



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

**Memorandum**

**To:** Human Services Commission

**Through:** Trent Rhorer, Executive Director

**From:** Anna Pineda, Deputy Director  
Esperanza Zapien, Director of Contracts

**Date:** December 12, 2025

**Subject:** Grant Modification: **ARRIBA JUNTOS** (Nonprofit) For Provision of INTENSIVE CASE MANAGEMENT SERVICES FOR THE HOUSING ASSISTANCE FOR UKRAINIANS (HAU) PROGRAM

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	<u>Current</u>	<u>Mod</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
<b>Grant Term:</b>	11/1/23- 12/31/25	1/1/26- 6/30/26			
<b>Grant Amount:</b>	\$499,676	\$200,000	\$699,676	\$69,968	\$769,644
<b>Modified Annual Amount:</b>	<u>FY 23-24</u> \$262,459	<u>FY 24-25</u> \$237,217	<u>FY 25-26</u> \$200,000		
<b>Funding Source:</b>	<u>County</u> \$0	<u>State</u> \$0	<u>Federal</u> \$699,676	<u>Contingency</u> \$69,968	<u>Total</u> \$769,644
<b>Percentage:</b>	0%	0%	100%		100%

The San Francisco Human Services Agency requests authorization to modify the existing grant with ARRIBA JUNTOS for the period of JANUARY 1, 2026 – JUNE 30, 2026, in the additional amount of \$200,000 plus a 10% contingency for a revised total amount not to exceed \$769,644. The purpose of this modification is to extend the grant and increase the amount to provide intensive case



management services to currently-housed eligible Ukrainian populations and other non-Ukrainian individuals displaced from Ukraine.

## Background

In February 2022, an estimated 4.6 million Ukrainians fled their country after Russia invaded Ukraine. On April 21, 2022, the Department of Homeland Security announced the Uniting for Ukraine (U4U) Program, which provides a pathway for Ukrainian citizens and immediate family members (i.e., spouses and children) to enter the United States as Humanitarian Parolees. The California Department of Social Services (CDSS) Refugee Programs Bureau (RPB) developed the Housing Assistance for Ukrainians (HAU) Program to support the transition of recent Ukrainian newcomers to long-term housing in California. In September 2025, RPB released additional HAU funding to HSA. This funding will enable AJ to serve HAU participants through June 2026.

## Services to be Provided

Arriba Juntos (AJ) will provide direct intensive case management services to support participants' progress towards employment and self-sufficiency. AJ will also provide social adjustment linkages and workshops that allow participants to understand and effectively utilize available services.

## Selection

The grantee was selected through RFP # 1125 issued On August 23, 2023.

## Funding

Funding for this grant is provided through Federal Funds.

## ATTACHMENTS

Appendix A-3, Scope of Services

Appendix B-3, Budget

**Appendix A-3**  
**Housing Assistance for Ukrainians Program - Intensive Case Management Services**  
**Services to be provided by**  
**Arriba Juntos**  
**November 1, 2023 to June 30, 2026**  
*Modified January 1, 2026*

**I. Purpose**

The Grantee will provide housing support services to currently housed eligible Ukrainian populations and other non-Ukrainian individuals displaced from Ukraine and receiving direct housing and/or utility assistance through the Housing Assistance for Ukrainians (HAU) program. The California Department of Social Services (CDSS) Refugee Programs Bureau (RPB) developed the Housing Assistance for Ukrainians (HAU) Program to support the transition of recent Ukrainian newcomers to long-term housing in California. Services will include intensive case management, connection to benefits and services at the Human Services Agency, and referrals to community based organizations to help them achieve economic and socio-cultural self-sufficiency as soon as possible.

**II. Definitions**

Asylees	Individuals who travel to the United States as victims of persecution and then apply for asylum Note: Applicants for asylum are not eligible until asylum status is actually granted
CAAP	County Adult Assistance Programs
CalFresh	Formerly known as Food Stamps. A federal public assistance program that helps children and low-income households improve their diets by providing access to a nutritious diet.
CalWORKs	California Work Opportunity and Responsibility to Kids welfare-to-work program for families receiving Temporary Aid to Needy Families (TANF) cash aid.
HAU	Housing Assistance for Ukrainians
Non-aided refugees	Non-aided refugees or asylees who primarily have been in the United States for 60 months or less
ORR	Office of Refugee Resettlement, the federal agency that provides Refugee Support Services to state agencies
Refugees	Individuals who are unable to return to their countries due to persecution or fear of persecution on account of race, religion, nationality, political opinion, or social group

RPB	Refugee Programs Bureau, division of the CDSS that coordinates services to vulnerable populations including refugees
SFHSA	San Francisco Human Services Agency, also HSA or the Department
Special Immigrant Visa (SIV)	Immigration Status given to Iraqis and Afghans who were employed by or assisted the U.S. Armed Forces for translation and interpreter services.
Unaccompanied Minors	Unaccompanied Alien Children apprehended at the Southwest border by the Department of Homeland Security's (DHS) Customs and Border Protection (CBP). When UAC receive eligibility letters from the federal Office of Refugee Resettlement, they are eligible for federal benefits and services as human trafficking victims.
ZixCorp	An Email Encryption and Email Data Loss Prevention system

