



SAN FRANCISCO HUMAN SERVICES AGENCY

Memorandum

To: Human Services Commission

Through: Trent Rhorer, Executive Director

From: Anna Pineda, Deputy Director
Esperanza Zapien, Director of Office of Contract Management

Date: August 21, 2026

Subject: New Grant: **Richmond Area Multi-Services** (Nonprofit) For Provision of Pre-Vocational and Employability Support Services

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	<u>Full Term</u>	<u>Contingency</u>	<u>Total</u>
Grant Term:	9/1/26- 6/30/28		
Grant Amount:	\$6,292,185	\$629,219	\$6,921,404
Annual Amount:	<u>FY 26-27</u> \$2,860,084	<u>FY 27-28</u> \$3,432,101	
Funding Source:	<u>County</u> \$3,146,092	<u>State</u> \$2,076,421	<u>Federal</u> \$1,069,672
			<u>Contingency</u> \$629,219
Percentage:	50%	33%	17%
			<u>Total</u> \$6,921,404
			100%

The Human Services Agency (SFHSA) requests authorization to enter into a new grant agreement with **Richmond Area Multi-Services** for the period of September 1, 2026, to June 30, 2028, in the amount of \$6,292,185 plus a 10% contingency for a total amount not to exceed \$6,921,404. The purpose of this grant is to provide Pre-Vocational Services, Pre-Vocational Evaluations, and Employability Support Services to eligible participants who receive CalWORKs, CAAP, and CalFresh public assistance benefits and are currently engaged in SFHSA workforce services.



Background

While traditional job readiness programs focus on preparing participants with resumes, interviewing techniques, and networking to find job openings, experience has shown that some clients need additional services -- such as intensive employability soft skills training and individualized coaching in workplace behavior and expectations -- both to assist participants in obtaining meaningful employment, and for continued success on the job. The goal of these services is not general well-being but increasing the individual's capacity for economic improvements by remediating functional barriers through time-limited interventions and support.

Services to be Provided

On an annual basis, Grantee will provide the following services: pre-vocational workshops for 500 participants, pre-vocational evaluations for 20 participants, and employability support services for 400 participants. The pre-vocational workshops are conducted in a group setting, consisting of Soft Skills Workshops and Interactive Learning Workshops. The pre-vocational evaluations are conducted on an individual, as needed basis to determine the participant's employment readiness. The Employability Support Services are conducted on an individual basis to address functional barriers to securing and retaining employment.

Location

Services will be provided at 3120 Mission Street, San Francisco, CA 94110, 1234 Indiana Street, San Francisco, CA 94107, and 1375 Mission Street, San Francisco, CA 94103.

Selection

The grantee was selected through RFP #1217 issued on April 24, 2026.

Funding

Funding for this grant is provided through Federal, State and County General Funds.

Attachments

Appendix A, Scope of Services

Appendix B, Budget

Appendix A – Scope of Services
Richmond Area Multi-Services, Inc.
Pre-Vocational and Employability Support Services
September 1, 2026 to June 30, 2028

I. Purpose of Grant

The purpose of the grant is to provide Pre-Vocational Services, Pre-Vocational Evaluations, and Employability Support Services to eligible participants who receive CalWORKs, CAAP, and CalFresh public assistance benefits and are currently engaged in SFHSA workforce services. Pre-Vocational Services will include intensive, employability soft skills training, peer support, and individualized coaching in workplace behavior and expectations. Pre-Vocational Evaluations will consist of on-the-job assessments which will be conducted through work experience to evaluate employability and to provide hands-on training in workplace behavior. Employability Support Services will provide employability skills assessment and coaching as well as enhanced short-term case management to help participants develop the foundational skills required for successful employment.

