



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

**MEMORANDUM**

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  
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**London Breed**  
Mayor

**Trent Rhorer**  
Executive Director

**TO:**

HUMAN SERVICES COMMISSION

**THROUGH:**

TRENT RHORER, EXECUTIVE DIRECTOR

**FROM:**

ANNA PINEDA, DEPUTY DIRECTOR  
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

DS  
JG

**DATE:**

DECEMBER 10, 2021

**SUBJECT:**

GRANT MODIFICATION: **CATHOLIC CHARITIES**  
(NON-PROFIT) FOR PROVISION OF CALWORKS  
HOUSING LOCATOR, HOUSING CONNECTOR, AND  
CASE MANAGEMENT SERVICES

	<u>Current</u>	<u>Modification</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
<b>GRANT TERMS:</b>	1/1/21- 6/30/22	1/1/22- 6/30/22	1/1/22- 6/30/22		
<b>GRANT AMOUNT:</b>	\$1,832,269	\$957,751	\$2,790,020	\$279,002	\$3,069,022
<b>ANNUAL AMOUNT:</b>	<u>FY 20-21</u> \$621,535	<u>FY 21-22</u> \$2,168,485			
<b>FUNDING SOURCE:</b>	County \$306,902	State \$864,906	Federal \$1,618,212	Contingency \$279,002	Total \$3,069,022
<b>FUNDING PERCENTAGE:</b>	11%	31%	58%		100%

The Department of Benefits and Family Support requests authorization to modify the existing grant agreement with Catholic Charities for the period of January 1, 2022 to June 30, 2022, in an additional amount of \$957,751, plus a 10% contingency for a total amount not to exceed \$3,069,022. The purpose of this grant modification is to provide additional CalWORKs families with housing locator, housing connector, and housing stabilization and case management services to obtain and retain permanent housing.

## **Background**

Homelessness has been identified as one of the major barriers that impact the CalWORKs families' ability to participate in required activities and meet program requirements that leads toward the path of self-sufficiency. Senate Bill (SB) 855 (Chapter 29, Statutes of 2014) allocated State funding for housing supports to homeless CalWORKs recipients.

Contractors provide placement of new families into permanent housing and also provide the ongoing case management, managing the rental subsidies and supportive services.

For Fiscal Year 2021-2022, the State expanded funding for the HSP program increasing our ability to serve additional homeless CalWORKs families.

## **Services to be Provided**

The purpose of the grant modification is to provide additional CalWORKs families living in shelters, in transitional housing programs, and families who are at risk of losing their permanent housing, with housing locator and housing connector services to obtain and retain permanent housing.

### *Housing Locator and Connector Services*

Grantee will identify and establish a current list of available housing units for this program within the City and County of San Francisco and surrounding Bay Area Counties (within the Bay Area's nine counties and beyond). Grantee will work with Housing Locator Services, the CalWORKs Social Worker, and CalWORKs families to match and place the families with available housing units and assists families throughout the lease application and placement process.

### *Housing Stabilization and Case Management Services*

Provides ongoing intensive housing case management services including regular meetings with participants to track progress towards employment and housing goals, and referrals to other local supportive services. In addition to these services, Grantee provides direct pass-through subsidies to clients for various housing-related costs, such as move-in assistance, rental subsidies for up to one year, and household goods.

This modification will provide for placement of 51 additional families into housing during the second half of FY22 for a total of 90 families placed in FY22, while continuing to provide housing support including landlord mediation, as needed, for those already housed.

## **Selection**

Grantee was selected through Request for Proposals #857, which was competitively bid in January 2020.

## **Funding**

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

## **ATTACHMENTS**

Appendix A-1 – Services to be provided

Appendix B-1 – Budget

**APPENDIX A-1 – Services to be Provided**  
**Catholic Charities**  
**CalWORKs Housing Locator, Housing Connector, and Housing Stabilization**  
**January 1, 2021 – June 30, 2022**  
*Revised 1/1/22*

*Changes in bold and italics.*

**I. Purpose of Grant**

To provide CalWORKs families meeting the California Department of Social Services (CDSS) definition of homelessness, with housing locator, housing connector, and housing stabilization and case management services to obtain and retain permanent housing.

