



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

Department of Benefits  
and Family Support

Department of Disability  
and Aging Services

Office of Early Care  
and Education

P.O. Box 7988  
San Francisco, CA  
94120-7988  
[www.SFHSA.org](http://www.SFHSA.org)

**MEMORANDUM**

**TO:** HUMAN SERVICES COMMISSION

**THROUGH:** TRENT RHORER, EXECUTIVE DIRECTOR

**FROM:** ANNA PINEDA, DEPUTY DIRECTOR  
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

**DATE:** MAY 20, 2022

**SUBJECT:** NEW GRANT: **ARRIBA JUNTOS** (NON-PROFIT) TO PROVIDE YOUTH EMPLOYMENT SERVICES

**GRANT TERM** 7/1/22-6/30/26

<b>GRANT AMOUNT:</b>	<u>Current</u>	<u>Contingency</u>	<u>Total</u>		
	\$3,505,468	\$350,547	\$3,856,015		

  

<b>ANNUAL AMOUNT</b>	<u>Annual Amount</u>	<u>FY23-26 Total Amount</u>	<u>Contingency</u>	<u>Total</u>
	\$876,367	\$3,505,468	\$350,547	\$3,856,015

  

<b>Funding Source</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>FUNDING:</b>	\$2,348,663		\$1,156,805	\$350,547	\$3,856,015

  

<b>PERCNTAGE:</b>	67%		33%		100%
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**London Breed**  
Mayor

**Trent Rhorer**  
Executive Director

The Department of Benefits and Family Support requests authorization to enter into a grant with Arriba Juntos for the period of July 1, 2022 to June 30, 2026 in an amount of \$3,505,468 plus a 10% contingency for a total amount not to exceed \$3,856,015. The purpose of the grant is to provide youth employment services to Transition Age Youth-TAY (between ages of 18 and 24).

### **Background**

The YES-TAY program was originally created after the 2012 implementation of AB 12, which extended foster care benefits to non-minor dependents (ages 18-21) if they met one of the following five education and employment participant conditions: (1) enrollment in a program of secondary education; (2) enrollment in an institution which provides post-secondary or vocational education; (3) participation in a program or activity designed to promote or remove barriers to employment; (4) employment for at least 80 hours per month; or (5) incapable of doing any of the above. The YES-TAY program supported non-minor dependents so that they could continue receiving services from the child welfare system. In addition, HSA observed an increase in the number of 18 to 24 year olds on the County Adult Assistance Program (CAAP) caseload, and developed a Personal Assisted Employment Services (PAES) Youth Employment Program for CAAP Participants.

### **Services to be Provided**

Grantee will provide coordinated employment and support services to transitional age youth who are between the ages of 18 and 24 years old, and referred by HSA from the CAAP program, Foster Youth program and verifiable former foster youth.

Grantee will provide case management, employment services planning, support towards educational goals, vocational training, job readiness training, job search and placement assistance to obtain employment and economic self-sufficiency. Grantee will also provide subsidized employment, appropriate work/host sites, act as the employer of record, and issue stipends to select youth in the program. Grantee will serve 140 youth annually.

Services will be provided at Arriba Juntos, 1850 Mission Street and 3120 Mission Street, San Francisco, and at various client work sites in San Francisco.

### **Selection**

Grantees were selected through Request for Proposals #981, which was competitively bid in April 2022.

### **Funding**

Funding for this grant is provided by the City and County General Funds and Federal funds.

### **ATTACHMENTS**

Arriba Juntos - Appendix A – Services to be Provided

Arriba Juntos - Appendix B – Budget

**Appendix A**  
**Scope of Services to be Provided**  
**Arriba Juntos**  
**Youth Employment Services**  
**July 1, 2022-June 30, 2026**

**I. Purpose of Grant**

The purpose of the grant is to provide employment services to Transitional Age Youth-TAY (between ages of 18 and 24). Participants will be referred by HSA to the Grantee to provide case management, employment services planning, support towards education attainment, vocational training, job readiness training, job search and placement assistance to obtain employment and economic self-sufficiency. Grantee will also provide subsidized employment, appropriate work/host sites, act as the employer of record, and issue stipends to select youth in the program.

