



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

Department of Benefits  
and Family Support

Department of Disability  
and Aging Services

Office of Early Care  
and Education


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San Francisco, CA  
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**MEMORANDUM**

**TO:** HUMAN SERVICES COMMISSION

**THROUGH:** TRENT RHORER, EXECUTIVE DIRECTOR

**FROM:** DAN KAPLAN, DEPUTY DIRECTOR ADMINISTRATION AND FINANCE

ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS 

**DATE:** MAY 21, 2021

**SUBJECT:** RENEWAL: **ARRIBA JUNTOS (NON-PROFIT)** TO PROVIDE FOR THE TRANSITIONAL EMPLOYMENT FOR RE-ENGAGEMENT AND WORK PARTICIPATION ACTIVITIES PROGRAMS



**London Breed**  
Mayor

**Trent Rhorer**  
Executive Director

<b>GRANT TERMS</b>	<u>Current</u>	<u>Renewal</u>			
	7/1/18- 6/30/21	7/1/21- 6/30/23			
<b>GRANT AMOUNT:</b>	<u>Current</u>	<u>Renewal</u>	<u>Contingency</u>	<u>Total</u>	
	\$5,017,659	\$4,692,125	\$469,213	\$5,161,338	
<b>ANNUAL AMOUNT</b>	<u>FY 21/22</u>	<u>FY22/23</u>	<u>Contingency</u>	<u>TOTAL</u>	
	\$2,237,830	\$2,454,295	\$469,213	\$5,161,338	
<b><u>Funding Source</u></b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>FUNDING:</b>	\$1,079,189	\$0	\$3,612,936	\$469,213	\$5,161,338
<b>PERCENTAGE:</b>	23%	0%	77%	100%	

The Department of Benefits and Family Support requests authorization to renew the grant with Arriba Juntos for the period of July 1, 2021 to June 30, 2023 in an amount of \$4,692,125 plus a 10% contingency for a total amount not to exceed \$5,161,338. The

purpose of the grant is to provide Transitional Employment for WTW Re-Engagement, and Work Participation Activities: PST Skills Development for Work Study and Bridge & Filler subsidized employment.

<u>Program</u>	<u>7/1/21 - 6/30/22</u>	<u>7/1/22 - 6/30/23</u>	<u>Contract Amount</u>	<u>Contingency</u>	<u>Total Amount</u>
WTW - PST Skills Development for Work Study	\$67,789	\$135,578	\$203,367	\$20,337	\$223,704
WTW - Transitional Empl for Re-Engagement	\$2,021,365	\$2,021,365	\$4,042,730	\$404,273	\$4,447,003
WTW - WPA Bridge & Filler	\$148,676	\$297,352	\$446,028	\$44,603	\$490,631
TOTALS:	\$2,237,830	\$2,454,295	\$4,692,125	\$469,213	\$5,161,338

### **Background**

The Welfare to Work program works diligently to increase the Work Participation Rate for CalWORKs participants, which affects funding for services. In February of 2011, HSA began implementing the Transitional Employment (TE) for Welfare-to-Work Re-Engagement Program. These services include subsidized employment and case management to unengaged CalWORKs participants by providing 1-month jobs in order to re-engage participants in Welfare-to-Work activities and meet the Work Participation requirements.

HSA's Public Service Trainee (PST) Program provides the opportunity for trainees to get training and work experience. HSA annually employs individuals in the PST program who are public assistance recipients. These individuals are assigned to work at host sites under the supervision of various City departments. The PST Skills Development for Work Study program provides CalWORKs PST participants with Non-Core CalWORKs activities, such as Adult Basic Education hours needed to engage and maintain full participation in their CalWORKs Employment plan and to meet Work Participation Requirements (WPR).

The Bridge & Filler program provides CalWORKs SF City College students with additional subsidized employment. The City College Work Study program does not fulfill the necessary weekly work hours to meet WPR. Through this contract, participants are able to fill-in the additional weekly hours needed and bridge work hours between semesters in order to maintain engagement in WTW activities.

### **Services to be Provided**

Arriba Juntos will provide the following services:

1. **Transitional Employment for WTW Re-Engagement:** 1-month subsidized employment to CalWORKs participants through community non-profit organizations

to re-engage them with Welfare-to-Work services. Program will serve 525 participants per year.

2. **PST Skills Development for Work Study:** providing post-secondary academic instruction to CalWORKs Public Service Trainee participants. Program will serve 35 participants per year.
3. **Bridge & Filler:** temporary and part-time subsidized work study experience to CalWORKs participants enrolled at San Francisco City College in their Work Study program. Bridge program will serve 60 CalWORKs participants per year and Filler will serve 90 CalWORKs participants per year.

### **Selection**

Grantees were selected through Request for Proposals #794, which was competitively bid in April 2018.

### **Funding**

Funding for this grant is provided by a combination of Federal and Local funds.

### **ATTACHMENTS**

Arriba Juntos - Appendix A – Services to be Provided –PST Skills

Arriba Juntos - Appendix A-1 –Services to be Provided –Transitional Employment

Arriba Juntos - Appendix A-2 –Services to be Provided –WPA Bridge and Filler

Arriba Juntos-Appendix B-Budget-PST Skills

Arriba Juntos-Appendix B-1-Budget-Transitional Employment

Arriba Juntos-Appendix B-2-WPA Bridge and Filler

**Appendix A**  
**Services to be Provided**  
**Arriba Juntos**  
**Work Participation Activities –**  
**PST Skills Development for Work Study**  
**July 1, 2021 through June 30, 2023**

**I. Purpose of Grant**

**Work Participation Activities – PST Skills Development for Work Study:**

Grantee will provide both Core and Non-Core CalWORKs activities to participants to engage and maintain full participation in the CalWORKs Employment plan to meet Work Participation Requirements (WPR). This will include:

- A. Provide post-secondary academic instruction to CalWORKs Public Service Trainees (PST) Work Study participants.
- B. Program must also provide job coaching/tutoring, job readiness training and job search assistance to all participants.