II. Definitions

BFS	Department of Benefits and Family Support
CAAP	County Adult Assistance Program
CalFresh (CF)	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 (CW)	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.
CARBON	Contract Administration, Reporting and Billing On-line, HSA's payment and reporting system
FaR	Families Rising; a collective impact initiative with the goal of interrupting the transmission of intergenerational poverty
Job placement	Participant placement in permanent unsubsidized employment, or HSA On-Site Training program, or the HSA Public Service Trainee Program.
SFHSA	San Francisco Human Services Agency
Launchpad	A digital participant tracking system used by HSA

OJA	On the Job Assessment is conducted through workplace assignments conducted in a sheltered workshop or worksite.
PAES	Personal Assisted Employment Services; HSA program that assists employable single indigent adults to get employment and become self-sufficient.
PST	Public Service Trainee
SOGI	Sexual Orientation and Gender Identity; a City ordinance requiring grantees to collect data concerning SOGI information on participants they serve
WDD	Workforce Development Division of the Human Services Agency
WtW	Welfare-to-Work

III. Target Population

This program is designed to serve all people regardless of race, gender, ethnicity, or social economic status. To ensure outreach efforts are made to reach the most vulnerable people who can benefit from this program, Grantee shall ensure that program services are accessible to: San Francisco residents who are receiving CalWORKs, CAAP/PAES, or CalFresh assistance, are engaged in SFHSA workforce services, and are referred by HSA staff. Employability Support Services are also available to Families Rising participants.

IV. Description of Services

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

Activity	Components
Pre-Vocational Workshops	• Soft Skills Workshops • Interactive Learning Workshop (PST participants) • Conducted in a group setting
Pre-Vocational Evaluations	• On the Job Assessment • Conducted on an individual, as needed basis
Employability Support Services	• Comprehensive assessment • Short-term employability interventions • Individualized support to address functional barriers

A. Pre-Vocational Workshops

1. Develop the curricula and facilitate soft skills workshops which focus on building participants' interpersonal and functional workplace competencies:
 - a. **Soft Skills Work/Life Balance:** Provides participants with education on physical, mental, and emotional well-being to support participants' work

life balance and maintain employment. Should consist of various topics such as: Stress management and emotional regulation at the workplace, burnout prevention, self-awareness, decision-making, communication skills, frustration tolerance, seeking safety, anger management, self esteem, and addressing family pressures, coping strategies, movement and ergonomics, injury prevention.

- b. **Soft Skills Workplace Expectations:** Supports participants' development of soft skills needed to attain and maintain employment, such as: understanding and meeting workplace expectations (attendance and punctuality, dress code), defining professionalism, time management and planning, problem solving at the workplace, conflict resolution, de escalation, taking ownership and handling mistakes, and asking for support.
 - c. **Interactive Learning Workshops for PST Participants** (or other referrals upon HSA approval). Facilitate monthly workshops concurrent with PST enrollment to address functional employment barriers, improve participants' self-regulation and promote the acquisition of soft skills that facilitate success in the work environment. These workshops are designed to address common barriers to workplace success and create a supportive space for active participant engagement. Activities may include but are not limited to peer-to-peer support for participants to mediate real-time conflict resolutions, guided role-playing exercises to practice communication skills, and scenario-based problems.
2. Provide one-time, brief coaching and referrals to community resources as needed, and linkages to CAAP Counseling Services (CCS), if applicable.
 3. Facilitate and build peer support to work with participants to strengthen existing coping skills, build and maintain morale, support positive decision making, reinforce self-esteem and maintain participant engagement.

B. Pre-Vocational Evaluations

On the Job Assessments (OJA)

1. Conduct On the Job Assessments to determine whether the participant is ready to comply with and benefit from vocational training and/or employment support.
2. Administer workplace evaluations related to basic workplace skills such as punctuality, following directions, working with others, and task completion.
3. Complete a final report and submit it to appropriate SFHSA staff.