**II. Definitions**

CalWORKs or CW	California Work Opportunity and Responsibility to Kids welfare-to-work program for families receiving Temporary Aid to Needy Families (TANF) cash aid.
CARBON	Contracts Administration, Reporting and Billing Online database
CES	Coordinated Entry System, a local or regional system for homeless families to be assessed, triaged and referred to housing and homeless services.
CWHSP	CalWORKs Housing Support Program, an integrated program of HSA staff and contracted services to place Homeless CalWORKs participants in permanent housing.
Grantee	Catholic Charities
Homeless	CDSS definition of homeless under the Housing Support Program, currently: <ol style="list-style-type: none"><li>1) Lacking a fixed and regular nighttime residence; or</li><li>2) Having a primary nighttime residence that is a supervised publicly or privately operated shelter designed to provide temporary living accommodations; or</li><li>3) Residing in a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings; or</li><li>4) In receipt of a judgment for eviction, as ordered by a court.</li></ol>
HSA	Human Services Agency of the City and County of San Francisco, also the Department

Launchpad	Web-based client tracking system used by HSA and all of its contracted service providers.
SOGI	Sexual Orientation and Gender Identity. A City ordinance requiring grantees to collect data concerning SOGI information on clients they serve.
SW	Human Service Agency Social Worker staff
WtW	Welfare-to-Work

**III. Target Population**

CalWORKs families, as referred by HSA staff, meeting the definition of Homelessness developed for this program by the California Department of Social Services as listed in Section II Definitions.

**IV. Description of Services**

*Housing Locator Services*

- A. Provide a list of units with descriptions for every housing match and placement process. Contractor will identify and establish a current list of available housing units for this program within the City and County of San Francisco and surrounding Bay Area Counties including but not limited to: Alameda, Contra Costa, Marin, Napa, San Mateo, Santa Clara, and Solano.
- B. Utilize a systematic approach to searching for suitable units, using standard real estate networking listings and publications, landlord outreach, and other methods. This should result in a portfolio of units that vary in size reflective of the CalWORKs families' needs, and that have monthly rent amounts that a family could conceivably assume without the help of a subsidy after exiting the Housing Support Program.
- C. Target housing search to neighborhoods where families have a higher likelihood of economic success, housing stability and overall well-being. Examples of criteria that can be used to determine likelihood of success include easy access to public transportation, access to high performing public schools, access to community-based supportive services and low rates of community violence.
- D. Maintaining a centralized, virtually accessible, listing of units with description and information on how to apply, within SF and beyond throughout the nine Bay Area surrounding counties, as appropriate, that is updated weekly and could be accessible to CalWORKs staff and assigned participants in the Housing Support Program.
- E. Provide post-placement landlord services as needed. After the housing placement and follow-up and retention service period, the Housing Services Locator is expected to become involved again with the families if there are problems with ongoing housing retention that may include arbitrating conflicts with the landlord. This service must be provided to all HSP families, regardless of whether case management is provided by SFHSA or by the contracted provider.
- F. Communicate frequently with the CalWORKs program and Housing Connector through emails, phone calls, and possibly web-based resources to disseminate

information about housing resources, coordinate the matching of families to housing options, and navigate placement and retention in housing.

- G. Provide language capacity for service mirroring the needs of the CalWORKs population.

*Housing Connector Services*

- A. Operate in accordance with the Housing First philosophy and Rapid Rehousing model.
- B. Work with Housing Locator, the CalWORKs SW, and CalWORKs families to match and place the families with available housing units, and assist families throughout the lease application and placement process. NOTE: The referral process of families from CW SW to Grantee is done via Launchpad, and office space for Grantee could be made available at the CalWORKs site to improve coordination and streamline this process.
- C. Families referred by HSA will move to Housing Connector Services within 7 days from the date referred to Grantee by the CW HSP unit. At a minimum, families should be contacted and scheduled for intake.
- D. Transport families and show available units to determine a match.
- E. In collaboration with the CalWORKs SW and CalWORKs families, perform the appropriate housing matches between units and identified families, recommend housing options/solutions, and placement that includes making housing-related service referrals that lead to lease approval.
- F. Coordinate housing search process and provide responsive and collaborative effort focusing on the intensive beginning phase to match/place CalWORKs families with housing. This includes completing the housing application and assistance on obtaining required documentation to get the lease completed, providing a unit move-in to-do list to the families, and completing the move-in checklist requirements for CalWORKs program documentation.
- G. Families will be placed in permanent housing in an average of 30 days from the start of their housing search.
- H. Negotiate leases with landlords pertaining to families to be placed in their rental properties. Note: the lease needs to be a year in length and signed prior to move-in and sent to the CWHSP on a weekly basis.
- I. Conduct and document a pre-move-in inspection report of units considered for match and placement process to ensure basic habitability, safety and cleanliness. Note: this report should include documentation and photos to identify any pending repairs to be provided to CalWORKs SW prior to the move-in date.
- J. Work with the CalWORKs SW to identify, gather and coordinate families' eligible expenses and to issue expenditures for move-in such as the deposit, first and last month's rent, furniture, etc. Assist families in applying for move-in assistance from other sources on expenses that are not covered, as appropriate.
- K. Directly pay for approved housing search (including credit checks, application fees, paying off debt to utility companies, assistance in correcting erroneous unlawful detainers) and move-in costs (security deposit, first, second, and last month's rent, furniture), and other costs related to these program participant activities that are approved by CalWORKs per CWHSP guidelines.
- L. Educate families about their lease or occupancy agreement.
- M. Serve as the direct landlord liaison and communicate with the CalWORKs SW.