**II. Definitions**

Basic Job Skills	Punctuality, attendance, following instructions, conveying information effectively, critical thinking, adaptability, judgment and decision making, time management, and customer service.
CalWORKs	California Work Opportunity and Responsibility to Kids welfare-to-work program for families receiving Temporary Aid to Needy Families (TANF) cash aid
City	City and County of San Francisco, a municipal corporation.
Core Activities	Activities in a Welfare to Work plan that include Job Readiness, Job Search, Employment, On-the-Job training, supported work (DOR), Self-Employment, Vocational training, and Work Study.
DHS	San Francisco Department of Human Services, a division of HSA
Grantee	Arriba Juntos
Employment Specialist	CalWORKs staff who ensures participant meets the Employment Plan requirements.
HSA	Human Services Agency of the City and County of San Francisco

HSA Public Service Trainee Program	Paid internships in City and County of San Francisco departments
Job Placement	Participant placement in permanent unsubsidized employment, or HSA subsidized employment
Launchpad	A client database tracking system used by HSA
Non-Core Activities	Activities in a Welfare to Work plan that include Adult Basic Education, General Education Diploma, Vocational English as a Second Language, Counseling, Education, Job Skills Leading to Employment, and Study time.
Post-Secondary Education	Community Colleges, Public and Private Universities, Colleges and Trade Schools certified as post-secondary institutions for education.
SOGI	Sexual Orientation and Gender Identity. A City ordinance requiring grantees to collect data concerning SOGI information on clients they serve.
Subgrantee	City College of San Francisco
Work Study	A program to provide paid work opportunities that will allow CalWORKs students to meet CalWORKs work requirements while pursuing an educational program.
WDD	Workforce Development Division, a HSA program that provides employment services to economically disadvantaged adults and youth across a variety of programs and funding streams.
WPR	The Federal Work Participation Rate of hourly approved activities for CalWORKs participants.
WTW	Welfare to Work
ZixCorp	An Email Encryption and Email Data Loss Prevention system

**III. Target Population**

San Francisco recipients of CalWORKs public assistance benefits who are referred by CalWORKs Employment Specialists.

**IV. Description of Services**

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

**A. Work Participation Activities - PST Skills Development for Work Study Education and Skills Development Training or Job Readiness Training:**

1. Provide academic instruction by certified teachers through a post-secondary institution for participants as necessary.
2. Provide skills training related to participants' vocational goals. Training can include occupational specific skills training such as learning computer word processing and spreadsheets for administrative occupations, as well as basic skills such as accepting directions from work supervisors.
3. Provide participants with job readiness training that includes basic job seeking skills. Training should include but is not limited to: Completing a Job Application, Successful Job Interviewing, Resumes, Cover Letters, Thank You Notes, How to Find Job Openings, How to Use the Computer for the Job Search, how to access the federal Earned Income Tax Credit and San Francisco Working Families Credit, and accumulating credit toward future Social Security income. Job readiness topics can also include life skills such as money management. Grantee must also assist participants in preparing a master job application and resume which will be shared with HSA.
4. Track daily program attendance and activities and report them to the HSA Employment Specialist.
5. 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**

Services will be provided at Arriba Juntos, 1850 Mission Street, San Francisco. Services will be provided Monday through Sunday between 8 a.m. and 6 p.m. except on the following holidays: New Year's Day, Martin Luther King Jr. Day, President's day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving Day, day after Thanksgiving, and Christmas Day.

**VI. Service Objectives**

On an annual basis, Grantee will meet the following service objectives:

- A. For PY 21-22, Work Participation Activities - PST Work Study program will serve 17 participants, contingent upon HSA referrals.**  
**For PY 22-23, Work Participation Activities - PST Work Study program will serve 35 participants, contingent upon HSA referrals.**

## **VII. Outcome Objectives**

On an annual basis, Grantee will meet the following outcome objectives:

- A. 50% of the participants in will complete the program. Other Positive Terminations may be considered as a completion on a case-by-case basis.
- B. At minimum, 80% of CalWORKs participants must fulfill monthly program participation requirements.

## **VIII. Reporting Requirements**

- A. Use Launchpad for recording clients' daily participation and attendance in Work Experience activities.
- B. Communicate immediately via chat, e-mail or telephone with HSA staff when a client is not participating. At a minimum, Grantee must report when a client has two unexcused absences, if attendance falls below 80% of the total program hours, or if the participant is being terminated from the program. Reasonable accommodations should be made available to allow participants to make up missed hours.
- C. Report Orientation Attendance in Launchpad within one business day after it occurs.
- D. Report Exit information in Launchpad within 2 Business Days of occurrence.
- E. Any Job Placement information should include Employer Name and address, Date of Hire, position title, hourly wage, hours per week, and if receiving health benefits.
- F. Monthly Reports. 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.
- G. Reports shall contain the following data:
  - Number of referrals, enrollments, and completions
  - Number active or currently enrolled as of the last day of the month
- H. 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.
- I. Additional Attendance Reports may be required by CalWORKs management.
- J. Written communication that contains client confidential information shall be transmitted through a secured method approved by HSA or by using ZixCorp.
- K. Ad Hoc Reports. Grantee will develop and deliver ad hoc reports as requested by HSA.
- L. Grantee will collect SOGI information and report data results in CARBON on a semi-annual basis.