C. Employability Support Services

1. Grantee will provide comprehensive assessment and short-term employability interventions, focused on helping participants overcome functional barriers to securing and retaining employment. Employability support services will be offered in the language of the participant, primarily English, Spanish, Chinese, Russian, and Vietnamese, with referrals for services in other languages.
 - a. Provide focused support to address functional barriers to work participation and employment, communicating closely with SFHSA staff to ensure that participants make progress on their employment goals.

- b. Refer participants whose behavioral health conditions require longer term treatment or for whom treatment is considered a medical necessity to services within the community.
 - c. Refer participants who are identified as being eligible for Social Security benefits to SSI advocacy services.
2. Develop a 6-month employability service plan for participants. The service plan must include markers that demonstrate progress towards self-sufficiency.
3. Case manage participants with an Employability service plan.
4. Monitor service plan progress towards goals and adjust as needed.
5. Facilitate and build peer support to work with participants to strengthen existing coping skills, build and maintain morale, support positive decision making, reinforce self-esteem and maintain participant engagement.
6. Provide accurate and real-time information to SFHSA staff regarding the participation and status of the participants in employment readiness services.

D. Information Sessions, Communications and Case Conferencing

1. Provide informational sessions to SFHSA staff annually or as requested, including an overview of grantee's service offerings.
2. Participate in case conferencing with SFHSA staff which may include discussions on assessment of functional barriers to employment, soft skills acquisition, coaching, employment, and training issues for individual participants.
3. Maintain regular communications with SFHSA case managers at an agreed upon frequency that may be as often as daily or weekly, depending on the progress of participants.
4. For all services, Grantee will initiate contact with referred clients within 3 days of the initial referral for services. If Grantee is unable to contact client, Grantee will contact the assigned SFHSA worker.

E. Participation in HSA Collaborative Group Meetings

1. WtW Employability Support/Domestic Violence quarterly meeting
2. Domestic Violence Workgroup quarterly meeting
3. WtW Oversight Committee quarterly meeting
4. Monthly Contract/Operations meeting
5. Other meetings and Case Conferences as needed

V. Location and Time of Services

Pre-Vocational Workshops are provided virtually and in-person at 3120 Mission Street, San Francisco, CA 94110 (Monday – Friday, 8:00am – 5:00pm). Each of the two soft-skills workshops is offered once virtually and once in-person on a weekly basis.

Interactive Learning Workshops are provided in-person at 3120 Mission Street, San Francisco, CA 94110 (Monday – Friday, 8:00am – 5:00pm). The workshops are offered twice a month, with sessions available in the morning and afternoon.

Pre-Vocational Evaluations are provided at RAMS' Hire-Ability site at 1234 Indiana Street, San Francisco, CA 94107 (Tuesday – Thursday, 9:00am – 5:00pm).

Employability Support Services are provided at 1375 Mission Street, San Francisco, CA 94103 (Monday – Friday, 8:30am – 5:00pm). The services are provided by appointment only and offered in-person and virtually via a HIPAA compliant virtual platform.

VI. Service Objectives

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

Pre-Vocational Workshops

- a. Serve 500 unduplicated participants in Soft Skills Workshops.
- b. Serve 150 PST participants in the Interactive Learning Workshop.

Pre-Vocational Evaluations

- c. Enroll 20 unduplicated participants in OJA.

Employability Support Services

- d. Serve 400 unduplicated participants

Information Sessions, Communications and Case Conferencing

- e. Provide a minimum of 4 information sessions to HSA staff on Grantee's service offerings, dependent on HSA need.

VII. Outcome Objectives

Pre-Vocational Workshops

- a. **60%** of participants who complete at least one workshop will complete the second workshop. For contracting purposes, if a participant does not complete two workshops due to employment, the participant will be credited with completion of the program.
- b. **50%** of the participants who complete two workshops will secure subsidized or unsubsidized employment. Job placements will be verified by SFHSA. For contracting purposes, if a participant secures employment prior to completing two workshops, the participant will be credited with completion of the program.

