

ATTACHMENT COVER SHEET

Meeting Date: January 7, 2008

Item: Approve the contract with St. Joseph's Center to Perform Case Management Relocation and Housing Counseling, and Job Development Services for the Family Self-Sufficiency and the Section 8 Welfare-to-Work Voucher Program.

Attachments:	Pages
1. St. Joseph's Center Proposal	1-13



PROPOSAL TO PROVIDE SERVICES FOR THE

Culver City Welfare to Work and Family Self-Sufficiency Program

SUMMARY:

St. Joseph Center proposes to provide case management and employment services to 25 families residing in Section 8 housing in the city of Culver City who are enrolled in the Family Self Sufficiency Program. St. Joseph Center also proposes to provide Housing Location services to 20 families who receive Section 8 vouchers in the city of Culver City and who require assistance in locating and leasing appropriate housing. Using Happy Software as well as other modes of documentation, St. Joseph Center staff will provide the Culver City Housing Department with all required demographic information, service provision data and outcome data relative to the families being served.

AGENCY QUALIFICATIONS:

St. Joseph Center has been providing services to low-income families for more than 30 years. The Family Service and Food Pantry offer a full range of programs including crisis intervention, case management, parenting education, family recreation and youth programs. In addition, St. Joseph Center operates two full-day, state subsidized/free child care programs for low-income working families or those in training; the Infant-Toddler Center (0-30 months) and the Early Learning Center (18mos-5 yrs.) St. Joseph Center also provides job training and placement in its Culinary Training Program offering 10 weeks of training, including a 4 week internship. Over 75% of these program participants are placed in jobs within 3 months of graduation. As of January 2008, our new Program and Administrative offices in Venice will provide state of the art facilities to house these programs.

St. Joseph Center has been providing case management to families applying for and/or residing in Section 8 housing for over 15 years. In the early 90's, St. Joseph Center was one of the first agencies chosen by the Housing Authority of the City of Los Angeles to administer homeless Section 8 vouchers. In 1996, St. Joseph Center was awarded a Shelter Plus Care contract by the Department of Housing and Urban Development and was subsequently awarded two additional

Section 8 contracts. The Santa Monica Housing Authority awarded St. Joseph Center a Shelter Plus Care contract in 1997. All of these activities require eligibility screening, housing location services and ongoing case management. We currently serve a total of 90 families through Shelter Plus Care and have a current Homeless Section 8 allocation, through HACLA, of 50 vouchers.

In 1998, the city of Santa Monica awarded St. Joseph Center a contract to provide Family Self-Sufficiency case management to 130 Santa Monica residents living in Section 8 housing. Through this contract, we have provided case management, advocacy and referrals. Our case managers assist families to develop Individual Training and Service Plans (ITSP) that clearly identify barriers to stability and self-sufficiency and determine specific action steps to address these barriers. Most commonly, these barriers include family stability (mental health, substance abuse, domestic violence) lack of education or vocational skills and/or a lack of resources such as transportation or childcare. Our case managers have also helped families to acquire the skills needed for independent living such as housekeeping, nutrition and food preparation, budgeting and money management, understanding rights and responsibilities of tenancy and healthy relationships with neighbors and other community members. Our case managers have also provided families with the advocacy required to link them to the treatment and services required to address these barriers. Additionally, these families have had access to non-city funded services including our Food Pantry, our job training program, child-care programs and youth activities.

Since the program's inception, more than 50 families enrolled in the Santa Monica FSS program have achieved self-sufficiency; ending any reliance on government benefits or subsidies.

SCOPE OF WORK

St. Joseph Center will provide participants in Culver City's **Welfare-to-Work and Family Self-Sufficiency Program (FSS)** with specific services structured around the goal of stability and self-sufficiency. SJC will assist with housing location, employment search assistance, training referrals and provide access to transportation, child care and other resources. St. Joseph Center will provide *FSS case management to 25 families* and *housing location services to 20 families*. Specific services will include:

Housing Location Services: For 20 families entering the Section 8 housing program in the city of Culver City, St. Joseph Center will provide Housing Locator services. The case manager will meet with the family to determine their housing needs including size of unit, neighborhood location and other amenities as well as any special family needs such as housing for large family groups or a requirement for disabled access. The case manager will also evaluate any barriers to housing such as evictions or poor credit history. Based on this information, the case manager will develop a housing plan that will address and/or remediate these barriers and will lead to the identification of an appropriate, available unit.