- N. Provide weekly progress report to the CalWORKs SW on the status of families in the matching and placement process.
- O. Track leased units in a database, noting occupancy dates and lease terms, any changes in ownership or property management. Share that information with HSA on a monthly basis for the ongoing subsidy payments.
- P. Communicate frequently with the CalWORKs program and Housing Stabilization provider through emails, phone calls, and possibly web-based resources to disseminate information about housing resources, coordinate the matching of families to housing options, and navigate placement and retention in housing.
- Q. Provide Neighborhood Welcome packets including information on local community services and resources and distribute the packet to families once placed.
- R. Provide language capacity for service mirroring the needs of the CalWORKs population.

*Housing Stabilization and Case Management Services*

- A. Provide wrap-around ongoing and dynamic housing case management until the family exits the CalWORKs Housing Support Program. Case management services to include:
  - 1. Develop a housing case management plan upon assuming case management. Plan should incorporate goals that support the family's near-term housing retention and stability and that support the family's ability to eventually move off of the subsidy while maintaining housing stability.
  - 2. At least monthly face-to-face meetings, or as otherwise appropriate during the COVID-19 public health emergency, with the family and its head of household upon assuming case management or following housing placement. Case management approach with the family needs to be assertive, responsive, supportive and collaborative that adjusts depending on the family's situation. Other meetings in addition to the monthly face-to-face could either be in-office, via phone/web, or home visits depending upon the need.
  - 3. Provide participants with an up-to-date resource list with local social services and employment services providers when families are placed to actively support linkages to needed services in the new community and facilitate connection with local employment opportunities. Make warm referrals to community-based services whenever possible.
  - 4. Actively monitor and support program participant's progress toward obtaining or maintaining employment and increasing income, where appropriate. This includes connecting all families who are ready to engage in employment or job readiness services with HSA's JobsNOW program, provided that they are housed within commuting range of San Francisco, and establishing referral relationships with employment services providers in the community of residence.
  - 5. Actively monitor and support program participant's housing retention and stability. Update the housing case management plan quarterly that includes housing goals with each family with a plan for when the subsidy ends.
  - 6. On an as needed basis, case management may entail coordinating with CWHSP and San Francisco's CES to connect HSP program participants with deeper housing needs to the broader array of housing and homeless services available, including emergency shelter and permanent supportive housing.

- B. Provide follow-up housing placement and retention services to all placed CalWORKs families until exit from the program.
- C. Connect participants with local tenancy and eviction prevention services, when appropriate.
- D. Connect with local resources, agencies and supportive services. Provide Information and Referral to permanent housing resources including but not limited to public housing and Section 8. For families who fall out of HSP housing placement, every attempt will be made to link the family to the local CES.
- E. While receiving housing case management services, the Housing Services Locator may need to be involved again with the families if there are problems with ongoing housing retention that may include arbitrating conflicts with the landlord. This applies to all HSP families, regardless of whether case management is provided by SFHSA or by the contracted provider.
- F. Administer the rental subsidy for designated program participants and follow CWHSP program guidelines that include increasing the share of his or her monthly income towards the rent for families case managed by Grantee.
- G. Receive and maintain family CalWORKs eligibility documents from program participants on a monthly basis. Income reported to Case Manager must be verified.
- H. Verify program participants' ongoing CalWORKs eligibility monthly and notify CW SW if discontinued. Determine if program participant will continue receiving retention services under CW WtW and for how long. Per state regulations, families no longer active in CalWORKs or not receiving retention services will become ineligible for HSP.
- I. When applicable, verify CW WtW program participants' discontinuance letter in counties outside of San Francisco to determine if they are eligible for additional 12 months under San Francisco's WtW retention rules.
- J. Provide language capacity for service mirroring the needs of the CalWORKs population.