M. Annual Reports summarizing the contract activities will be submitted directly to Contracts Monitor by Grantee.

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

Marlén Sánchez, Contracts Monitor, E304  
Workforce Development Division  
(415) 557-6267  
E-mail: [marlen.sanchez@sfgov.org](mailto:marlen.sanchez@sfgov.org)

Leslie Lau, Contract Manager, GB11  
Office of Contract Management  
(415) 355-3697  
E-mail: [leslie.lau1@sfgov.org](mailto:leslie.lau1@sfgov.org)

**IX. Monitoring Activities**

- A. Program Monitoring: Program monitoring will include review of course descriptions, training curriculum, data maintained for participants, participant case files, program policies and procedures, Grievance/Complaint policies, and any and back-up documentation for reporting progress towards meeting service and outcome objectives.
- B. Fiscal Compliance and Grant 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, subgrants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.



**Appendix A -1**  
**Services to be Provided**  
**Arriba Juntos**  
**Transitional Employment for Welfare-to-Work Re-Engagement**  
**July 1, 2021 through June 30, 2023**

**I. Purpose of Grant**

**Transitional Employment (TE) for Welfare-to-Work Re-Engagement:**

Grantee will provide both Core and Non-Core CalWORKs activities on a full time and part time basis to engage CalWORKs participants and maintain full participation in the CalWORKs Employment plan meeting CalWORKs Work Participation Requirements (WPR). This will include:

- A. Transitional Employment - a one month subsidized job at community non-profits sites to CalWORKs participants to re-engage them with Welfare-to-Work services.
- B. Program must also provide job coaching/tutoring, job readiness training and job search assistance to all participants.

**II. Definitions**

Basic Job Skills	Punctuality, attendance, following instructions, conveying information effectively, critical thinking, adaptability, judgment and decision making, time management, and customer service.
CalWORKs	California Work Opportunity and Responsibility to Kids welfare-to-work program for families receiving Temporary Aid to Needy Families (TANF) cash aid
City	City and County of San Francisco, a municipal corporation.
Core Activities	Activities in a Welfare to Work plan that include Job Readiness, Job Search, Employment, On-the-Job training, supported work (DOR), Self-Employment, Vocational training, and Work Study.
DHS	San Francisco Department of Human Services, a division of HSA
Grantee	Arriba Juntos
Employment Specialist	CalWORKs staff who ensures participant meets the Employment Plan requirements.
HSA	Human Services Agency of the City and County of San Francisco

Job Placement	Participant placement in permanent unsubsidized employment, or HSA subsidized employment
Launchpad	A client database tracking system used by HSA
Non-Core Activities	Activities in a Welfare to Work plan that include Adult Basic Education, General Education Diploma, Vocational English as a Second Language, Counseling, Education, Job Skills Leading to Employment, and Study time.
SOGI	Sexual Orientation and Gender Identity. A City ordinance requiring grantees to collect data concerning SOGI information on clients they serve.
Subsidized Employment	Employment through non-profit employers who are reimbursed for worker wages per contract with HSA.
Unsubsidized Employment	Regular Employment in the for-profit or non-profit sector that is not transitional and not subsidized.
WDD	Workforce Development Division, a HSA program that provides employment services to economically disadvantaged adults and youth across a variety of programs and funding streams.
WPR	The Federal Work Participation Rate of hourly approved activities for CalWORKs participants.
WTW	Welfare to Work
ZixCorp	An Email Encryption and Email Data Loss Prevention system

**III. Target Population**

San Francisco recipients of CalWORKs public assistance benefits who are referred by HSA staff.

**IV. Description of Services**

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

**A. Work Experience (1 month)**

1. Participant is to learn basic job skills, such as, punctuality, attendance, following instructions, convey information effectively, critical thinking, adaptability, judgment and decision making, time management, and customer service.

2. Work Experience must be performed at a San Francisco nonprofit agency that provides clients with basic work experiences that can lead to employment while meeting a community need and not displace existing workers.
3. Mediate any disputes between work sites and participant, reassigning participant to another work site, without a break in work hours, if resolution cannot be reached.
4. Monitor work sites to ensure participants are adequately supervised and given tasks/opportunities that allow participants to develop marketable skills toward their employment goals.
5. Develop and execute Work Experience agreements with the work site agency, which could include participant training, job duties, and supervision, as needed.
6. Grantee will place participants for the calendar month for the number of hours determined by CalWORKs staff in order to comply with CalWORKs Work Participation Requirements.
7. Clients shall be supervised and coached in their jobs. Host Site Supervisor will work with clients to address workplace issues that arise and communicate issues and concerns to Grantee Case Managers. Participants' performance appraisal to ascertain participants' skills acquisition should be done for each participant by Host Site Supervisor.
8. Grantee will set the participants' work schedule and approve the participants' timesheets as the Employer of Record, although work may be done at another agency. Host Site attendance is documented through timesheets, which are signed by Host Site supervisor.
9. Wages: Program participants will be paid the San Francisco Minimum Compensation Ordinance wage rate and will be paid by Grantee. New hire payroll documents such as I-9, W-4, W-5 and bi-monthly timesheets and payroll spreadsheet must be kept for at least three years. Wages, Payroll taxes, Workers Compensation Insurance and Payroll costs are part of the budget of this grant.

