



**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

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 27, 2021

SUBJECT: GRANT MODIFICATION: **RICHMOND AREA MULTI-SERVICES, INC. (NON-PROFIT)** TO PROVIDE BEHAVIORAL HEALTH AND PRE-VOCATIONAL SERVICES

DS
JG

GRANT TERMS
Current
7/1/19-6/30/22

GRANT AMOUNT:	<u>Current</u>	<u>Modification</u>	<u>Contingency</u>	<u>Total</u>
	\$4,133,386	\$722,833	\$485,622	\$5,341,841

ANNUAL AMOUNT:	<u>FY 19/20</u>	<u>FY 20/21</u>	<u>FY 21/22</u>	<u>Contingency</u>	<u>Total</u>
	\$1,337,276	\$1,377,393	\$2,100,227	\$485,622	\$5,341,841

Funding Source	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
FUNDING:	\$1,116,930	\$3,010,856	\$728,433	\$485,622	\$5,341,841

PERCENTAGE:	23%	62%	15%	100%
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London Breed
Mayor

Trent Rhorer
Executive Director

The Department of Benefits and Family Support requests authorization to modify the Behavioral Health and Pre-Vocational Services grant with Richmond Area Multi-Services for the period of July 1, 2019 to June 30, 2022 in an additional amount of \$722,833 plus a 10% contingency for a total amount not to exceed \$5,341,841. This modification expands the services to include CalWORKs, Personal Assisted Employment Services (PAES) and

CalFresh participants. The purpose of the grant is to provide Pre-Vocational Services, Pre-Vocational Behavioral Health Evaluations, and Behavioral Health Services to eligible participants.

Background

While traditional job readiness programs prepare participants with resumes, interviewing techniques, and networking to find job openings, experience has shown that additional services, such as intensive behavioral health related soft skills training and individualized psycho-educational coaching in workplace behavior and expectations are needed both to assist participants in obtaining meaningful employment, and for continued success on the job. There is also a need to provide work simulation both to evaluate job readiness and to provide hands on training in workplace behavior. Grantee will assist participants in engaging in employment services to the full extent of their abilities in order to enable the participant to obtain unsubsidized employment and move towards self-sufficiency.

Services to be Provided

Grantee will provide the following:

Pre-Vocational Services

Pre-Vocational Services will include intensive behavioral health related soft skills training, behavioral assessment, peer support, and individualized coaching in workplace behavior and expectations. Grantee will facilitate soft skills workshops to support movement towards self-sufficiency and stability, addressing real life situations.

Pre-Vocational Behavioral Health Evaluations

Learning Needs Assessments

Psychological evaluations will be conducted and results interpreted for participants who have been identified as perhaps having learning challenges. Based on the results of this assessment, a Learning Needs Assessment report will be completed and discussed with the participant along with recommendations from the current offerings allowable under the program.

On-the-Job Behavioral Health Assessments

Assessments will be conducted through work experience with Grantee. Clinical assessments will include psycho-social evaluations related to basic workplace skills such as punctuality, following directions, working with others, and task completion in order to determine whether a client is ready to comply with and benefit from vocational training and/or employment support.

CalWORKs Behavioral Health Services

Grantee will provide behavioral health assessment and counseling as well as enhanced short-term behavioral health case management for eligible CalWORKs participants and Families Rising participants. Early assessment and short-term behavioral health interventions will focus on helping parents overcome barriers to employment. Services include medication assessment and management, as needed, to promote inclusion and success in employment activities.

Please note the two budgets reflect separate funding streams for FY 21/22.

Selection

Grantees were selected through Request for Proposals #790, which was competitively bid in March 23, 2018.

Funding

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

ATTACHMENTS

Appendix A-1 – Services to be Provided

Appendix B-1a – Budget CalWORKs

Appendix B-1b – Budget PAES

Appendix A1 – Scope of Services
Richmond Area Multi-Services, Inc.
Pre-Vocational Services, Pre-Vocational Behavioral Health Evaluations, and Behavioral Health Services
July 1, 2019 to June 30, 2022
Updated July 1, 2021

I. Purpose of Grant

The purpose of the grant is to provide Pre-Vocational Services, Pre-Vocational Behavioral Health Evaluations, and Behavioral Health Services to eligible participants who receive CalWORKs, PAES, and CalFresh public assistance benefits or are currently engaged in Job Prep services. Pre-Vocational Services will include intensive, behavioral health related soft skills training, behavioral assessment, peer support, and individualized coaching in workplace behavior and expectations. Pre-Vocational Behavioral Health Evaluation will consist of learning needs assessment and on-the-job assessment, which will be conducted through work experience to evaluate job readiness and to provide hands-on training in workplace behavior. Behavioral Health Services will provide behavioral health assessment and counseling as well as enhanced short-term behavioral health case management for individuals who are in the Family Stabilization Program.