### *Employment Services*

Grantee shall provide robust employment services that go beyond referrals to employment and training services. Services shall be provided to HSP participants residing in the designated counties, whether or not Grantee provides Housing Stability Case Management to the family. Grantee will leverage office spaces of other HSP contractors as appropriate to provide employment services to families.

- A. Create an Individual Employment Plan for each participant with specific goals and identifying the services to be provided. Align to the participant's CalWORKs Welfare-to-Work Plan if applicable, and coordinate supportive services with the Housing Stability Case Manager as needed.
- B. Provide individualized assistance for any employment/vocational barriers.
- C. Communicate with participants at least twice monthly. Communication may be done by phone, email or in person.
- D. Communicate with the Housing Stability Case manager on an ongoing basis and report participants' job placements in a timely manner.
- E. Develop relationships with employers in participants' new communities to identify job placement opportunities.

- F. Develop an in-depth knowledge of HSA’s JobsNOW program and refer participants to the program for subsidized and unsubsidized job opportunities.
- G. Obtain verification of participant job placements. Verification will include a copy of a participant pay stub, a letter from the employer on business letterhead, or other method approved by HSA.

HSA Responsibilities

- A. CalWORKs SW will work closely together with Grantee staff on matching and housing placement. All program participants will have access to a full array of wrap-around services through their CalWORKs Housing SW. When an HSP program participant is re-housed outside of San Francisco, the CalWORKs SW will ensure a “warm handoff” to the CalWORKs program in the new county of residence.
- B. Provide office/desk space to Grantee staff while working at HSA site to better coordinate with CalWORKs staff.
- C. Provide Grantee with a direct linkage to JobsNOW for referral and to be abreast of program offerings.
- D. Develop a memorandum of understanding that outlines the coordination agreement and expectations on employment services for Grantee and the other HSP contractors.

**V. Location and Time of Services**

Grantee shall provide contracted services at Catholic Charities offices in San Francisco, other Catholic Charities locations, and at housing sites. Grantee staff will also work at CalWORKs offices as described above. Services are to be provided five days a week, between the hours of 9:00am and 5:00pm, some evenings and weekends, and at other times when necessary to best serve the needs of families. The nature of the Housing Locator and Housing Connector work will require extensive work in the community, including the surrounding counties.

**VI. Service Objectives**

The Grantee will meet the following Service Objectives:

- A. Provide Housing Locator and Housing Connector services to all referred CalWORKs families per year. Number of referrals made each year will be based on the agreed upon number of families to be placed in housing within the program year.
- B. In Fiscal Year 2020-21, Grantee will place 39 new families in housing. ***In Fiscal Year 2021-22, Grantee will place 90 new families in housing.***
- C. Provide ongoing case management and direct rent subsidy payments to referred CalWORKs families. Grantee will serve 72 families at any given time.
- D. Provide employment services to 80 families annually.

**VII. Outcome Objectives**

The Grantee will meet the following Outcome Objectives:

- A. 95% of families will remain stably housed 3 months after being placed.
- B. 85% of families placed who receive case management services from Grantee will retain housing 9 months after housing placement
- C. 50% of families placed who receive case management services will successfully exit the subsidy to stable housing 15 months after housing placement.



- D. 80% of families in HSP who receive case management services from Grantee that exit the program will exit to permanent housing
- E. 85% of families exiting HSP who receive case management services from Grantee should not become homeless within a year.
- F. A minimum of 75% of participants who receive employment services will obtain unsubsidized employment and/or increase their earned income within 12 months. For the purposes of this contract, success will be defined as job placement at 25 or more hours of employment within a 40-hour pay period or as an increase of 25% or more in earned income. Participant job placement or earnings information must be submitted to HSA with verification. Verification will include a copy of a participant pay stub, a letter from the employer on business letterhead, or other method approved by HSA.
- G. A minimum of 50% of HSP families served during a survey sample period shall complete a Client Satisfaction Survey. 80% of participants participating in the Client Satisfaction Survey will rate services as “Excellent” or “Good”. Grantee should include the following standardized questions: “How would you rate the [specific services] Program overall?”, “How would you rate staff responsiveness and follow-through with issues?”, “How would you rate staff effectiveness in connecting you to services in your new county of residence?” The options should be “Excellent”, “Good”, “Fair” and “Poor”. This survey will be conducted by Grantee according to HSA guidelines.
- H. CalWORKs staff involved in HSP shall complete a Client Satisfaction Survey. 80% of CalWORKs staff taking the Client Satisfaction Survey will rate services as “Excellent” or “Good”. Grantee should use the following standardized question: “How would you rate the [specific services] Program overall?” The options should be “Excellent”, “Good”, “Fair” and “Poor”.

