



**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  
94120-7988  
[www.SFHSA.org](http://www.SFHSA.org)



**London Breed**  
Mayor

**Trent Rhorer**  
Executive Director

<b>TO:</b>	HUMAN SERVICES COMMISSION				
<b>THROUGH:</b>	TRENT RHORER, EXECUTIVE DIRECTOR				
<b>FROM:</b>	ANNA PINEDA, DEPUTY DIRECTOR OF ECONOMIC SUPPORT & SELF-SUFFICIENCY ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS				
<b>DATE:</b>	JUNE 14, 2022				
<b>SUBJECT:</b>	NEW GRANT: <b>SAN FRANCISCO LGBT CENTER (NON-PROFIT)</b> TO PROVIDE TRANSGENDER EMPLOYMENT SERVICES				
<b>GRANT TERM:</b>	7/01/2022 – 6/30/2026				
<b>GRANT AMOUNT</b>	<u>New</u>		<u>Contingency</u>		<u>Total</u>
	\$1,156,392		\$115,639		\$1,272,031
<b>ANNUAL AMOUNT</b>	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>FY 24/25</u>	<u>FY 25/26</u>	
	\$289,098	\$289,098	\$289,098	\$289,098	
<b>FUNDING SOURCE</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>FUNDING</b>	\$1,156,392			\$115,639	\$1,272,031
<b>PERCENTAGE</b>	100%				100%

DS  
*EL*

The Department of Benefits and Family Support (BFS) requests authorization to enter into a grant with the San Francisco Lesbian Gay Bisexual Transgender Community Center (the Center) for the period of July 1, 2022 through June 30, 2026, in an amount of \$1,156,392 plus a 10% contingency for a total amount not to exceed \$1,272,031. The purpose of this grant is to provide employment support services to the city’s transgender and gender non-binary population.

### **Background**

Since 2006, HSA has provided a program to connect transgender persons with job opportunities and develop job retention and career advancement systems. The Transgender Employment Program (TEP) of the Center, (formerly named the Transgender Economic Empowerment Initiative (TEEI)), was the nation's first program designed to combat the high rates of unemployment in transgender and gender nonconforming (T/GNC) communities. TEP is part of the Center's larger Economic Development Department, which has been addressing LGBT employment issues since 2004.

### **Services to be Provided**

The Center will provide outreach services, employment services, mentoring services, and referrals to legal services to transgender and gender non-binary job seekers. The Center will conduct outreach to supportive employers to identify job opportunities in order to support transgender and gender non-binary individuals in San Francisco find and retain stable jobs by enhancing existing employment resources and by developing new resources where there are existing service gaps.

The Center's employment services are designed to address the specific barriers experienced by individual clients through an array of services including job readiness and vocational assessment, job search and placement, employment training referrals, and job retention services. The Center will offer legal services to educate participants on their rights and to prepare them for possible gender identity workplace issues through workshops and drop-in legal clinics with partnering legal organizations.

On an annual basis, at least 80 individuals who self-identify as transgender or gender non-binary will receive employment services. The Center will provide services at their location, 1800 Market Street. Services will be offered during general office hours.

### **Selection**

Grantee was selected through RFP #986 issued March 17, 2022.

### **Funding**

Funding for this grant will be provided County General Fund dollars.

### **ATTACHMENTS**

Appendix A- Services to be Provided

Appendix B- Program Budget

**Appendix A - Services to be Provided**  
**SF Lesbian Gay Bisexual Transgender (LGBT) Community Center (The Center)**  
**Transgender Employment Services**  
**July 1, 2022 through June 30, 2026**

**I. Purpose of Grant**

To provide employment services to help transgender and gender non-binary individuals in San Francisco find and retain stable jobs by enhancing existing employment resources and by developing new resources where there are existing service gaps. The San Francisco LGBT Center (Grantee) will provide outreach services, employment services, mentoring services, referrals to legal services to transgender job seekers, and conduct outreach to supportive employers to identify job opportunities.