II. Definitions

CAAP	County Adult Assistance Program
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 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
CCS	CAAP Counseling Services
CJP	Community Jobs Program, a work experience program for CalWORKs Welfare-to-Work participants
Families Rising	A collective impact initiative with the goal of interrupting the transmission of intergenerational poverty
FSP	Family Stabilization Program
Grantee	Richmond Area Multi-Services, Inc. (RAMS)

HSA	San Francisco Human Services Agency
Job Prep	Job readiness program offered by WDD that provides vocational assessment, employment coaching, and essential skills building
Launchpad	A digital participant tracking system used by HSA
LNA	Learning Needs Assessment; psychological testing for individuals to evaluate learning needs
OJA	On the Job Assessment is conducted thru workplace assignments conducted in a sheltered workshop or onsite café.
PAES	Personal Assisted Employment Services; HSA program that assists employable single indigent adults to get employment and become self-sufficient.
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

The target population is residents of San Francisco who receive CalWORKs, PAES, or CalFresh assistance, are in an employment activity or path, and referred by HSA staff. Behavioral Health Services is also available to Families Rising participants.

IV. Description of Services

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

A. Pre-Vocational Services

1. Job Prep Workshops

- a. Develop and regularly update the curricula for soft skills workshops, which will focus on psychoeducation and general employability skills to equip participants with skills, abilities, and attitudes relevant to obtaining and retaining employment.
- b. Facilitate two workshops, Workplace Wellness and Job Success. Examples of topics include workplace competency, communication skills, problem-solving, values clarification, self-esteem and motivation, frustration tolerance, responsibility, and anger management. This job readiness activity will be provided through Jobs Prep.
- c. Provide one-time, brief counseling and referrals to community resources as needed, and linkages to CAAP Counseling Services (CCS), if applicable.

- d. 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.

2. CalWORKs CJP Workshops

- a. Develop and regularly update the curricula for soft skills workshops. The goal of the soft skills coaching/training is to support movement toward self-sufficiency and stability and address real life situations by remediating behavioral health barriers.
- b. Facilitate an FSP workshop, Workplace Wellness, prior to participants' CJP enrollment to address behavioral health barriers to improve participants' self-regulation and promote the acquisition of soft skills that facilitate being hired and being successful in the work environment.
- c. Offer another workshop, Job Success, to CJP participants. Coordinate with the CJP provider on enrollment and attendance reporting.
- d. 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 Behavioral Health Evaluations

1. Learning Needs Assessments (LNA)

- a. Administer psychological evaluations and interpret results for participants who have been identified as perhaps having learning challenges.
- b. Complete a Learning Needs Assessment report based on the results of this assessment. Discuss the report with the participant along with recommendations from the current offerings allowable under the program.
- c. Communicate the recommendations to appropriate HSA staff for the next course of action for the participant.

2. On the Job Behavioral Health Assessments (OJA)

- a. Conduct On the Job Assessment to determine whether the participant is ready to comply with and benefit from vocational training and/or employment support.
- b. Clinical assessment will include psycho-social evaluation related to basic workplace skills such as punctuality, following directions, working with others, and task completion. Assessment may include a referral for Learning Needs Assessment.
- c. Complete a final report and submit it to appropriate HSA staff.

C. CalWORKs Behavioral Health Services

1. Assessment and Counseling

Grantee will provide early assessment and short-term behavioral health interventions, focused on helping parents overcome barriers to employment. Services include medication assessment and management, as needed, to promote inclusion and success in employment activities. Behavioral health services will be offered in the language of the participant, primarily English, Spanish, Chinese, Vietnamese, Russian, and Filipino, with referrals for services in other languages.

- a. Provide comprehensive assessment to identify those participants who can participate in WtW activities and secure and retain employment within the CalWORKs parameters, and those who have a disability that will impair a participant's ability to secure and retain employment for 12 months or longer.
 - i. Provide focused treatment to remove behavioral barriers to work participation and employment, communicating and collaborating closely with the eligibility and workforce development staff to ensure that participants make progress on their employment goals.
 - ii. Refer and transition participants whose behavioral health conditions require longer term treatment or for whom treatment is considered a medical necessity to services within the community.
 - iii. Refer and transition participants who are identified as being eligible for Social Security benefits to SSI advocacy services.
- b. Facilitate peer support to help participants strengthen coping skills, maintain morale, support positive decision-making, and reinforce progress toward self-sufficiency.
- c. Provide accurate and real-time information to HSA staff regarding the participation of the participants in behavioral health services, and participants' capability to participate in work participation and employment.
- d. Clinical services will be provided to participants referred by CalWORKs Employment Specialists, Social Work Specialists, other HSA staff, or who are self-referred.