Building on St. Joseph Center's existing relationships with Culver City landlords and other management companies that may operate within Culver City, the case manager will provide information to the families and advocacy with landlords on behalf of the families. When a family

is also enrolled in FSS, the case manager's strategy may, with client consent, be based on an explanation of the nature of case management support to the landlord.

Screening and Intake: St. Joseph Center FSS staff will assist the city of Culver City with the presentation of information and recruitment sessions to introduce families to the FSS program. The FSS case manager will conduct an intake interview with referred families and complete a needs evaluation. Based on this evaluation, the FSS case manager, in conjunction with the family, will develop an Individual Treatment and Service Plan (ITSP) identifying barriers to self-sufficiency. Action plans derived out of the ITSP will be the basis of ongoing case management.

Case Management: The FSS case manager will meet with participants at least once per month, in person or by telephone, to monitor progress. The case manager will conduct a face-to-face meeting with the participant at least once every 90 days. During case management sessions, the case manager and participant will review progress, revise the plan if appropriate and identify new community resources to support the ITSP. On at least an annual basis, the FSS case manager will conduct a visit to the participant's home.

Resources and Referral: On an ongoing basis, the case manager will identify community resources necessary to support the participant's individual plan. Examples of such resources include medical, mental health and substance abuse treatment, legal services, education and job training, youth programs, child care, parent education and consumer credit counseling. The case manager will monitor participants' use of these resources and will advocate, with outside agencies, on behalf of the client when necessary.

Employment Assistance and Support: Special attention will be given to services supporting employment and job retention. ITSP's will outline the steps that will help participants to be ready for employment or to find a better job. Participants will be supported in their job search in individual case management sessions and the case manager will be available to assist in the development of resumes. In many cases, however, participants will be referred to Employment Assistance Agencies such as the Marina del Rey One-Stop (a program of Jewish Vocational Services) or Chrysalis. When appropriate, participants can participate in St. Joseph Center's ten week Culinary Training Program that is followed by job placement. For working participants, case management sessions will address issues of employment retention and advancement.

Workshops:

On at least a quarterly basis, St. Joseph Center will present workshops for FSS participants. These workshops may be scheduled at our Program site in Venice or at a site in Culver City. Topics for these workshops will include:

Financial Literacy and Budgeting: A basic introduction to the family budget; how to open and manage a checking account; how to open and manage a savings account and appropriate use of credit cards.

Rights and Responsibility of Tenancy: A review of the legal relationship between landlord and tenant including property maintenance, allowable rent increases and other fees and eviction procedures.

College and Training Options for Adults: An adult version of "college night" that introduces participants to options for further education and job training available in the community.

In addition, St. Joseph Center co-sponsors workshops offered by Operation Hope, a non-profit dedicated to expanding opportunities for homeownership in low income communities. These workshops include:

Credit Counseling and Debt Consolidation: This workshop teaches participants how to read a credit report, how to begin to clear a poor credit history and how to consolidate and pay off debt.

Home Ownership: This workshop address requirements for mortgage qualification, introduces participants to first time homeowners programs and links participants to low interest mortgage programs.

In many other cases, St. Joseph Center will link FSS participants to other trainings that are available in the community. Examples of these community trainings include the Financial Literacy Course presented by St. John's Partnership for Families, Parent Education classes offered by the Westside Infant Family Network and the Westside Children's Center and ESL classes offered by the Career Planning Center, Venice Skills Center and various community colleges.

PROGRAM ADMINISTRATION:

Program Location:

We propose to co-locate this program at St. Joseph Center's Family Center site and at the Culver City Housing Department. Because of the integrated nature of family services, offered by St. Joseph Center, we believe that Culver City FSS participants will benefit from program integration with other SJC services. Examples of value added services include access to our Food Pantry, access to our Holiday Adopt-A-Family Program, participation in Center Family Recreational events, access to child care programs and access to our job training program. We believe this access will be best facilitated if families have some familiarity with and can occasionally travel to our central program site.

Our Culver City FSS case manager will be a new position dedicated to this program. However, this staff will also benefit from supervision from our Program Director and participating with other Family Center staff in ongoing training, case conferences and staff meetings.

However, the Culver FSS case manager will also be available to provide services in Culver City including recruitment of families, intake, case management meetings, as appropriate and, of course, home visits.

Appointments for families seeking housing location services will be scheduled at a location convenient to and accessible by the family.