**II. Definitions**

Grantee	San Francisco Lesbian Gay Bisexual Transgender (LGBT) Community Center (The Center)
HSA	Human Services Agency
TEP	Transgender Employment Program
WDD	Workforce Development Division of HSA

**III. Target Population**

This Grant will serve transgender and gender non-binary job seekers living and/or working in San Francisco, including re-entry, immigrant and transgender youth populations.

**IV. Description of Services**

During the term of this Grant, Grantee is expected to provide the following services:

**A. Outreach Services**

1. Outreach to Job Seekers will include:

- A menu of activities such as: direct communication (e-newsletters, mail, flyers and/or mailings) to individuals; TEP website; publicity through the LGBT and community press; outreach events to help generate community awareness of the services; partnering and cross-referrals with other non-profit service providers who provide services to the transgender community including transgender individuals with HIV/AIDS, networking with transgender and employment services groups; outreach via the Internet and relevant transgender community chat groups and/or social networking sites; a transgender job fair held at the LGBT Community Center.

- Working with WDD to identify HSA clients that would benefit from Grantee's services.
2. Outreach to employers will include:
- Ongoing cultivation of The Center's current relationships with more than 100 employers.
  - Intensive outreach to Bay Area employers to encourage them to attend Transgender Job Fairs, which are held at The Center.
  - Ongoing, one-on-one contact with employers in support of efforts to place transgender job seekers.
  - Hosting of "Employer Spotlight" and networking events for specific employers
  - Provision of ongoing opportunities for employers, such as employer panels, mock interviews, mentorship, and resume review sessions.

## **B. Employment Services**

1. Job Navigation Services (Vocational Assessments, Employment Barrier Remediation and Work Readiness)
- One-on-one client assessments (on education, work experience, interests, aptitudes), and development of training and employment plans tailored to address individual client needs.
  - Assessments will be provided to identify barriers to employment including substance abuse, lack of stable housing, lack of financial support, or lack of adequate transportation issues and referrals will be made to ensure that the client connects with the needed services.
  - Work readiness activities to obtain and retain employment and life skills classes will be offered to those clients with significant barriers to employment, such as the issues identified above.
2. Job Search and Placement Services
- One-on-one counseling sessions to review resumes and cover letters and implement individual job search strategies
  - Weekly job clubs (ie. Trans Job Club, LGBT Job Club) offering structured support and resources for job seekers
  - Weekly job search workshops and interactive labs for small groups on topics such as effective job search techniques, online job search resources, resume and cover letter writing, interviewing techniques, and networking and follow-up
  - Intensive soft skills training series geared toward job seekers with multiple barriers to employment

- Regularly scheduled job fairs, employer panels, and networking events.
- Identify employment opportunities in larger San Francisco Workforce System, i.e. One Stop Career Link Centers, HSA Workforce Centers, San Francisco City Departments and develop jobs that match job seekers' qualifications.

3. Employment Training Services Referrals

For participants who need vocational training in order to obtain skills to acquire or advance in a job, Grantee will refer participants to training programs that meet their vocational goals.

- Referrals will include vocational training programs designed to serve persons who face significant barriers to employment and career advancement such as limited English proficiency, limited computer skills, unemployment, underemployment, and disabilities.
- The training programs will be selected based on the results of individual needs assessments and with a focus on the skills needed for jobs in key sectors such as Business Services, Health Care, Retail/Hospitality, and Non-profit.

4. Retention and Career Advancement Services

Support services to help clients after placement including social services resource referrals, job retention counseling, job coaching, and peer discussion groups on employment issues.

- Center staff will also provide re-employment assistance for participants who lose their jobs to minimize periods of unemployment.
- The Center with support of partnering legal organizations, will support retention services on a case-by-case basis by offering employer trainings and/or employee support addressing the client's legal rights in California.

**C. Legal Services**

1. Community Education

Grantee will provide resources to educate participants on their rights and to prepare them for possible gender identity workplace issues including

- Quarterly workshops addressing legal rights or other legal problems in the workplace, and name and gender changes
- Drop-in legal clinics to meet with an attorney and receive basic legal information about common topic such as employment, housing, and/or violence prevention

2. Employer and Employment Service Provider Education

- The Center will offer training and technical assistance to private and public San Francisco employers and workforce development agencies, including human resource managers, and the WDD Workforce Centers, to help companies adopt

policies and practices that reduce employment barriers for transgender workers and job seekers.