2. Family Stabilization Program (AB 74)

- a. Grantee will participate in a CalWORKs component that provides intensive case management and services to participants that are experiencing short-term (less than 6 months) challenges and/or crisis that are destabilizing the family and interfering with the adult participant's ability to participate in WtW activities and services.
- b. Behavioral health services are one of several components focused on supporting families to enable them to fully participate in, and benefit from, WtW activities. This could be in the form of the clinical services, or the psycho-educational groups, or a combination of both.
- c. Family Stabilization Program services will be provided to participants referred by the CalWORKs intake staff or case managers.

D. Trainings and consultation to staff

1. Provide consultation to HSA staff on behavioral health assessment of barriers to employment, soft skills acquisition counseling, employment, and training issues for individual participants.
2. Provide technical support and training to HSA staff quarterly or as requested, including a basic training on behavioral health needs and challenges of the client population and effective ways to work with them.
3. Participate in case conferencing with HSA staff on creating the best service plan for participants.

4. Provide ongoing contact with CalWORKs case managers at an agreed upon frequency that may be as often as daily or weekly, depending on the level of need and progress of participants in the Family Stabilization Program.
5. Establish and maintain relationships with HSA staff to ensure that all participants are able to access needed services in a timely manner.

E. Information and Referral

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

V. Location and Time of Services

Pre-Vocational Services will be provided virtually, Monday-Friday between the hours of 8:30 AM and 5:00 PM. On the Job Assessment (OJA) will be provided at RAMS Hire-Ability at 1234 Indiana Street between the hours of 9:00 AM to 5:00 PM. Learning Needs Assessments (LNA) will be conducted at 1235 Mission Street, Monday-Friday between the hours of 8:30 AM and 5:00 PM. Behavioral Health Services will be provided virtually or in person at 1375 Mission Street, Monday-Friday between the hours of 8:30am – 5:00pm.

VI. Service Objectives

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

- A. Serve **250** unduplicated Job Prep participants in soft skills training.
- B. Serve **250** unduplicated CalWORKs participants in soft skills training prior to their CJP enrollment.
- C. Enroll **20** unduplicated participants in OJA.
- D. Enroll **30** unduplicated CalWORKs participants in LNA.
- E. Enroll **15** unduplicated WDD participants in LNA.
- F. Serve and provide Behavioral Health Assessment and Counseling services to **250** unduplicated CalWORKs participants.
- G. Provide a minimum of **8** training sessions to HSA staff to build capacity in effectively working with participants who present behavioral health challenges.

VII. Outcome Objectives

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

- A. **60%** of Job Prep participants who complete at least one RAMS workshop will complete the second RAMS workshop.
- B. **50%** of the Job Prep participants who complete two RAMS workshops will secure subsidized or unsubsidized employment. Job placements will be verified by WDD.

- C.** At least **60%** of participants who begin the LNA process will complete full LNA assessment.
- D.** After participating in clinical services for six months, at least **50%** of participants will be enrolled to actively participate in a WtW employment activity plan.
- E.** After participating in clinical services for one year, at least **75%** of participants will be enrolled to actively participate in a WtW employment activity plan, and the remaining participants will have been referred and transitioned to other programs and services, including SSI advocacy services.
- F.** After six months of Family Stabilization services, at least **75%** of participants will be enrolled to actively participate in their WtW employment activity plan.
- G.** 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.
- H.** In a survey of HSA staff with participants who receive Grantee's services, a minimum of **75%** of the staff responding will report the program supported their participants towards succeeding 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
 - 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.** Grantee will submit into CARBON an Annual Report summarizing the contract activities, referencing the tasks as described in Section VI & VII- Service and Outcome Objectives.
- D.** Grantee will collect SOGI data and enter data results twice per year in CARBON.

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

Leslie Lau
leslie.lau1@sfgov.org
Contract Manager, Office of Contract Management

or

Jiro Arase
jiro.arase@sfgov.org
Program Monitor, Welfare-to-Work Services Division

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.