**II. Definitions**

SFHSA	San Francisco Human Services Agency
Grantee	Arriba Juntos
AB12	Legislation funding services for Foster Care and former Foster Care youth who are 18-24
ABAWD	Able Bodied Adult Without Dependents; a portion of the SNAP/CalFresh recipients deemed able to work.
CAAP	Self-Sufficiency Program administered by SFHSA that gives cash aid (General Assistance) and services to eligible needy individuals. CAAP – County Adult Assistance Program
CalFresh	Self-Sufficiency Program administered by SFHSA, formerly known as Food Stamps and federally known as the Supplemental Nutrition Assistance Program (SNAP)
CalWORKs	California Work Opportunity and Responsibility to Kids, California’s Temporary Aid to Needy Families (TANF) that provides cash aid and welfare-to-work services.
CFET	CalFresh Employment and Training Program
FCS	Family and Children’s Services of HSA
FICA	Federal Insurance Contribution Act. Social Security Tax

Foster Youth	Non-minor dependents age 18-20 residing in out- of home placements through FCS
GED	General Equivalency Diploma. A high school degree awarded through a series of examinations
HSA	San Francisco Human Services Agency
Launchpad	A client database tracking system used by HSA
PAES	Personal Assisted Employment Services, an HSA program that provides a cash stipend and employment services to low-income San Franciscans with no children.
SOGI	Sexual Orientation and Gender Identity. A City ordinance requiring grantees to collect data concerning SOGI information on clients they serve.
TAY	Transitional Age Youth between the ages of 18- 24
WDD	HSA Workforce Development Division
Zixcorp	An email encryption & email data loss prevention system

### **III. Target Population**

The target population is youth who are between the ages of 18 and 24 years old, and referred by HSA from the CAAP program, Foster Youth program and verifiable former foster youth.

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

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

- A.** Tier Zero: Youth that are interested in the program begin Tier Zero, a four-week Paid Subsidized Assessment with the Grantee. The activities in the 4 week paid situational assessment will be provided by Grantee staff (25 hours per week).

During Tier Zero, Grantee will provide:

1. Life Skills
2. Vocational Assessments
3. On the Job Assessments
4. Job Readiness Training
5. Team conferencing with the participant

- B.** At the end of Tier Zero, the Grantee meets with the participant to determine in which of the services (listed below) the youth will be enrolled, beginning in the second month of participation in the program for up to 5 months. A Future Focused Plan outlining the service will be created, after assessing each participant's education, work experience, interests, aptitudes and participation in Tier Zero to determine vocational goals detailing the

services to be provided. Note: participants can drop out of the program and re-enroll to complete the remaining time in their enrollment.

1. **Employment:** Engagement in Job Search and Job Retention in Unsubsidized jobs or Subsidized jobs. The Grantee is responsible for job development, job placement and retention support. For a limited number of placements, HSA will work with the Grantee to make wage subsidies available to program participants and/or some subsidized employment slots. For the purposes of this grant, a successful job placement will be defined as 20 hours of employment within a 40 hour pay period. Job Retention will be provided for 90 days post-placement. No stipend will be issued for this track. CAAP participants may continue to receive cash aid provided that all CAAP income and other eligibility requirements are met. Foster youth will continue to receive supportive services through the Foster Youth program. If a participant is unsuccessful in getting a job and/or is not job ready, they can be re-evaluated for another track within 30 days. Note: This activity is not available to participants who lack a High School Diploma/GED.
2. **Education**
  - a. **Vocational Training:** Enter into Vocational Training leading to certificate. This must be in addition to job searching for part-time/full-time employment or being concurrently engaged in employment. Grantee will issue a monthly educational support stipend to all participants (up to a maximum of 6 months of total enrollment). Program services continue and the employment may be subsidized as indicated above in item 1 (Employment). Grantee is responsible for job development, job placement and retention support. For the purposes of this grant, a successful job placement will be defined as 20 hours of employment within a 40 hour pay period.
  - b. **Post-Secondary Education:** Enter into Post-Secondary education programs leading to a degree. This must be in addition to job searching for part-time/full-time employment or being concurrently engaged in employment. For the purposes of this grant, a successful job placement will be defined as 20 hours of employment within a 40 hour pay period. Grantee will issue a monthly educational support stipend to all participants for 6 months, and, depending on the length necessary to complete each individual's plan, may be extended up to a maximum of 24 months. Extensions will be granted on a case-by-case basis, and extended participants' progress will be assessed on a quarterly basis.
  - c. **High School/GED:** Study towards attaining a High School diploma/General Education Diploma, or an acquisition of English language skills. Grantee will issue a monthly educational support stipend to all participants for 6 months, and, depending on the length necessary to complete each participants' plan, may be extended up to

a maximum of 24 months. Extensions will be granted on a case-by-case basis; progress will be assessed on a quarterly basis.