- Provide training and technical assistance to Employment Service Providers to build capacity of mainstream employment service providers to better serve transgender job seekers.

3. Advice and Counsel and Legal Representation

- Refer clients to legal resources for advice and counsel or legal representation
- Hold workshops and legal clinics
- Assist participants who need help acquiring right to work documentation

**V. Location and Time of Services**

Location of Services: Job Navigation and Mentoring services will be based at Grantee's facility (The LGBT Community Center), which is located at 1800 Market Street. Efforts will be made to hold workshops and outreach activities at other locations in order to reach community members and to encourage them to come to Grantee's place of business or WDD Workforce Centers.

Services will be offered during general office hours. Efforts will be made to schedule workshops and outreach activities in evenings and on weekends in order to reach community members who are not available during general office hours.

**VI. Grantee Responsibilities**

Grantee will work with WDD staff to identify potential clients and work with WDD to utilize both parties' services to best serve participants.

**VII. Service Objectives**

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

- Outreach:** Participate in 10 hiring events, workshops, and economic development efforts or education campaigns.
- Employment Services:** A minimum of 80 individuals who self-identify as transgender or gender non-binary will receive Vocational Assessment, Employment Barrier Remediation and/or Work Readiness, Employment Training, Job Search and Placement, and/or Retention and Career Advancement services.
- HSA Clients:** A minimum of 20% of the individuals *who receive services and reside in San Francisco* will be connected to HSA benefit services. This objective will be self-reported monthly by the Center and verified by HSA.
- Employer & Employment Service Provider Education:** The Center will provide 5 trainings for employers and/or workforce development agencies. At least one of the

workshops must be for HSA staff (e.g. CAAP unit, HSA Workforce Center/Career Link Center staff i.e. such as 3120 Mission, or 170 Otis)

- E. **Legal Services:** The Center will provide 3 drop-in legal clinics and 1 Know Your Rights Workshop for individuals experiencing barriers to employment including assistance with filing complaints and support for identification documentation. A minimum of 50 participants will be provided legal services as attendees or by Center referral for representation.

### **VIII. Outcome Objectives**

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

- A. **Completion of Employment Plan Activities:** A minimum of 60% of participants will complete their Employment plan including job placement and/or increase in work readiness and/or skill gains.
- B. **Job Placement:** A minimum of 45% of participants who complete their employment services plan activities will be placed in employment of at least 20 hours per week. Job placements must be documented either through a copy of the participant's paystub or Letter from Employer indicating Hire Date, Job position title, hourly wage, and number of hours per week or month of work.
- C. **Legal Services:** A minimum of 50% of participants accessing legal services will successfully address their issues including referrals to additional legal representation, support filing a complaint, resources or completion of ID doc materials, and other referrals as needed.

### **IX. Reporting Requirements**

- A. Grantee will provide a monthly summary report as well as individual client report of activities, referencing the tasks as described in Service and Outcome Objectives. Data will be presented in both whole numbers and percentages.
- B. Grantee will maintain a roster of persons served during the reporting period. This roster is to be updated continuously during the Grant term and submitted with the reports. Reports are due 15 days after the close of the reporting period.
- C. Monthly reports must be entered into the Contracts Administration, Billing and Reporting Online (CARBON) system each month by the 15th of the following month.
- D. Grantee shall issue a Fiscal Closeout Report at the end of the fiscal year. The report is due to HSA no later than July 31 each grant year. This report must be submitted to the CARBON system.
- E. Grantee will provide an annual participant satisfaction survey report to HSA by April 15<sup>th</sup> of each grant year.
- F. Grantee shall develop and deliver ad hoc reports as requested by HSA.

G. Annual Report: Grantee shall submit a final report covering the period beginning July 1 and ending June 30. This report shall provide cumulative results for each objective as outlined above and shall include demographic information. This report is due on July 31 for the previous report year.

