Program Director	\$94,090	0.90	\$84,681	0.90	\$84,681		\$169,362
Clinical Manager/Supervisor	\$66,667	1.50	\$100,000	1.50	\$100,000		\$200,000
Psychologist	\$70,857	0.35	\$24,800	0.35	\$24,800		\$49,600
Behavioral Hlth Counselor/Trainer	\$50,141	7.50	\$376,056	7.50	\$376,056		\$752,112
Case Manager	\$44,000	1.00	\$44,000	1.00	\$44,000		\$88,000
Peer Counselor	\$34,338	1.50	\$51,250	1.50	\$51,250		\$102,500
Nurse Practitioner	\$133,200	0.25	\$33,300	0.25	\$33,300		\$66,600
Program Assistant	\$35,000	1.00	\$35,000	1.00	\$35,000		\$70,000
Janitor	\$28,080	0.25	\$7,020	0.25	\$7,020		\$14,040
<b>TOTALS</b>	<b>\$556,373</b>	<b>14.25</b>	<b>\$756,107</b>	<b>14.25</b>	<b>\$756,107</b>		<b>\$1,512,214</b>
<b>EMPLOYEE FRINGE BENEFITS</b>		<b>28%</b>	<b>\$211,710</b>	<b>28%</b>	<b>\$211,710</b>		<b>\$423,420</b>
<b>TOTAL SALARIES &amp; BENEFITS</b>			<b>\$967,817</b>		<b>\$967,817</b>		<b>\$1,935,634</b>
<b>DHS #2</b>							<b>3/1/2008</b>

Program Name: **CalWORKs Pre-Vocational Services**  
 (Same as Line 9 on DHS #1)

**Operating Expense Detail**

Expenditure Category	TERM	Total		
		7/1/17 - 6/30/18	7/1/18/6/30/19	
Rental of Property		\$156,688	\$156,688	\$313,376
Utilities(Elec, Water, Gas, Phone, Scavenger)		\$14,117	\$14,117	\$28,234
Office Supplies, Postage		\$13,962	\$13,962	\$27,924
Building Maintenance Supplies and Repair		\$5,000	\$5,000	\$10,000
Printing and Reproduction		\$1,000	\$1,000	\$2,000
Insurance		\$7,300	\$7,300	\$14,600
Staff Training		\$5,000	\$5,000	\$10,000
Staff Travel-(Local & Out of Town)		\$4,500	\$4,500	\$9,000
Rental of Equipment		\$4,500	\$4,500	\$9,000
CONSULTANT/SUBCONTRACT OR DESCRIPTIVE TITLE				
OTHER				
Database Subscription Fees		\$7,500	\$7,500	\$15,000
<b>TOTAL OPERATING EXPENSE</b>		<b>\$219,567</b>	<b>\$219,567</b>	<b>\$439,134</b>
<b>DHS #3</b>				<b>3/1/2008</b>