3. Behavioral Health supportive services will be provided concurrently with all plans. Engagement in either Counseling (stand alone or combined with other plans), application for Supplemental Security Income (SSI), or a referral to the Department of Rehabilitation for services. Assist participants in navigating behavioral health, vocational rehabilitation and/or disability services including completion of enrollment into appropriate services and/or programs.
- C.** Provide progressive case management and facilitate participants' progress and participation, coaching and supporting participant to complete activities.
1. Work with WDD staff and other service provider staff to provide best interface of services to participant.
  2. Assist participants in navigating the process of enrollment in vocational training or post-secondary schools, including completion of enrollment applications, as well as identification of opportunities for financial aid and student services that would best assist participant, and help accessing them.
  3. Communicate concerns about individual clients to WDD.
- D.** Provide Work readiness and Job Placement services connecting participants to employment opportunities generated by in-house agency contacts (or in limited instances, by the HSA JobsNow program).
- E.** Meet regularly with WDD staff and others to coordinate employment and supportive services for individual participants.
- F.** Work Sites Development for Tier Zero:
1. Provide outreach to community based organizations and private businesses for ongoing 20-25 hours per week placement or projects, which may be up to 4 weeks in duration. This could be at the Grantee site.
  2. Develop in-house knowledge of range of employment services already available to potential program participants in the City of San Francisco.
  3. Develop and execute Work Experience agreements with the work site agency, which should include job duties and supervision.
  4. Provide training and technical assistance to work experience sites to ensure the quality of host site supervision and a positive experience for participants.
  5. Develop other infrastructure as needed for program function including technical assistance and ongoing support to work sites.
- G.** Payroll Processing for Tier Zero:
1. Establish payroll processing services appropriate to program function.
  2. Participants will be employees of the Grantee although participants' work experience may be performed at another agency. Grantee controls the work schedule and timesheets.

3. Grantee will pay participants the San Francisco Minimum Compensation Ordinance wage rate for hours worked, approved Paid Time Off, and HSA approved holidays, all paid at straight time. The total of these hours shall not exceed 8 hours per day or 40 hours per week. Any changes to the wage rate will conform to the San Francisco Minimum Compensation Ordinance currently in effect.
4. Participant wages, Paid Time Off, Holiday pay, Employer FICA, California Unemployment Insurance, and Workers Compensation insurance will be paid by Grantee through this agreement. Only Work Experience hours actually worked are paid a wage. Paid Time Off that complies with HSA program participation requirements and San Francisco Minimum Compensation ordinance will be paid to participants for Work Experience
5. Provide Payroll reports for each pay date detailing each participant paid with participant name, social security number, check number, number of hours worked and Paid Time Off hours paid, Gross and Net wages paid, and Year-to- Date gross wages and number of hours. Reports will be available within a week of the pay date.
6. Grantee will maintain workers compensation insurance for participants.
7. Provide to HSA, copies of paychecks issued to participants within a week of issuance date.
8. Issue paychecks and W-2s to Participants.
9. Third party payroll processing is also accepted.

**H. Job Retention Support**

1. Grantee will provide 90 days of job retention support post-placement to participants who obtain employment.
2. Grantee will track the employment status of the participants and provide ancillary support such as transportation, and job coaching or re-employment services as needed.

**I. CAAP-referred participants who are eligible but not enrolled in the CalFresh program at program entry shall be assisted in applying for benefits.**

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

**K. Virtual Services**

Respondent must be able to provide services remotely including the following:

1. Conduct intake and orientations via phone, email, and video conference
2. Offer online Job Readiness workshops, and other distance learning opportunities
3. Connect job ready participants via phone or video conference to JobsNOW! remote hiring events.
4. Provide options to access virtual Case Management, Job Coaching, and Supportive Services including phone, text, email, or video conferencing.
5. Provide technology and internet access as needed to support remote/virtual learning, case management, and supportive services.

**V. Location and Time of Services**

Services will be provided at Arriba Juntos, 1850 Mission Street and 3120 Mission Street, San Francisco, and at various client work sites in San Francisco. Hours will be Monday through Friday, 8:30am to 5pm.

**VI. Service Objectives**

Serve 140 participants in one-year period, but no more than 60 to 70 participants at any given time, serving each participant for a maximum of 6 months.

**VII. Outcome Objectives**

For all youth enrolled:

- A. 80% will complete Tier Zero.
- B. 50% will either meet their education goals or obtain employment.
- C. At least 75% of program participants will report that the program helped them toward achieving their educational and/or employment goals.