Pre-Vocational Evaluations

- c. **60%** of OJAs begun for actively engaged participants will result in an OJA report.

Employability Support Services

- d. After participating in Employability Support Services for one year, at least 75% of participants will have met at least two service goals.
- e. In a survey of participants who complete the services, a minimum of 75% of the participants responding will report that the program better prepared them for success in the workplace.

VIII. Reporting Requirements

- A. **Monthly Statistics Reports.** Grantee will ensure that Launchpad data is accurate and timely for all program components. Reports will be generated directly from Launchpad by the 10th of the following month.
 - 1. Reports shall contain the following data.
 - number of referrals
 - number of enrollments
 - number of those who complete soft skills workshops
 - number of those who are placed in employment
 - number of program exits
 - number of OJAs completed
 - 2. Supporting documentation for the numbers presented in the reports must be maintained by Grantee and must be available for auditing by HSA.
- B. **Ad Hoc Reports.** Grantee will develop and deliver ad hoc reports as requested by HSA.
- C. **Annual Reports** narrative summarizing the contract activities and referencing the tasks as described in the Service and Outcome Objectives will be submitted directly to Program Monitor by the 15th of the month following the end of the program year. This report will also include accomplishments and challenges encountered by the Grantee.
- D. Grantee will collect SOGI data and enter data results twice per year in CARBON.
- E. Grantee will enter attendance and participation status information into Launchpad.

For assistance with reporting requirements or submission of reports, contact:
 Colleen Birmingham, Senior Contract Manager
 Office of Contract Management
 colleen.birmingham@sfgov.org

or

Vicki Kong, Community Services Program Monitor
 Welfare-to-Work Services Division
 vicki.kong@sfgov.org

IX. **Monitoring Activities**

- A. **Program Monitoring:** Program monitoring will include review of participant 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.

HUMAN SERVICES AGENCY BUDGET SUMMARY BY PROGRAM

Grantee/Contractor: Richmond Area Multi-Services, Inc.		Full Term:	7/1/26 - 6/30/28
Program: Pre-Vocational & Employability Support Services		Effective Date:	
New ☒ Modification ☐ Revision ☐ Check One)		Modification #	
		F\$P ID#	
	9/1/26 - 6/30/27	7/1/27 - 6/30/28	7/1/26 - 6/30/28
Expenses	Original	Original	Total
Salaries & Benefits	\$2,193,664	\$2,632,396	\$4,826,060
Operating-Direct	\$315,183	\$378,219	\$693,402
Subtotal	\$2,508,846	\$3,010,615	\$5,519,461
Indirect Percentage (%)	14%	14%	
Indirect Costs (Line 13 X Line 14)	\$351,238	\$421,486	\$772,724
Consultant/Subcontractor (\$50,000+)			
Direct Client Pass-Through			
Capital Expenses			
Total Expenses	\$2,860,084	\$3,432,101	\$6,292,185
HSA Revenues			
Local - General Fund	\$1,430,042	\$1,716,051	\$3,146,093
State Funds	\$943,828	\$1,132,593	\$2,076,421
Federal Funds	\$486,214	\$583,457	\$1,069,671
Total HSA / DAS Revenues	\$2,860,084	\$3,432,101	\$6,292,185
Grantee/Contractor Revenues (incl. In-Kind)			
Total Grantee/Contractor Revenues			
Total Revenues	\$2,860,084	\$3,432,101	\$6,292,185
Prepared by and Date: Eduard Agajanian, 08/05/2026			
Telephone No. & Email: 408-394-8778, eduardagajanian@ramsinc.org			HSA Budget Form (3/24)

Grantee/Contractor: Richmond Area Multi-Services, Inc.
Program: Pre-Vocational & Employability Support Services