	A	D	E	F	G
1	Appendix B-1a, Page 1				
2					
3	HUMAN SERVICES AGENCY BUDGET SUMMARY				
4	BY PROGRAM				
5	Agency Name:			Term: 7/1/2019 - 6/30/2022	
6	Richmond Area Multi-Services, Inc				
7	(Check One) New <input type="checkbox"/> Renewal <input type="checkbox"/> Modification <input checked="" type="checkbox"/>				
8	If modification, Effective Date of Mod:		No. of Mod:		
9	Program Name: CalWORKs Behavioral Health and Pre-Vocational Services				
10	Budget Reference Page No.(s)	Revised			
11	Program Term:	7/1/19-6/30/20	7/1/20-6/30/21	7/1/21-6/30/22	Total
12	Expenditures				
13	Salaries & Benefits	\$ 868,515	\$ 958,740	\$ 959,247	\$ 3,285,285
14	Operating Expense	\$ 294,335	\$ 274,926	\$ 238,488	\$ 1,102,085
15	Subtotal	\$ 1,162,850	\$ 1,233,666	\$ 1,197,735	\$ 4,757,101
16	Indirect Percentage (%)		15%	15%	\$ 0
17	Indirect Cost (Line 16 X Line 15)	\$ 174,427	\$ 185,050	\$ 179,659	\$ 713,562
18	Capital Expenditure		\$ -	\$ -	\$ -
19	Total Expenditures	\$ 1,337,277	\$ 1,418,716	\$ 1,377,394	\$ 4,133,387
20	HSA Revenues				
21	General Fund	\$ 320,946	\$ 320,946	\$ 320,946	\$ 962,838
22	State	\$ 1,016,330	\$ 1,097,770	\$ 1,056,448	\$ 3,170,548
23					
24					
25					
26					
27					
28					
29	TOTAL HSA REVENUES	\$ 1,337,276	\$ 1,418,716	\$ 1,377,394	\$ 4,133,386
30	Other Revenues				
31					
32					
33					
34					
35					
36	Total Other Revenues	\$ 1,337,276	\$ 1,418,716	\$ 1,377,394	\$ 4,133,386
37	Full Time Equivalent (FTE)				
39	Prepared by:	Telephone: 415-800-0699		Date: 5/17/21	
40	HSA-CO Review Signature:	_____			
41	HSA #1				

	A	B	C	D	G	H	I	J	K	L	M
1	Appendix B-1a, Page 3										
2											
3											
4	Program Name: CalWORKs E										
5	(Same as Line 9 on HSA #1)										
6											
7	Operating Expense Detail										
8											
9											
10											
11											
12	<u>EXPENDITURE CATEGORY</u>			<u>TERM</u>	<u>Revised</u> <u>7/1/19-6/30/20</u>		<u>7/1/20-6/30/21</u>		<u>7/1/21-6/30/22</u>		<u>TOTAL</u>
13	Rental of Property				\$ 171,120		\$ 174,000		\$ 180,000		\$ 525,120
14	Utilities (Elec, Water, Gas, Phone, Garbage)				\$ 17,000		\$ 14,000		\$ 15,000		\$ 41,240
15	Office Supplies, Postage				\$ 58,555		\$ 18,000		\$ 9,000		\$ 34,072
16	Building Maintenance Supplies and Repair				\$ 6,000		\$ 4,000		\$ 4,000		\$ 11,000
17	Printing and Reproduction				\$ 400		\$ 594		\$ 500		\$ 1,594
18	Insurance				\$ 6,300		\$ 8,500		\$ 6,000		\$ 18,004
19	Staff Training				\$ 2,500		\$ 4,000		\$ 2,500		\$ 9,000
20	Staff Travel (Local & Out of Town)				\$ 5,000		\$ 8,400		\$ 6,388		\$ 15,788
21	Rental of Equipment				\$ 5,000		\$ 6,500		\$ 6,000		\$ 16,500
22	<u>CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE</u>										
23	Database Subscription Fees				\$ 9,100		\$20,000		\$9,100		\$ 47,300
24	Database Improvements				\$13,360		\$13,432				
25											
26											
27											
28	<u>OTHER</u>										
29	Recruitment						\$1,000				
30	Client Related Expenses						\$2,500				
31											
32											
33											
34											
35	TOTAL OPERATING EXPENSE				\$ 294,335		\$ 274,926		\$ 238,488		\$ 719,618
36											
37	HSA #3										