For youth in specific tracks:

- A. 50% of youth enrolled in the Employment, Vocational Training, and Post-Secondary Education tracks will obtain either subsidized or unsubsidized Employment.
- B. 50% of youth enrolled in the Vocational Training and Post-Secondary tracks will complete their vocational training or post-secondary education goals.
- C. 25% of youth enrolled in the High School/GED track will obtain HSD, GED, or improve their English language skills by progressing through the ESL levels.

Respondents shall be given the opportunity to not only rate the program using Likert-type scales, but also provide feedback in narrative form.

**VIII. Reporting Requirements**

- A. HSA will generate monthly reports from Launchpad database by the 10th day following the reporting month. Grantee must review and make Launchpad data corrections in a timely manner.
- B. Reports shall contain the following data:
  - 1) Number of enrollments
  - 2) Number of clients who complete Tier Zero
  - 3) Number of clients who either meet their education goal or obtain employment
  - 4) Number of clients enrolled in the Employment, Vocational Training, and Post-Secondary Education tracks who obtain either subsidized or unsubsidized employment
  - 5) Number of clients enrolled in the High School/GED track who obtain HSD, GED, or improve their English language skills



- C. Grantee will update data in Launchpad by the 15<sup>th</sup> of the following month.
- D. Grantee will provide an **annual** report summarizing the contract activities, referencing the tasks as described in Section VI & VII- Service and Outcome Objectives. This report will also include accomplishments and challenges encountered by the Grantee. Grantee will submit the annual report to the Program Monitor by the 15<sup>th</sup> of the month following the end of the program year.
- E. Other Reports
  1. In Launchpad, report to WDD regarding Participant Show/ No Show to First Date of Activity by entering the enrollment date and posting a Chatter/Feed comment to the attention of assigned Onboarding Staff.
  2. Through the Launchpad Chatter/Feed or Case Notes, Report to WDD Onboarding Staff those participants who are not compliant, either due to attendance or performance issues in any of their plan activities.
  3. Monthly attendance and progress will be entered into Launchpad for each participant served including enrollments, exits, completion, and placements. Reports must be entered on or before the 3<sup>rd</sup> of the month following the preceding report calendar month.
  4. Upload an Exit Report to Launchpad, per HSA format, when participant exits services.
  5. All job placements must be verified either by:
    - a. Submission of a copy of a pay stub or payroll record; or
    - b. Letter from employer
- F. Grantee will collect SOGI information and report data results in CARBON on a semi-annual basis.
- G. Supporting documentation for the numbers presented in the reports must be maintained by the Grantee and must be submitted in the Launchpad data system.
- H. Grantee will provide Ad Hoc reports as required by the Department.
- I. For assistance with reporting requirements or submission of reports, contact:  
Leslie Lau  
[leslie.lau1@sfgov.org](mailto:leslie.lau1@sfgov.org)  
Contracts Manager  
or  
Andy Beetley-Hagler  
[Andy.Beetley@sfgov.org](mailto:Andy.Beetley@sfgov.org)  
Program Monitor

## **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	F
1	Appendix B, Page 1					
2	Document Date:					5/5/2022
3	<b>HUMAN SERVICES AGENCY CONTRACT BUDGET SUMMARY</b>					
4	<b>BY PROGRAM</b>					
5	Contractor's Name			Contract Term		
6	ARRIBA JUNTOS			July 1, 2022 - June 30, 2026		
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: YOUTH EMPLOYMENT SERVICES					
10	Budget Reference Page No.(s)					
11	Program Term	7/1/22-6/30/23	7/1/23-6/30/24	7/1/24-6/30/25	7/1/25-6/30/26	Total
12	<b>Expenditures</b>					
13	Salaries & Benefits	\$227,419	\$227,419	\$227,419	\$227,419	\$909,675
14	Operating Expense	\$167,500	\$167,500	\$167,500	\$167,500	\$670,000
15	<b>Subtotal</b>	<b>\$394,919</b>	<b>\$394,919</b>	<b>\$394,919</b>	<b>\$394,919</b>	<b>\$1,579,675</b>
16	Indirect Percentage (%)	15%	15%	15%	15%	15%
17	Indirect Cost (Line 16 X Line 15)	59,238	\$59,238	\$59,238	\$59,238	236,952
18	Direct Client Pass-through	\$422,210	\$422,210	\$422,210	\$422,210	\$1,688,840
19	Total Expenditures	\$876,367	\$876,367	\$876,367	\$876,367	\$3,505,467
20	<b>HSA Revenues</b>					
21	General Fund	\$587,166	\$587,166	\$587,166	\$587,166	\$2,348,663
22	Federal	\$289,201	\$289,201	\$289,201	\$289,201	\$1,156,804
23						
24						
25						
26						
27						
28						
29	TOTAL HSA REVENUES	\$876,367	\$876,367	\$876,367	\$876,367	\$3,505,467
30	<b>Other Revenues</b>					
31						
32						
33						
34						
35						
36	Total Revenues	\$876,367	\$876,367	\$876,367	\$876,367	\$3,505,467
37						
39	Prepared by:		Telephone No.:		Date	
40	HSA-CO Review Signature: _____					
41	<b>HSA #1</b>					<b>11/15/2007</b>