### **VIII. Reporting Requirements**

- A. Grantee will provide the new Lease Agreements, the receipt of all other accounting expenses at time of move-in, the W-9 Tax information Form endorsed by the landlord/property manager, and other forms as needed by uploading to Launchpad on a weekly basis.
- B. Grantee will update Launchpad regarding activities, referencing the tasks as described in Section VI & VII- Service and Outcome Objectives, including monitoring and documenting family CalWORKs eligibility with verification maintained in the case files for families case managed by Grantee and employment status with hiring date and employer information. Grantee should update Launchpad in a timely manner, and by no later than the 5<sup>th</sup> of the following month.
- C. Grantee will provide the CWHSP State Data report monthly through Launchpad by the 5<sup>th</sup> of the month. Grantee will provide monthly employment status in the State data report. If the 5<sup>th</sup> of the month falls on a weekend or a holiday, the due date is extended to the following business day.
- D. Grantee will provide an annual report summarizing the contract activities, referencing the tasks as described in Section VI & VII - Service and Outcome Objectives. This report will also include accomplishments and challenges encountered by the Grantee. Grantee will submit the annual report by the 15<sup>th</sup> of the month following the end of the program year. If the 15<sup>th</sup> of the month falls on a weekend or a holiday, the due date is extended to the following business day.

- E. Grantee will provide SOGI aggregate data in the CARBON database semi-annually by the 10th of the month following the end of the second and fourth quarters of the program year. If the 10<sup>th</sup> of the month falls on a weekend or a holiday, the due date is extended to the following business day.
- F. Grantee will provide Ad Hoc reports as required by the Department.

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

Leslie Lau at [leslie.lau1@sfgov.org](mailto:leslie.lau1@sfgov.org)

Contract Manager, Office of Contract Management

- or -

Adriana Duran at [adriana.duran@sfgov.org](mailto:adriana.duran@sfgov.org)

Community Services Specialist, Welfare-to-Work Services Division

## **IX. Monitoring Activities**

### **A. Program Monitoring:**

Program monitoring will include a site visit, review of quarterly and annual reports, and review of case files and back-up documentation verifying progress towards meeting service and outcome objectives. The provider should bear in mind that performance will be measured in large part by program participants' success in maintaining stable housing for six months after receiving assistance.

### **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, subcontracts, and MOU's, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

	A	B	C	D	E	F	G
1	Appendix B-1, Page:						1
2	Document Date:						12/5/2021
3	<b>HUMAN SERVICES AGENCY</b>						
4							
5	Grantee's Name						
6	Catholic Charities SFHOME HSP Program for CalWorks Families						
7	Program: Family Subsidy Housing Subsidy Project: SFHOME						
8	Program Term	January 1, 2021- June30, 2021	July 1, 2021- June30, 2022	FY22 CODB	FY 22 HSP Expansion	Revised July 1, 2021-June30, 2022	May 1, 2021- June 30, 2022
9							Total
10	<b>Expenditures</b>						
11	Salaries & Benefits	\$ 107,344	\$364,625	\$705	\$83,190	\$448,520	\$555,864.02
12	Operating Expense	\$ 33,312	\$57,674	\$8,874	\$41,420	\$107,968	\$141,280.00
13	<b>Subtotal</b>	\$ 140,656	\$422,299	\$9,579	\$124,610	\$556,488	\$697,144.02
14	Indirect Percentage - 15%, no indirect on rental assistance or subcontract	15%	15%	15%	15%	15%	15.0%
15	Indirect Cost (Line 14 X Line 15)	\$ 21,098	\$63,344.90	\$1,436.83	\$18,691.48	\$83,473.21	\$104,571
16	Direct Client Pass Through	\$ 459,781	\$725,090	\$ 3,553	\$ 799,881	\$1,528,524	\$1,988,305
17	Total Expenditures	\$ 621,535	\$1,210,734	\$14,569	\$943,182	\$2,168,485	\$2,790,020
18	<b>HSA Revenues</b>						
19	General Fund	\$ 68,369	\$ 133,181	\$ 1,603	\$ 103,750	\$ 238,533	\$ 306,902
20	State	\$ 192,676	\$ 375,328	\$ 4,516	\$ 292,387	\$ 672,230	\$ 864,906
21	Federal	\$ 360,490	\$ 702,226	\$ 8,450	\$ 547,046	\$ 1,257,721	\$ 1,618,212
22	TOTAL HSA REVENUES	\$ 621,535	\$1,210,734	\$14,569	\$943,182	\$2,168,485	\$ 2,790,020
23	<b>Other Revenues</b>						
24							
25							
26							
27							
28							
29							
30							
31							
32							
33							
34	Total Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0
35	<b>Total Revenues</b>	\$621,535	\$1,210,734	\$14,569	\$943,182	\$2,168,485	\$2,790,020
36	Full Time Equivalent (FTE)						
38	Jose Cartagena/Delliah Perez	Telephone No.: 415-972-1310- 415 972-1211				Date 4/22/2021	
39	HSA-CO Review Signature:	_____					
40	HSA #1						