**B. Job Readiness Training**

1. Grantee will provide participants with job readiness training that includes basic job seeking skills. Expected services should include but are not limited to:
  - a. Job Search: Job Seeking preparation, career exploration, labor market information, the application process, interviewing techniques, getting the job, maintaining employment, and excelling at your job. Also computer skills such as word processing (Microsoft WORD), spreadsheets (Microsoft Excel), navigating the internet, and email management.

- b. Job Preparation: personal development, personal care, interpersonal relationships, life management, workplace expectations, workplace culture, communication, and critical thinking.
2. Grantee will assist participants in preparing a Master Application and a Resume which will be shared with WDD.

**C. Job Search and Placement**

1. Grantee will provide supervised, job search assistance to all participants to obtain employment.
2. A job can be either unsubsidized or HSA subsidized placements.
3. Credit for job placements will only be given for those that are documented by Grantee to HSA. Acceptable documentation that must be submitted to HSA within 60 days of the participant's hire date is either a copy of the participant's pay stub or a letter from the employer on employer's business letterhead that includes Employer's name and address, position title, date of hire, hourly wage, and hours per week; or other method approved by HSA.

**D. Information and Referral**

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

**E. Employer and Payroll**

- a. Transitional Employment 1-month jobs participants will be employees of the Grantee although participants' work experience may be performed at another agency. Grantee controls the work schedule and timesheets.
- b. Grantee will pay participants the San Francisco Minimum Compensation Ordinance wage rate, for hours worked, approved Paid Time Off and CalWORKs 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.
- c. Participants will not work on CalWORKs holidays which are New Year's Day, Martin Luther King, Jr. Day, President's Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving Day, Day after Thanksgiving, and Christmas Day. Work may be done on weekends.
- d. Grantee will maintain workers compensation insurance for participants.
- e. Participant wages, Paid Time off, Holiday pay, Employer FICA, California Unemployment Insurance, and Workers Compensation insurance will be paid by Grantee. Paid Time Off that complies with CalWORKs' participation requirements and San Francisco Minimum Compensation ordinance will be paid to participants for Work Experience.
- f. Grantee will provide Payroll reports for each pay date by program 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 pay date.

- g. Grantee will provide HSA, copies of paychecks issued to participants within a week of issuance date.
- h. Grantee will issue paychecks and W-2s to participants.

**V. Location and Time of Services**

Services will be provided at Arriba Juntos, 1850 Mission Street, San Francisco, or at various non-profit sites throughout San Francisco. Services will be provided Monday through Sunday between 8 a.m. and 6 p.m. except on the following holidays: New Year's Day, Martin Luther King Jr. Day, President's day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving Day, day after Thanksgiving, and Christmas Day. Transitional Employment 1-Month jobs may be done on weekends.

**VI. Service Objectives**

On an annual basis, Grantee will meet the following service objectives:

- A. **Transitional Employment** will serve 525 participants per year, contingent upon HSA referral.

**VII. Outcome Objectives**

On an annual basis, Grantee will meet the following outcome objectives:

- A. 90% of CalWORKs participants will complete the program. If a participant leaves work experience prior to completion due to obtaining employment, participant will be credited as a completion. Other Positive Terminations, such as, medical reasons, enrolling in training/education program, income off, etc. will also be considered as a completion, for contract purposes.
- B. 30% of clients who complete the program will obtain employment. For purposes of this contract a successful job placement will be defined as 22 hours or more of employment within a 40-hour pay period. Participant job placement information must be submitted to HSA with verification. Verification can include a copy of a participant pay stub, a letter from the employer on business letterhead, or other method approved by HSA.
- C. A minimum of 80% of CalWORKs participants must fulfill monthly program participation requirements.

**VIII. Reporting Requirements**

- A. Use Launchpad for recording clients' daily participation and attendance in all activities.
- B. Communicate **immediately** via chat, e-mail or telephone with HSA staff when a client is not participating. Reasonable accommodations should be made available to allow participants to make up missed hours.
- C. Report Orientation Attendance in Launchpad within one business day after it occurs.

- D. Report Work Experience Placement and Exit information in Launchpad within 2 Business Days of occurrence.
- E. Job Placement information should include Employer Name and address, Date of Hire, position title, hourly wage, and hours per week.
- F. Monthly Reports. 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.
- G. Reports shall contain the following data:
  - Number of referrals, enrollments, and completions
  - Number who are placed in jobs
- H. 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.
- I. Additional Attendance Reports may be required by CalWORKs management.
- J. Written communication that contains client confidential information shall be transmitted through a secured method approved by HSA or by using ZixCorp.
- K. Ad Hoc Reports. Grantee will develop and deliver ad hoc reports as requested by HSA.
- L. Grantee will collect SOGI information and report data results in CARBON on a semi-annual basis.
- M. Annual Reports summarizing the contract activities will be submitted directly to Contracts Monitor by Grantee.
- N. For assistance with reporting requirements or submission of reports, contact:

Marlén Sánchez, Contracts Monitor, E304  
Workforce Development Division  
(415) 557-6267  
E-mail: [marlen.sanchez@sfgov.org](mailto:marlen.sanchez@sfgov.org)

Leslie Lau, Contract Manager, GB11  
Office of Contract Management  
(415) 355-3697  
E-mail: [leslie.lau1@sfgov.org](mailto:leslie.lau1@sfgov.org)

## **IX. Monitoring Activities**

- A. Program Monitoring: Program monitoring will include review of course descriptions, training curriculum, data maintained for participants, participant case files, program

policies and procedures, Grievance/Complaint policies, and any and back-up documentation for reporting progress towards meeting service and outcome objectives.