	A	B	C	D	E	F	G	H	I	J
1										Appendix B, Page 1
2										Document Date: 5/5/2022
3										
4	Program Name: YOUTH EMPLOYMENT SERVICES									
5	(Same as Line 9 on HSA #1)									
6										
7	<b>Salaries &amp; Benefits Detail</b>									
8										
9										
10										
11	7/1/22-6/30/23    7/1/23-6/30/24    7/1/24-6/30/25    7/1/25-6/30/26									
12		Agency Totals		For HSA Program		For DHS Program	For DHS Program	For DHS Program	For DHS Program	TOTAL
13	POSITION TITLE	Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	
14	Director of Programs	\$58,240	100%	15%	15%	\$8,736	\$8,736	\$8,736	\$8,736	\$34,944
15	Program Coordinator	\$54,000	100%	50%	50%	\$27,000	\$27,000	\$27,000	\$27,000	\$108,000
16	Case Manager/Employment Sp 1	\$44,720	100%	100%	100%	\$44,720	\$44,720	\$44,720	\$44,720	\$178,880
17	Case Manager/Employment Sp 2	\$43,680	100%	100%	100%	\$43,680	\$43,680	\$43,680	\$43,680	\$174,720
18	Case Manager/Employment Sp 3	\$38,306	100%	100%	100%	\$38,306	\$38,306	\$38,306	\$38,306	\$153,224
19										\$0
20										\$0
21										\$0
22										\$0
23										\$0
24										\$0
25										\$0
26										\$0
27										\$0
28										\$0
29										\$0
30	TOTALS		5.00	3.65	3.65	\$162,442	\$162,442	\$162,442	\$162,442	\$649,768
31										
32	FRINGE BENEFIT RATE	40%								
33	EMPLOYEE FRINGE BENEFITS					\$64,977	\$64,977	\$64,977	\$64,977	\$259,907
34										
35										
36	TOTAL SALARIES & BENEFITS	\$0				\$227,419	\$227,419	\$227,419	\$227,419	\$909,675
37	HSA #2									11/15/2007

	A	B	C	D	E	F	G	H	I	J	K	L	M
1												Appendix B, Page 3	
2												Document Date: 5/5/2022	
3													
4	Program Name: YOUTH EMPLOYMENT SERVICES												
5	(Same as Line 9 on HSA #1)												
6													
7	<b>Operating Expense Detail</b>												
8													
9													
10													
11												TOTAL	
12	<u>Expenditure Category</u>			TERM	<u>7/1/22-6/30/23</u>	<u>7/1/23-6/30/24</u>	<u>7/1/24-6/30/25</u>	<u>7/1/25-6/30/26</u>					
13	Rental of Property				\$0	\$0	\$0	\$0					
14	Utilities(Elec, Water, Gas, Phone, Scavenger)				\$13,000	\$13,000	\$13,000	\$13,000					
15	Office Supplies, Postage				\$6,000	\$6,000	\$6,000	\$6,000					
16	Building Maintenance Supplies and Repair				\$10,000	\$10,000	\$10,000	\$10,000					
17	Printing and Reproduction				\$3,000	\$3,000	\$3,000	\$3,000					
18	Insurance				\$5,000	\$5,000	\$5,000	\$5,000					
19	Staff Training				\$0	\$0	\$0	\$0					
20	Staff Travel-(Local & Out of Town)				\$1,900	\$1,900	\$1,900	\$1,900					
21	Rental of Equipment				\$6,000	\$6,000	\$6,000	\$6,000					
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE												
23													
24	City College of SF - Prof'l Educational Services				\$96,600	\$96,600	\$96,600	\$96,600					
25													
26													
27													
28	OTHER												
29													
30	Acillary Expenses - Client				\$20,000	\$20,000	\$20,000	\$20,000					
31	Program Supportive (CFET Ineligle)				\$6,000	\$6,000	\$6,000	\$6,000					
32													
33													
34													
35	TOTAL OPERATING EXPENSE				\$167,500	\$167,500	\$167,500	\$167,500					
36													
37	<b>HSA #3</b>											<b>11/15/2007</b>	