1. Grantee will provide highlights of accomplishments including client vignettes/ success stories.
2. Grantee will provide an overview of service delivery and program opportunities and challenges as appropriate.
3. Grantee will provide (from Sub-Grantee) a cumulative list of legal cases that remain open **and** cases that were closed during the reporting period:
  - Identified by Grantee's internal case numbers
  - The legal problem(s) presented in each case ( i.e. a legal barrier to employment) and the services provided by Grantee
  - Outcome of the case, i.e. remediation of the legal issue
  - Source of referral, i.e. The Center or client self-referral
  - A Key to any relevant legal issue coding if necessary to interpret the data.

H. Monthly, by the 10th of the month, Grantee will submit the following to Adriana Duran of WDD:

- *TEP Enrollment and Status Change Report* for all participants who enrolled, completed a service benchmark or exited the program within the prior calendar month.

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

Tim Vo, Contracts Manager,  
Office of Contract Management  
TimVo@sfgov.org  
Phone: (415) 554-5575

or

Adriana Duran, Community Services Specialist  
Welfare to Work Services Division  
Adriana.duran@sfgov.org  
Phone: (415) 557-5078

## **X. Monitoring Activities**

A. Program Monitoring: Program monitoring that will include review of client eligibility and assessments, training descriptions and/or curriculum, data maintained for participants including MIS, participant case files, program policies and procedures,



Client Grievance/Compliant policies, and back-up documentation for reporting progress towards meeting service and outcome objectives.

- B. Fiscal Compliance and Grant Monitoring: HSA staff will conduct a 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, sub-grants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

	A	B	C	D	E	F
1						Appendix B, Page
2						Document Date: 6/12/2022
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>					
4	<b>BY PROGRAM</b>					
5	Name			Grant Term		
6	SF LGBT Center			7/1/22 - 6/30/26		
7	(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>					
8	If modification, Effective Date of Mod.		No. of Mod.			
9	Program: Transgender Employment Program (TEP)					
10	Budget Reference Page No.(s)					
11	Program Term	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 22-26 Total
12	<b>Expenditures</b>					
13	Salaries & Benefits	\$203,064	\$203,064	\$203,064	\$203,064	\$812,254
14	Operating Expense	\$50,413	\$50,413	\$50,413	\$50,413	\$201,652
15	<b>Subtotal</b>	<b>\$253,477</b>	<b>\$253,477</b>	<b>\$253,477</b>	<b>\$253,477</b>	<b>\$1,013,906</b>
16	Indirect Percentage (%)	15%	15%	15%	15%	15%
17	Indirect Cost (Line 16 X Line 15)	\$35,621	\$35,621	\$35,621	\$35,621	\$142,486
18	Capital Expenditure	\$0	\$0	\$0	\$0	\$0
19	<b>Total Expenditures</b>	<b>\$289,098</b>	<b>\$289,098</b>	<b>\$289,098</b>	<b>\$289,098</b>	<b>\$1,156,392</b>
20	<b>HSA Revenues</b>					
21	General Fund	\$289,098	\$289,098	\$289,098	\$289,098	\$1,156,392
22						
23						
24						
25						
26						
27						
28						
29	<b>TOTAL HSA REVENUES</b>	<b>\$289,098</b>	<b>\$289,098</b>	<b>\$289,098</b>	<b>\$289,098</b>	<b>\$1,156,392</b>
30	<b>Other Revenues</b>					
31						
32						
33						
34						
35						
36	<b>Total Revenues</b>	<b>\$289,098</b>	<b>\$289,098</b>	<b>\$289,098</b>	<b>\$289,098</b>	<b>\$1,156,392</b>
37						
39	Prepared by: Rebecca Rolfe		Telephone No.: 415-865-5521		Date: 4/22/22	
40	HSA-CO Review Signature: _____					
41	<b>HSA #1</b>					<b>11/15/2007</b>

Program Name: Transgender Employment Program (TEP)  
(Same as Line 9 on HSA #1)