Administrative Duties: In addition to the services above, the FSS case manager and other SJC staff will support the city of Culver City in the daily operations of the FSS program. Specific duties will include:

- Oversee daily program operations
- Assist with the recruitment of new FSS families
- Represent the FSS program to the larger community including business, academic and social service sectors
- Assist with revision and update of FSS Action Plan
- Assist with FSS grant application process including development/revision of the Logic Model
- Maintain FSS program records including participant demographics, case management progress notes and participant outcomes.
- Input required data into Happy Software
- Attend quarterly FSS meetings
- Provide reports to HUD, as needed, on progress of FSS clients

STAFFING PLAN:

The following chart identifies staff to be involved in this program:

FSS/ Housing Location Staff	FTE	Function	Clients served
Case Manager/ Housing Locator	1.0	Case Management Housing Location	25 FSS 20 Housing Location
Program Director	0.15	Direct supervision of case manager and oversight of program and report preparation	45
Administrative Support Staff			
Administrative Assistant	0.10	Client reception Assistance with workshops Data collection Assistance with report preparation	45

**ST. JOSEPH CENTER / CULVER CITY Family Self Sufficiency Program and Housing Location Services
2008 PROGRAM BUDGET**

SECTION I: BUDGET SUMMARY

	2008 Program Budget		
	1	2	3
	Total Program Budget	Culver City Grant	Program Costs funded by other sources
1A. Staff Salaries	\$ 44,077	\$ 44,077	\$ -
1B. Staff Fringe Benefits	\$ 9,309	\$ 9,309	\$ -
2. Direct Client Aid	\$ 1,640	\$ 1,640	\$ -
3. Space/Facilities	\$ 5,845	\$ 5,845	\$ -
4. Staff Travel and Training	\$ 586	\$ 586	\$ -
5. Insurance	\$ 750	\$ -	\$ 750
6. Operating Expenses	\$ 17,930	\$ 12,809	\$ 5,121
7. TOTAL PROGRAM COSTS	\$ 80,137	\$ 74,266	\$ 5,871

SECTION II: LINE ITEM DETAIL

	2008 Program Budget		
	1	2	3
	Total Program Budget	Culver City Grant	Culver City Program Costs funded by other sources
1A. Staff Salaries			
Program Director			
Program allocation of 0.15 FTE			
Salary of \$4,635 per month x 12 months x .15	\$ 8,343	\$ 8,343	\$ -
Case Manager/Housing Locator			
Program allocation of 0.85 FTE			
Salary of 2,750 per month x 12 months x 1.0 FTE	\$ 33,000	\$ 33,000	
Administrative Assistant			
Program allocation of 0.10 FTE			
Salary of 2,278 per month x 12 months x .10	\$ 2,734	\$ 2,734	
Total 1A	\$ 44,077	\$ 44,077	\$ -
1B. Staff Fringe Benefits			
FICA (0.0765)	\$ 3,372	\$ 3,372	\$ -
SUI per FTE (0.05602 to \$7,000)	\$ 937	\$ 937	\$ -
Medical/Dental Insurance, \$3,612 per FTE	\$ 4,515	\$ 4,515	\$ -
Workers Comp Ins & Employers Liab-0.011%	\$ 485	\$ 485	\$ -
Total 1B	\$ 9,309	\$ 9,309	

	1	2	3
	Total Program Budget	Culver City Grant	Culver City Program Costs funded by other sources

2. Direct Client Aid

Client Transportation: Bus tokens at \$3.00 per round trip

4 round trips per month x 12 months x 10 families

Client Workshop Supplies: 4 workshops @ \$50

Total 2

\$	1,440	\$	1,440	
\$	200	\$	200	
\$	1,640	\$	1,640	

3. Space/Facilities

Allocation of facilities costs based on number of CC

program staff as a percentage of total staff at site

1.25 CC staff/40 total staff = 3% of total costs

Facility operations cost: Hampton site

\$16,236 per month x 12 months x 3%

Total 3

\$	5,845	\$	5,845	
\$	5,845	\$	5,845	\$ -

4. Staff Travel and Training

100 miles per month x 12 months x .405

1 conference per year @ \$100

Total 4

\$	486	\$	486	
\$	100	\$	100	
\$	586	\$	586	\$ -

5. Insurance

Allocation of Insurance based on number of CC

program staff as % total SJC staff: 1.25/100 or 1%

Comprehensive \$2M Commercial General Liability

Agency annual premium \$6,250/mo X 12 months X 1%

Total 5

\$	750	\$	-	\$ 750
\$	750	\$	-	\$ 750

6. Operating Expenses

Telephone - Hampton site

\$3,564 per month x 12 months x 3%

Cell Phone: \$45 per month x 12 months

Laptop Computer: 1 @ \$1200

Wireless Connection: 1 @ \$180

Office Supplies

\$300 per year x 1.25 FTE

Printing: staff business cards @ \$100 per staff x 1

Annual St. Joseph Center audit

\$26,000 annual cost x 1% of total staff

Allocation of Agency Admin, HR, Finance, Operations

Based on FY05-06 actual costs, we have calculated that Administrative Overhead is equal to 21% of our direct program costs.