- B. Fiscal Compliance and Grant 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, subgrants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

**Appendix A -2**  
**Services to be Provided**  
**Arriba Juntos**  
**Work Participation Activities – Bridge & Filler**  
**July 1, 2021 through June 30, 2023**

**I. Purpose of Grant**

**Work Participation Activities – Bridge & Filler:**

Grantee will provide both Core and Non-Core CalWORKs activities to participants to engage and maintain full participation in the CalWORKs Employment plan to meet Work Participation Requirements (WPR). This will include:

- A. Transitional Employment for Bridge & Filler - provide temporary and part-time subsidized jobs to CalWORKs participants.
- B. Program must also provide job coaching/tutoring, job readiness training and job search assistance to all participants.

**II. Definitions**

Basic Job Skills	Punctuality, attendance, following instructions, conveying information effectively, critical thinking, adaptability, judgment and decision making, time management, and customer service.
CalWORKs	California Work Opportunity and Responsibility to Kids welfare-to-work program for families receiving Temporary Aid to Needy Families (TANF) cash aid
City	City and County of San Francisco, a municipal corporation.
Core Activities	Activities in a Welfare to Work plan that include Job Readiness, Job Search, Employment, On-the-Job training, supported work (DOR), Self-Employment, Vocational training, and Work Study.
DHS	San Francisco Department of Human Services, a division of HSA
Grantee	Arriba Juntos
Employment Specialist	CalWORKs staff who ensures participant meets the Employment Plan requirements.
HSA	Human Services Agency of the City and County of San Francisco



Job Placement	Participant placement in permanent unsubsidized employment, or HSA subsidized employment
Launchpad	A client database tracking system used by HSA
Non-Core Activities	Activities in a Welfare to Work plan that include Adult Basic Education, General Education Diploma, Vocational English as a Second Language, Counseling, Education, Job Skills Leading to Employment, and Study time.
Post-Secondary Education	Community Colleges, Public and Private Universities, Colleges and Trade Schools certified as post-secondary institutions for education.
SOGI	Sexual Orientation and Gender Identity. A City ordinance requiring grantees to collect data concerning SOGI information on clients they serve.
Work Study	A program to provide paid work opportunities that will allow CalWORKs students to meet CalWORKs work requirements while pursuing an educational program.
WDD	Workforce Development Division, a HSA program that provides employment services to economically disadvantaged adults and youth across a variety of programs and funding streams.
WPR	The Federal Work Participation Rate of hourly approved activities for CalWORKs participants.
WTW	Welfare to Work
ZixCorp	An Email Encryption and Email Data Loss Prevention system

**III. Target Population**

San Francisco recipients of CalWORKs public assistance benefits who are referred by HSA staff.

**IV. Description of Services**

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

**A. Work Participation Activities - Bridge & Filler programs**

1. ‘Bridge’ activities by placing participants at a community non-profit agency for short term (up to 4-6 weeks) work experience in order to maintain engagement with them with Welfare-to-Work services. This activity is designed for CalWORKs participants who are in or about to begin full time activities, but have a break in their participation.

2. 'Filler' activities for CalWORKs participants who are engaged in activities that do not meet federal Work Participation hour requirements. The goal is to supplement the current activities of the participants with extra hours (up to 5-12 hours) of subsidized employment or other activity (such as education, job readiness, barrier remediation, case management) so that they can meet the requirements.
3. Intake and enrollment of Participants Referred by HSA - Grantee must conduct program enrollment and intake, as needed.
4. Work Experience - For City College Work Study participants, Grantee will work with San Francisco nonprofit agencies to develop Work Experience host sites that can provide basic and occupational skills to participants. HSA may refer agencies that want to be work experience sites. However, Grantee must ensure that enough sites are available to match participants' needs. Specific responsibilities include:
  - a) Develop a variety of work sites to accommodate participant ADA needs that may arise, as needed.
  - b) Develop and execute Work Experience agreements with the work site agency, which could include participant training, job duties, and supervision, as needed.
  - c) Provide training and technical assistance to work experience sites to ensure the quality of host site supervision and a positive experience for participants, as needed.
  - d) Monitor work sites to ensure participants are adequately supervised and given tasks/opportunities that allow participants to develop marketable skills toward their employment goals.
  - e) Mediate any disputes between work sites and participant, reassigning participant to another work site, without a break in work hours, if resolution cannot be reached.
  - f) Bridge Work Experience – usually 25 or 32 hours per week
  - g) Filler Work Experience – usually 5 or 12 hours per week
5. Grantee will set the participants' work schedule and approve the participants' timesheets as the Employer of Record although work may be done at another agency. Host Site attendance is documented through timesheets, which are signed by Host Site supervisor.
6. Wages: Program participants will be paid the current San Francisco Minimum Compensation Ordinance wage rate, and will be paid by Grantee. Wages, Payroll taxes, Workers Compensation Insurance and Employer Agent costs are part of the Budget of this grant.

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

**B. Employer and Payroll**

1. Work Participation Activity –Bridge & Filler participants will be employees of the Grantee although participants' work experience may be performed at another agency. Grantee controls the work schedule and timesheets.
2. Grantee will pay participants the San Francisco Minimum Compensation Ordinance wage rate, for hours worked, approved Paid Time Off and CalWORKs 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.
3. Participants will not work on CalWORKs holidays which are New Year's Day, Martin Luther King, Jr. Day, President's Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving Day, Day after Thanksgiving, and Christmas Day.
4. Grantee will maintain workers compensation insurance for participants.
5. Participant wages, Paid Time off, Holiday pay, Employer FICA, California Unemployment Insurance, and Workers Compensation insurance will be paid by Grantee. Only Work Experience hours actually worked are paid a wage. Classroom instruction hours are not paid. Paid Time Off that complies with CalWORKs' participation requirements and San Francisco Minimum Compensation ordinance will be paid to participants for Work Experience.
6. Grantee will provide Payroll reports for each pay date by program 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 pay date.
7. Grantee will provide HSA, copies of paychecks issued to participants within a week of issuance date.
8. Grantee will issue paychecks and W-2s to participants.