### III. Target Population

The target population is Ukrainians who came to the United States independently as well as those processed under the United for Ukraine Program and referred by HSA. Categories of ORR-eligible Ukrainian populations and other non-Ukrainian individuals displaced from Ukraine include:

- Citizens or nationals of Ukraine who the Department of Homeland Security (DHS) has paroled into the United States between February 24, 2022, and September 30, 2024, due to urgent humanitarian reasons or for significant public benefit, known as Ukrainian Humanitarian Parolees (UHPs).
- Non-Ukrainian individuals who last habitually resided in Ukraine, who DHS has paroled into the United States between February 24, 2022, and September 30, 2024, due to urgent humanitarian reasons or for significant public benefit, known as Non-Ukrainian Humanitarian Parolees (NUHPs).
- A spouse or child of an individual described above who is paroled into the United States after September 30, 2024.
- A parent, legal guardian, or primary caregiver of an unaccompanied refugee minor or an unaccompanied child described above.

### IV. Description of Services

#### A. Referral and Enrollment

1. Accept referrals of eligible participants by HSA.
2. May also recruit potential participants that meet the eligibility requirements of the program and refer them to HSA.
3. Provide language capacity for services mirroring the needs of the target population.

## **B. Intensive Case Management Services**

1. Provide direct case management services to the target population. Case management should support applicants' progress towards employment and self-sufficiency.
2. Plan and coordinate social adjustment and cultural orientation educational workshops geared towards the target population.
3. Provide social adjustment linkages for the target population that allow participants to understand and effectively utilize available services. This could include educating participants on the SFGH Refugee Clinic, skills training, management of personal finances, housing, health, education, human relations, conflict resolutions, cultural orientation, citizenship activities and family life issues.
4. Ensure effective coordination with project partners and other agencies. This could include direct referrals to services at other agencies.

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

Services will be provided at 1850 Mission St., San Francisco, CA 94103.

Time of Services is Open Entry and program services are conducted Monday-Friday between the hours of 8:30AM to 5:00PM

## **D. Service Objectives**

Provide intensive case management services to **210** households.

## **E. Outcome Objectives**

1. 80% of families will remain engaged in case management services 3 months after enrollment.
2. A minimum of 50% of households served shall complete a Client Satisfaction Survey.
3. 80% of clients participating in the Client Satisfaction Survey will rate services as "Excellent" or "Good". Grantees should include the following standardized questions: "How would you rate the Housing Assistance for Ukrainians Program overall?", "How would you rate staff responsiveness and follow-through with issues?", The options should be "Excellent", "Good", "Fair" and "Poor". This survey will be conducted by the contracted provider according to HSA guidelines.

## **F. 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.  
Reports shall contain the following data:
  - Number of referrals, enrollments, and exits
  - Number active or currently enrolled as of the last day of the month
- B. Supporting documentation for the numbers presented in the reports must be maintained by the Grantee for a period of three years and must be available for auditing by the Department. Participant files shall be kept in a secure and confidential location at all times.
- 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 submit the report to the Program Monitor by the 15th of the month following the end of the program year.

- D. Written communication that contains client confidential information shall be transmitted through a secured method approved by HSA or by using ZixCorp.
- E. Grantee will provide ad hoc reports as requested by HSA.
- F. Grantee will collect SOGI information and report data results in CARBON on a semi-annual basis.

G. For assistance with reporting requirements or submission of reports, contact  
Vicki Kong, Program Monitor  
Welfare to Work Services  
(415) 557-6258  
[Vicki.Kong@sfgov.org](mailto:Vicki.Kong@sfgov.org)

or

Colleen Birmingham, Senior Contract Manager  
Office of Contract Management  
[Colleen.Birmingham@sfgov.org](mailto:Colleen.Birmingham@sfgov.org)