Date: 5/17/21

	A	B	D	E
1	Appendix B-1b, Page 1			
2				
3	HUMAN SERVICES AGENCY BUDGET SUMMARY			
4	BY PROGRAM			
5	Agency Name:		Term: 7/1/2019 - 6/30/2022	
6	Richmond Area Multi-Services, Inc			
7	(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input checked="" type="checkbox"/>			
8	If modification, Effective Date of Mod:		No. of Mod:	
9	Program Name: Single Adults Behavioral Health and Pre-Vocational Services			
10	Budget Reference Page No.(s)			
11	Program Term:		7/1/21-6/30/22	
12	Expenditures			
13	Salaries & Benefits	\$	502,488	
14	Operating Expense	\$	126,064	
15	Subtotal	\$	628,552	
16	Indirect Percentage (%)		15%	
17	Indirect Cost (Line 16 X Line 15)	\$	94,282	
18	Capital Expenditure	\$	-	
19	Total Expenditures	\$	722,833	
20	HSA Revenues			
21	General Fund	\$	173,480	
22	State	\$	549,353	
23				
24				
25				
26				
27				
28				
29	TOTAL HSA REVENUES	\$	722,833	
30	Other Revenues			
31				
32				
33				
34				
35				
36	Total Other Revenues	\$	-	\$ - \$ -
37	Full Time Equivalent (FTE)			
39	Prepared by:		John Wong	415-800-0699 Date: 5/17/21
40	HSA-CO Review Signature: _____			
41	HSA #1			

	A	B	C	D	E	F	G
1	Appendix B-1b, Page 2						
2							
3							
4	Program Name: Single Adults Behavioral Health and Pre-Vocational Services						
5	(Same as Line 9 on HSA #1)						
6							
7	Salaries & Benefits Detail						
8							
9							
10							
11						7/1/21-6/30/22	
12		Agency Totals		HSA Program		DHS Program	
	POSITION TITLE	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	21-22 Budget	
13	<i>Program Director</i>	\$105,000	1.00	37%	0.37	\$38,850	
14	<i>Coordinator</i>	\$75,000	1.00	100%	1.000	\$75,000	
15	<i>Assessment Supervisor</i>	\$156,000	1.00	100%	0.20	\$31,200	
16	<i>Psychologist</i>	\$104,000	0.40	100%	0.58	\$59,904	
17	<i>Behavioral Health Counselor/Trainer</i>	\$68,640	1.00	100%	1.00	\$68,640	
18	<i>Peer Counselor</i>	\$50,000	1.00	50%	0.50	\$25,000	
19	<i>Vocational Rehab Counselor</i>	\$55,078	1.00	100%	1.00	\$55,078	
20	<i>Administrative Assistant</i>	\$54,000	1.00	50%	0.50	\$27,000	
21							
22							
23							
24							
25							
26							
27							
28							
29							
30	TOTALS	\$667,718	7.40	637%	5.15	\$380,672	0
31							
32	FRINGE BENEFIT RATE	32%					
33	EMPLOYEE FRINGE BENEFITS					\$121,815	0
34							
35							
36	TOTAL SALARIES & BENEFITS	\$667,718				\$502,488	0
37	HSA #2						

	A	B	C	D	E	F	G	H
1	Appendix B-1b, Page 3							
2								
3								
4	Program Name: Single Adults Behavioral H							
5	(Same as Line 9 on HSA #1)							
6								
7	Operating Expense Detail							
8								
9								
10								
11								
12	<u>EXPENDITURE CATEGORY</u>			<u>TERM</u>	<u>7/1/21-6/30/22</u>			
13	Rental of Property			\$	42,000			
14	Utilities (Elec, Water, Gas, Phone, Garbage)			\$	25,000			
15	Office Supplies, Postage			\$	2,000			
16	Building Maintenance Supplies and Repair			\$	3,000			
17	Printing and Reproduction			\$	100			
18	Insurance			\$	5,000			
19	Staff Training			\$	1,000			
20	Staff Travel (Local & Out of Town)			\$	400			
21	Rental of Equipment			\$	4,600			
22	<u>CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE</u>							
23	Database Subscription Fees							
24	Database Improvements							
25								
26								
27								
28	<u>OTHER</u>							
29	Recruitment				\$5,000			
30	Program Expenses				\$5,000			
31	Client Stipends				\$12,000			
32	Testing Material (LNA)				\$3,000			
33	Maintenance & Janitorial				\$9,964			
34	IT and Communications				\$3,000			
35	Food CFET ineligible				\$3,000			
36	Postage Advertising and Marketing				\$1,000			
37	Ancillary Support				\$1,000			
38								
39	TOTAL OPERATING EXPENSE			\$	126,064			
40								
41	HSA #3							