**V. Location and Time of Services**

Services will be provided at Arriba Juntos, 1850 Mission Street, San Francisco, or at various non-profit sites throughout San Francisco. Services will be provided Monday through Sunday between 8 a.m. and 6 p.m. except on the following holidays: New Year's Day, Martin Luther King Jr. Day, President's day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving Day, day after Thanksgiving, and Christmas Day. Work Participation Activities may be done on weekends.

**VI. Service Objectives**

On an annual basis, Grantee will meet the following service objectives:

- A. For **PY 21-22**, Work Participation Activities **Bridge** program will serve **30** CalWORKs participants, contingent upon HSA referrals.  
For **PY 22-23**, Work Participation Activities **Bridge** program will serve **60** CalWORKs participants, contingent upon HSA referrals.
- B. For **PY 21-22**, Work Participation Activities **Filler** program will serve **45** CalWORKs participants, contingent upon HSA referrals.  
For **PY 22-23**, Work Participation Activities **Filler** program will serve **90** CalWORKs participants, contingent upon HSA referrals.

## **VII. Outcome Objectives**

On an annual basis, Grantee will meet the following outcome objectives:

- A. 80% of the participants in Work Participation Activities will complete the program. Other Positive Terminations may be considered as a completion on a case-by-case basis.
- B. A minimum of 80% of CalWORKs participants must fulfill monthly program participation requirements.

## **VIII. Reporting Requirements**

- A. Use Launchpad for recording clients' daily participation and attendance in Work Experience.
- B. Communicate immediately via chat, e-mail or telephone with HSA staff when a client is not participating. At a minimum, Grantee must report when a client has two unexcused absences, if attendance falls below 80% of the total program hours, or if the participant is being terminated from the program. Reasonable accommodations should be made available to allow participants to make up missed hours.
- C. Report Orientation Attendance in Launchpad within one business day after it occurs.
- D. Report Work Experience Placement and Exit information in Launchpad within 2 Business Days of occurrence.
- E. Any Job Placement information should include Employer Name and address, Date of Hire, position title, hourly wage, hours per week, and if receiving health benefits.
- F. Monthly Reports. 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.
- G. Reports shall contain the following data:
  - Number of referrals, enrollments, and completions
  - Number active or currently enrolled as of the last day of the month
- H. 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.

- I. Additional Attendance Reports may be required by CalWORKs management.
- J. Written communication that contains client confidential information shall be transmitted through a secured method approved by HSA or by using ZixCorp.
- K. Ad Hoc Reports. Grantee will develop and deliver ad hoc reports as requested by HSA.
- L. Grantee will collect SOGI information and report data results in CARBON on a semi-annual basis.
- M. Annual Reports summarizing the contract activities will be submitted directly to Contracts Monitor by Grantee.
- N. For assistance with reporting requirements or submission of reports, contact:

Marlén Sánchez, Contracts Monitor, E304  
Workforce Development Division  
(415) 557-6267  
E-mail: [marlen.sanchez@sfgov.org](mailto:marlen.sanchez@sfgov.org)

Leslie Lau, Contract Manager, GB11  
Office of Contract Management  
(415) 355-3697  
E-mail: [leslie.lau1@sfgov.org](mailto:leslie.lau1@sfgov.org)

## **IX. Monitoring Activities**

- A. Program Monitoring: Program monitoring will include review of course descriptions, training curriculum, data maintained for participants, participant case files, program policies and procedures, Grievance/Complaint policies, and any and back-up documentation for reporting progress towards meeting service and outcome objectives.
- B. Fiscal Compliance and Grant 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, subgrants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

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1	Appendix B, Page 1				
2					
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>				
4	<b>BY PROGRAM</b>				
5	Name			Term	
6	ARRIBA JUNTOS			July 1, 2021-June 30 ,2023	
7	(Check One) <input type="checkbox"/> New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification				
8	If modification, Effective Date of Mod.    No. of Mod.				
9	Program: WtW - <b>PST SKILLS DEVELOPMENT FOR WORK STUDY</b>				
10	Budget Reference Page No.(s)				
11	Program Term	7/1/21-6/30/22	7/1/22-6/30/23		<b>Total</b>
12	<b>Expenditures</b>				
13	Salaries & Benefits	\$18,200	\$35,031		\$53,231
14	Operating Expense	\$40,747	\$82,862		\$123,609
15	<b>Subtotal</b>	<b>\$58,947</b>	<b>\$117,893</b>		<b>\$176,840</b>
16	Indirect Percentage (%)	15%	15%		
17	Indirect Cost (Line 16 X Line 15)	\$8,842	\$17,685.00		\$26,527
18	Capital Expenditure	\$0	\$0		
19	<b>Total Expenditures</b>	<b>\$67,789</b>	<b>\$135,578</b>		<b>\$203,367</b>
20	<b>HSA Revenues</b>				
21	General Fund	\$15,591	\$31,183		\$46,775
22	State Funding				\$0
23	Federal Funds	\$52,198	\$104,395		\$156,593
24					
25					
26					
27					
28					
29	<b>TOTAL HSA REVENUES</b>	<b>\$67,789</b>	<b>\$135,578</b>		<b>\$203,367</b>
30	<b>Other Revenues</b>				
31					
32					
33					
34					
35					
36	Total Revenues	\$0			\$0
37	Full Time Equivalent (FTE)				
39	Prepared by:	Telephone No.:		Date	
40	HSA-CO Review Signature: _____				
41	HSA #1				10/25/2016