	A	C	D	E	F	G	H	I	J	K	L	M
1												
2	Appendix B-1, Page: 2											
3	Document Date: 12/5/2021											
4	Program Name:											
5	SFHOME											
6	Family Housing Subsidy Project											
7	<b>Salaries &amp; Benefits Detail</b>											
8												
9												
10												
11		Agency Totals		For HSA Program		January 1, 2021-June30, 2021	July 1, 2021-June30, 2022	FY22 CODB	FY 22 HSP Expansion	Revised July 1, 2021-June30, 2022	May 1, 2021-June 30, 2022	
12	POSITION TITLE	Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	Budgeted Salary	Budgeted Salary					TOTAL
13	Case Manager II - FR	\$ 49,920.00	100%	100%	100%	\$ 8,136	\$ 49,920	\$ 740		\$ 50,660		58,796
14	RECEPTIONIST/INFO/REFERRAL	\$ 50,776.00	100%	100%	4%	\$ 1,051	\$ 2,031			\$ 2,031		3,082
15	CASE MANAGER II - JH	\$ 52,780.00	100%	100%	100%	\$ 17,864	\$ 52,780	\$ (2,750)		\$ 50,030		67,894
16	CASE MANAGER II - VM	\$ 47,840.00	100%	100%	100%	\$ 14,770	\$ 47,840	\$ 1,093		\$ 48,933		63,703
17	PROGRAM MANAGER-Leidy	\$ 58,240.00	100%	100%	82%	\$ 7,930	\$ 47,757	\$ 719		\$ 48,476		56,406
18	PROGRAM DIRECTOR - Noemy	\$ 68,234.00	100%	100%	8%	\$ 2,730	\$ 5,459	\$ 2,852		\$ 8,311		11,041
19	SENIOR PROGRAM DIRECTOR - Jose	\$ 82,423.00	100%	100%	17%	\$ 7,006	\$ 14,012	\$ (4,808)		\$ 9,204		16,210
20	EMPLOYMENT SPECIALIST DEVELOPMENT- BH	\$ 52,310.00	100%	100%	100%	\$ 21,846	\$ 52,310	\$ -		\$ 52,310		74,156
21	Director of Client Services - PC	\$ 133,980.00	100%	8%	8%		\$ -	\$ 2,680	\$ 12,058	\$ 14,738		14,738
22	CASE MANAGER II - TBA	\$ 50,024.00	100%	100%	100%			\$ -	\$ 25,012	\$ 25,012		25,012
23	CASE MANAGER II - TBA	\$ 50,024.00	100%	100%	100%			\$ -	\$ 25,012	\$ 25,012		25,012
26	TOTALS	\$696,551	1100%	1008%	719%	\$ 81,333	\$ 272,108	\$ 526	\$ 62,082	\$ 334,716		416,049
27												
28	FRINGE BENEFIT RATE	32%										
29	EMPLOYEE FRINGE BENEFITS	\$222,896				\$26,011	\$92,517	\$179	\$21,108	\$113,804		\$139,815
30												
31												
32	TOTAL SALARIES & BENEFITS	\$919,447				\$107,344	\$364,625	\$705	\$83,190	\$448,520		555,864
33	HSA #2	11/15/2007										