**Salaries & Benefits Detail**

11	12	Agency Totals		For HSA Program		FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY22-26
		Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	For DHS Program Budgeted Salary	For DHS Program Budgeted Salary	For DHS Program Budgeted Salary	For DHS Program Budgeted Salary	TOTAL 1/0/00 to 2/0/00
13	Directors of Programs	\$130,000	20%	50%	10%	\$13,000	\$13,000	\$13,000	\$13,000	\$52,000
14	Director of Employment Services	\$95,880	100%	40%	40%	\$38,352	\$38,352	\$38,352	\$38,352	\$153,408
15	Employment Services Manager	\$70,700	100%	45%	45%	\$31,815	\$31,815	\$31,815	\$31,815	\$127,260
16	Senior Employment Service Specialist	\$62,010	100%	45%	45%	\$27,905	\$27,905	\$27,905	\$27,905	\$111,618
17	Bilingual Employment Services Specialist	\$53,040	100%	45%	45%	\$23,868	\$23,868	\$23,868	\$23,868	\$95,472
18	Employment Services Data Specialist	\$56,685	100%	45%	45%	\$25,508	\$25,508	\$25,508	\$25,508	\$102,033
19	Director of Employee Experiences	\$108,000	11%	50%	6%	\$5,940	\$5,940	\$5,940	\$5,940	\$23,760
20	Communications Manager	\$76,000	15%	50%	8%	\$5,700	\$5,700	\$5,700	\$5,700	\$22,800
21										
22										
23										
24										
25										
26										
27										
28										
29										
30										
31	TOTALS		5.46	3.70	2.43	\$172,088	\$172,088	\$172,088	\$172,088	\$688,351
32										
33	FRINGE BENEFIT RATE	18%								
34	EMPLOYEE FRINGE BENEFITS					\$30,976	\$30,976	\$30,976	\$30,976	\$123,903
35										
36										
37	TOTAL SALARIES & BENEFITS	\$0				\$203,064	\$203,064	\$203,064	\$203,064	\$812,254
38	HSA #2					0	0	0	0	11/15/2007

	A	B	C	D	E	F	G	H	I	J	K	L	M
1												Appendix B, Page 3	
2												Document Date: 6/12/2022	
3													
4	Program Name:												
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>		<u>TERM</u>		<u>FY 22/23</u>		<u>FY 23/24</u>		<u>FY 24/25</u>		<u>FY 25/26</u>		<u>FY 22-26</u>
13	Rental of Property												
14	Utilities(Elec, Water, Gas, Phone, Scavenger)				\$1,200		\$1,200		\$1,200		\$1,200		\$4,800
15	Office Supplies, Postage				\$300		\$300		\$300		\$300		\$1,200
16	Building Maintenance Supplies and Repair												
17	Printing and Reproduction				\$2,150		\$2,150		\$2,150		\$2,150		\$8,600
18	Insurance												
19	Staff Training				\$4,415		\$4,415		\$4,415		\$4,415		\$17,660
20	Staff Travel-(Local & Out of Town)				\$480		\$480		\$480		\$480		\$1,920
21	Rental of Equipment												
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE												
23	Saleforce Database Consultant				\$7,000		\$7,000		\$7,000		\$7,000		\$28,000
24	Photographer				\$375		\$375		\$375		\$375		\$1,500
25													
26													
27													
28	OTHER												
29	Client Benefits / Support (not included in indirect)				\$16,000		\$16,000		\$16,000		\$16,000		\$64,000
30	Outreach to program participants				\$4,275		\$4,275		\$4,275		\$4,275		\$17,100
31	Staff Recruitment				\$2,500		\$2,500		\$2,500		\$2,500		\$10,000
32	Program Supplies				\$8,400		\$8,400		\$8,400		\$8,400		\$33,600
33	Software licenses for program staff				\$3,318		\$3,318		\$3,318		\$3,318		\$13,272
34													
35	<b>TOTAL OPERATING EXPENSE</b>				<b>\$50,413</b>		<b>\$50,413</b>		<b>\$50,413</b>		<b>\$50,413</b>		<b>\$201,652</b>
36													
37	<b>HSA #3</b>											11/15/2007	