	A	B	C	D	E	F	G	H	I
1	Appendix B, Page 2								
2									
3									
4	Program Name: PST SKILLS DEVELOPMENT FOR WORK STUDY								
5	(Same as Line 9 on HSA #1)								
6									
7	<b>Salaries &amp; Benefits Detail</b>								
8									
9									
10									
11									
		Agency Totals		HSA Program		7/1/21-6/30/22	7/1/22-6/30/23		
		Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	DHS Program Budgeted Salary	DHS Program Budgeted Salary	DHS Program Budgeted Salary	TOTAL
12	POSITION TITLE								
13	Director of Program	\$54,080	1.00	3%	0.03		\$1,622		\$1,622
14	Program Coordinator	\$52,000	1.00	5%	0.05	\$2,600	\$2,600		\$5,200
15	Case Manager/Emp Specialist	\$41,600	1.00	25%	0.25	\$10,400	\$20,800		\$31,200
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
26	TOTALS		3.00	33%	0.33	\$13,000	\$25,022	\$0	\$38,022
27									
28	FRINGE BENEFIT RATE								
29	EMPLOYEE FRINGE BENEFITS	40%				\$5,200	\$10,009	\$0	\$15,209
30									
31									
32	TOTAL SALARIES & BENEFITS	\$0				\$18,200	\$35,031	\$0	\$53,231
33	HSA #2								10/25/2016





	A	B	C	D	E
1	Appendix B-1, Page 1				
2					
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>				
4	<b>BY PROGRAM</b>				
5	Name			Term	
6	Arriba Juntos			July 1, 2021 - June 30, 2023	
7	(Check One) New <input type="checkbox"/> Renewal <input checked="" type="checkbox"/> Modification <input type="checkbox"/>				
8	If modification, Effective Date of Mod.		No. of Mod.		
9	Program: Transitional Employment for WtW Re-Engagement (Rapid Response)				
10	Budget Reference Page No.(s)				
11	Program Term	7/1/21-6/30/22	7/1/22-6/30/23		Total
12	<b>Expenditures</b>				
13	Salaries & Benefits	\$331,673	\$331,673		\$663,346
14	Operating Expense	\$80,700	\$80,700		\$161,400
15	<b>Subtotal</b>	<b>\$412,373</b>	<b>\$412,373</b>		<b>\$824,746</b>
16	Indirect Percentage (%)	15%	15%		\$0
17	Indirect Cost (Line 16 X Line 15)	\$61,855.92	\$61,855.92		\$123,712
18	Capital Expenditure		\$0		\$0
19	Client Pass-through Wages	\$1,547,136	\$1,547,136		\$3,094,272
20	<b>Total Expenditures</b>	<b>\$2,021,365</b>	<b>\$2,021,365</b>		<b>\$4,042,730</b>
21	<b>HSA Revenues</b>				
22	General Fund	\$464,914	\$464,914		\$929,828
23	Federal	\$1,556,451	\$1,556,451		\$3,112,902
24					
25					
26					
27					
28					
29					
30	<b>TOTAL HSA REVENUES</b>	<b>\$2,021,365</b>	<b>\$2,021,365</b>		<b>\$4,042,729</b>
31	<b>Other Revenues</b>				
32					
33					
34					
35					
36					
37	Total Revenues	\$2,021,365	\$2,021,365	\$0	\$4,042,729
38	Full Time Equivalent (FTE)				
40	Prepared by:		Telephone No.:		Date
41	HSA-CO Review Signature: _____				
42	<b>HSA #1</b>				<b>10/25/2016</b>

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1	Appendix B-1, Page 2								
2									
3									
4	Program Name: TE for WtW ReEngagement								
5	(Same as Line 9 on HSA #1)								
6									
7	<b>Salaries &amp; Benefits Detail</b>								
8									
9									
10									
11		Agency Totals		HSA Program		7/1/21-6/30/22	7/1/22-6/30/23		
12	POSITION TITLE	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	DHS Program	DHS Program	HS Program	TOTAL 1/0/00 to 2/0/00
13	<i>Director of Programs</i>	\$54,080	100%	15.00%	0.15	\$8,112	\$8,112		\$16,224
14	<i>Program Coordinator</i>	\$52,000	100%	50.00%	0.50	\$26,000	\$26,000		\$52,000
15	<i>Case Manager/Emp Specialist1</i>	\$41,600	100%	100.00%	1.00	\$41,600	\$41,600		\$83,200
16	<i>Case Manager/Emp Specialist2</i>	\$41,600	100%	100.00%	1.00	\$41,600	\$41,600		\$83,200
17	<i>Case Manager/Emp Specialist3</i>	\$41,600	100%	50.00%	0.50	\$20,800	\$20,800		\$41,600
18	<i>Program Assistant</i>	\$39,520	100%	100.00%	1.00	\$39,520	\$39,520		\$79,040
19	<i>Payroll Processor</i>	\$74,880	100%	50.00%	0.50	\$37,440	\$37,440		\$74,880
20	<i>Building Custodian</i>	\$43,680	100%	50.00%	0.50	\$21,840	\$21,840		\$43,680
21	Totals	\$388,960	8.00	515.00%	5.15	\$236,912	\$236,912		\$473,824
22									
23	FRINGE BENEFIT RATE	40%							
24	EMPLOYEE FRINGE BENEFITS					\$94,761	\$94,761		\$189,522
25									
26									
27	TOTAL SALARIES & BENEFITS					\$331,673	\$331,673		\$663,346
28	<b>HSA #2</b>								<b>10/25/2016</b>