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Salaries & Benefits Detail

POSITION TITLE	Agency Totals		HSA Program		9/1/26 - 6/30/27	Agency Totals		HSA Program		7/1/27 - 6/30/28	7/1/26 - 6/30/28
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Total
Program Director - Prevocational Services	\$165,500	1.00	30%	0.30	\$41,375	\$165,500	1.00	30%	0.30	\$49,650	\$91,025
Program Director - Employability Support Services	\$165,500	1.00	88%	0.88	\$121,367	\$165,500	1.00	88%	0.88	\$145,640	\$267,007
Program Manager	\$130,750	1.00	100%	1.00	\$108,958	\$130,750	1.00	100%	1.00	\$130,750	\$239,708
Program Coordinator	\$108,500	1.00	100%	1.00	\$90,417	\$108,500	1.00	100%	1.00	\$108,500	\$198,917
Employability Support Specialist	\$90,500	7.50	100%	7.50	\$565,625	\$90,500	7.50	100%	7.50	\$678,750	\$1,244,375
Employability Support Specialist-Vacancy	\$90,500	4.00	100%	4.00	\$301,667	\$90,500	4.00	100%	4.00	\$362,000	\$663,667
Prevocational Peer Counselor	\$68,000	1.85	100%	1.85	\$104,833	\$68,000	1.85	100%	1.85	\$125,800	\$230,633
Prevocational Peer Counselor-Vacancy	\$68,000	3.00	100%	3.00	\$170,000	\$68,000	3.00	100%	3.00	\$204,000	\$374,000
Office Coordinator	\$80,500	1.00	100%	1.00	\$67,083	\$80,500	1.00	100%	1.00	\$80,500	\$147,583
Administrative Assistant	\$70,500	1.00	50%	0.50	\$29,375	\$70,500	1.00	50%	0.50	\$35,250	\$64,625
Janitor	\$59,000	1.00	25%	0.25	\$12,292	\$59,000	1.00	25%	0.25	\$14,750	\$27,042
				-					-		
TOTALS	\$1,097,250	23.35	893%	21.28	\$1,612,992	\$1,097,250	23.35	893%	21.28	\$1,935,590	\$3,548,582
FRINGE BENEFIT RATE	36%					36%					
EMPLOYEE FRINGE BENEFITS					\$580,672					\$696,806	\$1,277,478
TOTAL SALARIES & BENEFITS					\$2,193,664					\$2,632,396	\$4,826,060

HSA Budget Form (3/24)

Grantee/Contractor: Richmond Area Multi-Services, Inc.
Program: Pre-Vocational & Employability Support Services

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Operating Expenses Detail

	9/1/26 - 6/30/27 Original	7/1/27 - 6/30/28 Original	7/1/26 - 6/30/28 Total
<u>Expenditure Category</u>			
Rental of Property	\$103,117	\$123,740	\$226,857
Utilities(Elec, Water, Gas, Phone, Garbage)	\$26,000	\$31,200	\$57,200
Office Supplies, Postage	\$21,403	\$25,683	\$47,086
Building Maintenance Supplies and Repair	\$27,500	\$33,000	\$60,500
Printing and Reproduction	\$500	\$600	\$1,100
Insurance	\$17,500	\$21,000	\$38,500
Staff Training	\$10,417	\$12,500	\$22,917
Staff Travel-(Local & Out of Town)	\$1,000	\$1,200	\$2,200
Rental of Equipment	\$7,000	\$8,400	\$15,400
<u>Consulting/Professional Services</u>			
Database Design, Implementation & Maintenance	\$22,000	\$26,400	\$48,400
Translation Services	\$30,000	\$36,000	\$66,000
Software Subscription	\$9,305	\$11,166	\$20,471
<u>Other</u>			
Clients Related Expenses	\$30,275	\$36,330	\$66,605
Employee Licensing Fee	\$4,667	\$5,600	\$10,267
Employee Recruitment Fee	\$4,500	\$5,400	\$9,900
<u>Total Operating Expense</u>	\$315,183	\$378,219	\$693,402

HSA Budget Form (3/24)