**G. 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.

**HUMAN SERVICES AGENCY BUDGET SUMMARY  
BY PROGRAM**

Name

ARRIBA JUNTOS

Nov 1, 2023 - Jun 30, 2026

(Check One) New  Renewal  Modification

If modification, Effective Date of Mod. 12/31/25 No. of Mod. 3

Program: RFP 1125 CASE MANAGEMENT FOR UKRANIANS PROGRAM

Budget Reference Page No.(s)	Budget	Actual Exp	Actual Exp Ext-1	Extension-2	Add'l Budget	
Program Term	11/1/23-9/30/24	11/1/23-9/30/24	10/01/24-9/30/25	10/1/25-12/31/25	1/1/26-6/30/26	Total
<b>Expenditures</b>						
Salaries & Benefits	\$355,701	\$193,640	\$140,883	\$34,996	\$143,343	\$512,862
Operating Expense	\$78,800	\$30,318	\$22,529	\$5,772	\$30,567	\$89,186
<b>Subtotal</b>	<b>\$434,501</b>	<b>\$223,958</b>	<b>\$163,412</b>	<b>\$40,768</b>	<b>\$173,910</b>	<b>\$602,048</b>
Indirect Percentage (%)	15%					
Indirect Cost (Line 16 X Line 15)	\$65,175	\$38,501	\$26,919	\$6,118	\$26,090	\$97,627
Capital Expenditure	\$0					\$0
<b>Total Expenditures</b>	<b>\$499,676</b>	<b>\$262,459</b>	<b>\$190,331</b>	<b>\$46,886</b>	<b>\$200,000</b>	<b>\$699,676</b>
<b>HSA Revenues</b>						
Federal	\$499,676				\$200,000	\$699,676
<b>TOTAL HSA REVENUES</b>	<b>\$499,676</b>				<b>\$200,000</b>	<b>\$699,676</b>
<b>Other Revenues</b>						
<b>Total Revenues</b>	<b>\$499,676</b>				<b>\$200,000</b>	<b>\$699,676</b>
Full Time Equivalent (FTE)						

Prepared by:

Date

HSA-CO Review Signature: \_\_\_\_\_

HSA #1

Program Name: CASE MANAGEMENT FOR UKRANIANS PROGRAM  
 (Same as Line 9 on HSA #1)

**Salaries & Benefits Detail**

POSITION TITLE	11/1/23-9/30/24									
	Agency Totals		HSA Program		DHS Program					TOTAL
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Budgeted Salary	Actual 11/23 9/24	Actual Exp Ext-1 10/01/24-9/30/25	Extension 10/01/25-12/31/25	Add'l Budget 1/1/26-6/30/26	
<i>Director of Programs</i>	\$64,480	1.00	15%	0.15	\$9,672	\$5,749	\$8,424	\$3,744	\$7,488	\$25,405
<i>Program Coordinator</i>	\$60,320	1.00	50%	0.50	\$30,160	\$29,512	\$16,510	\$3,770	\$7,540	\$57,332
<i>Case Manager/Emp Specialist 1</i>	\$58,240	1.00	100%	1.00	\$58,240	\$18,248	\$46,020	\$4,507	\$29,120	\$97,895
<i>Case Manager/Emp Specialist 2</i>	\$52,000	1.00	100%	1.00	\$52,000	\$40,798	\$42,821	\$13,520	\$29,120	\$126,259
<i>Case Manager/Emp Specialist 3</i>	\$52,000	1.00	100%	1.00	\$52,000	\$28,802			\$29,120	\$57,922
<i>Case Manager/Emp Specialist 4</i>	\$52,000	1.00	100%	1.00	\$52,000	\$33,973				\$33,973
				-						
<b>TOTALS</b>		6.00	465%	4.65	\$254,072	\$157,083	\$113,775	\$25,541	\$102,388	\$398,786
FRINGE BENEFIT RATE	40%									
EMPLOYEE FRINGE BENEFITS					\$101,629	\$36,557	\$27,108	\$9,455	\$40,955	\$114,076
<b>TOTAL SALARIES &amp; BENEFITS</b>	\$0				\$355,701	\$193,640	\$140,883	\$34,996	\$143,343	\$512,862
<b>HSA #2</b>										

Program Name: CASE MANAGEMENT FOR UKRANIANS PROGRAM  
 (Same as Line 9 on HSA #1)

**Operating Expense Detail**

Expenditure Category	TERM					TOTAL	
		11/1/23-9/30/24	Actual 11/1/23-9/30/24	Actual Exp Ext-1 10/01/24-9/30/25	Extension-2 10/01/25-12/31/25		Add'l Budget 1/1/26-6/30/26
Rental of Property							
Utilities(Elec, Water, Gas, Phone, Garbage)		\$22,490	\$12,442	\$10,407	\$2,700	\$12,200	\$ 37,748
Office Supplies, Postage		\$8,840	\$3,262	\$1,328	\$332	\$3,230	\$ 8,152
Building Maintenance Supplies and Repair		\$15,080	\$7,909	\$5,591	\$1,400	\$7,750	\$ 22,650
Printing and Reproduction		\$4,160	\$1,823	\$25	\$30	\$600	\$ 2,478
Insurance		\$7,150	\$2,489	\$3,192	\$800	\$3,500	\$ 9,980
Staff Training							
Staff Travel-(Local & Out of Town)		\$3,380	\$600	\$544	\$140	\$487	\$ 1,771
Rental of Equipment		\$11,700	\$1,794	\$1,443	\$370	\$2,800	\$ 6,406
CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE							
OTHER							
Educational Workshops		\$6,000	\$0	\$0	\$0		\$ -
<b>TOTAL OPERATING EXPENSE</b>		<b>\$78,800</b>	<b>\$30,318</b>	<b>\$22,529</b>	<b>\$5,772</b>	<b>\$30,567</b>	<b>\$89,186</b>

HSA #3