	A	B	C	D	E	F	G	H	I	J	K
1	Appendix B-1, Page 3										
2											
3											
4	Program Name: TE for WtW ReEngagement										
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>7/1/21-6/30/22</u>	<u>7/1/22-6/30/23</u>						\$ -
13	Rental of Property										\$ -
14	Utilities(Elec, Water, Gas, Phone, Scavenger)			\$19,600	\$19,600						\$ 39,200.00
15	Office Supplies, Postage			\$7,500	\$7,500						\$ 15,000.00
16	Building Maintenance Supplies and Repair			\$12,500	\$12,500						\$ 25,000.00
17	Printing and Reproduction			\$4,900	\$4,900						\$ 9,800.00
18	Insurance			\$5,600	\$5,600						\$ 11,200.00
19	Staff Training										\$ -
20	Staff Travel-(Local & Out of Town)			\$2,500	\$2,500						\$ 5,000.00
21	Rental of Equipment			\$10,700	\$10,700						\$ 21,400.00
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE										
23											\$ -
24											\$ -
25											\$ -
26											\$ -
27											\$ -
28	OTHER										
29	Client Barrier Removal - Ancillary			\$6,000	\$6,000						\$ 12,000.00
30	Program Related Expense CFET Ineligible			\$5,600	\$5,600						\$ 11,200.00
31	Program/Inst'l Materials			\$5,800	\$5,800						\$ 11,600.00
32											\$ -
33											\$ -
34											
35	TOTAL OPERATING EXPENSE			\$80,700	\$80,700			\$0			\$161,400
36											
37	<b>HSA #3</b>										<b>10/25/2016</b>

	A	B	C	D	E
1	Appendix B-2, Page 1				
2					
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>				
4	<b>BY PROGRAM</b>				
5	Name			Term	
6	<b>ARRIBA JUNTOS</b>			<b>July 1, 2021-June 30, 2023</b>	
7	(Check One) New <input type="checkbox"/> Renewal <input checked="" type="checkbox"/> Modification <input type="checkbox"/>				
8	If modification, Effective Date of Mod. 12/19 No. of Mod. 1				
9	Program: WtW- <b>WPA BRIDGE/FILLER</b>				
10	Budget Reference Page No.(s)				
11	Program Term	<b>7/1/21-6/30/22</b>	<b>7/1/22-6/30/23</b>		<b>Total</b>
12	<b>Expenditures</b>				
13	Salaries & Benefits	\$29,848	\$67,791	\$0	\$97,639
14	Operating Expense	\$14,800	\$21,505	\$0	\$36,305
15	<b>Subtotal</b>	<b>\$44,648</b>	<b>\$89,296</b>	<b>\$0</b>	<b>\$133,944</b>
16	Indirect Percentage (%)	15%	15%		
17	Indirect Cost (Line 16 X Line 15)	\$6,697	\$13,394		\$20,092
18	Client Pass-through Wages	\$97,331	\$194,661		\$291,992
19	<b>Total Expenditures</b>	<b>\$148,676</b>	<b>\$297,352</b>	<b>\$0</b>	<b>\$446,028</b>
20	<b>HSA Revenues</b>				
21	General Funds	\$34,196	\$68,391	\$0	\$102,586
22	State Funding	\$0	\$1	\$0	\$1
23	Federal Funds	\$114,481	\$228,961	\$0	\$343,442
24					
25					
26					
27					
28					
29	<b>TOTAL HSA REVENUES</b>	<b>\$148,676</b>	<b>\$297,353</b>	<b>\$0</b>	<b>\$446,029</b>
30	<b>Other Revenues</b>				
31					
32					
33					
34					
35					
36	Total Revenues	\$148,676	\$297,353		\$446,029
37	Full Time Equivalent (FTE)				
39	Prepared by:			Date	
40	HSA-CO Review Signature: _____				
41	<b>HSA #1</b>				<b>10/25/2016</b>

	A	B	C	D	E	F	G	H	I
1	Appendix B-2, Page 2								
2									
3									
4	Program Name: WPA BRIDGE & FILLER								
5	(Same as Line 9 on HSA #1)								
6									
7	<b>Salaries &amp; Benefits Detail</b>								
8									
9									
10									
11		Agency Totals		HSA Program		7/1/21-6/30/22	7/1/22-6/30/23		
12	POSITION TITLE	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	DHS Program Budgeted Salary	DHS Program Budgeted Salary	HS Program Budgeted Salary	TOTAL 1/0/00 to 2/0/00
13	Director of Programs	\$54,080	1.00	3%	0.03		\$1,622		\$1,622
14	Program Coordinator	\$52,000	1.00	5%	0.05	\$2,600	\$5,200		\$7,800
15	Case Manager/Emp Specialist	\$41,600	1.00	45%	0.45	\$18,720	\$41,600		\$60,320
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									
26	<b>TOTALS</b>		3.00	53%		\$21,320	\$48,422		\$69,742
27									
28	FRINGE BENEFIT RATE								
29	EMPLOYEE FRINGE BENEFITS	40%				\$8,528	\$19,369		\$27,897
30									
31									
32	<b>TOTAL SALARIES &amp; BENEFITS</b>	\$0				\$29,848	\$67,791		\$97,639
33	<b>HSA #2</b>								<b>10/25/2016</b>