Culver City direct program costs = \$ 66,630

Total 6

\$	1,283	\$	1,283	\$ -
\$	540	\$	540	
\$	1,200	\$	1,200	
\$	180	\$	180	
\$	375	\$	375	\$ -
\$	100	\$	100	
\$	260	\$	-	\$ 260
		\$	-	\$ -
\$	13,992	\$	9,131	\$ 4,861
\$	17,930	\$	12,809	\$ 5,121

LETICIA GARCIA GREENMAN

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EDUCATION:

- **Yale University**, New Haven, CT
B.A. Spanish Literature; B.A. History, May 1977
- **Antioch University**, Los Angeles, CA
M.A. Clinical Psychology, June 1994

PROFESSIONAL EXPERIENCE:

Family Center and Food Pantry Program, St. Joseph Center, Venice, CA

Program Director, April 1997 to Present

- **Program Oversight, Development and Implementation:** Design, develop and implement programs that provide more than 650 low-income/poverty-level housed families with quality services including crisis management; case management; educational programs for adults, teens and children; and food services. Conduct a variety of workshops including Job Skills Strategies, Parenting, and Mommy & Me. Oversee all programs and activities to ensure high quality of services provided. Create an atmosphere of respect and dignity toward clients.
- **Program Management, Budgeting and Evaluation:** Supervise several programs that require full knowledge and management of program contracts; budget development, monitoring and management; and preparation of evaluation and tracking reports. Design and collect client service data; design and implement procedures for enrollment, evaluation and progress of clients, as well as data collection, tracking and reporting.
- **Staff Supervision and Training:** Supervise 7-8 case managers including the case manager assigned to the Infant/Toddler and Childcare Programs. Supervision includes regular individual meetings with case managers; assisting in the development of goal plans and file review; reviewing staff performance; conducting employee evaluations; providing staff counseling and training on a variety of subjects including clinical advice and direction. Implement disciplinary procedures as necessary and create new systems to ensure positive work environment.
- **Management and External Collaboration:** Work in close collaboration with senior management and Development Department to assess program needs and assist with the preparation of written proposals to meet these needs. Work in conjunction with Fiscal department to develop program budget and make revisions as necessary. Work with members of the Board of Directors on specific projects as needed. Represent agency at community meetings; make presentations to outside agencies and corporations.

Family Service of Los Angeles, Los Angeles, CA

Program Coordinator, February 1996 to April 1997

- **Program Coordination and Implementation:** Coordinated, implemented and provided direct services for two demonstration projects funded through the Office of Child Abuse Prevention. *Mothers and Sons* provided a combination of in-home family focused services, case management, youth development activities, individual and family counseling and family support; *Families and Schools Together* provided weekly family strengthening meetings along with case management, family support and referral services at two different sites. Developed, monitored and managed program budgets; implemented and collected program evaluation materials.

- **Staff Supervision and Training:** Supervised staff of three in *Mothers and Sons* and a staff of ten in *Families and Schools Together*. Supervision included leading weekly team meetings, individual supervision with case managers, implementing disciplinary measures as needed and assisting with the recruitment and hiring of new staff.
- **External Collaboration:** Worked in conjunction with senior management and board members as needed. Served as representative on the statewide Training and Technical Assistance Committee.

Coordinator, PARTNERS Program, January 1994 to June 1996

- **Program Coordination and Implementation:** Assisted in developing and implementing weekly family strengthening program. Coordinated family night activities; coordinated referrals; conducted intakes and assessments; provided individual, group and family therapy as needed; provided case management services; maintained program records and statistics.

MFCC Intern, July 1993 to January 1996

- **Direct Service Implementation and Reporting:** Conducted short and long term psychotherapy for Spanish and English speaking individuals, couples, adolescents, children and families. Developed treatment plans; worked with outside social agencies on behalf of client. Compiled reports and statistics.

Susan Asai & Associates, Los Angeles, CA

Bilingual Vocational Rehabilitation Counselor, June 1986 to September 1993

- **Direct Service Implementation:** Provided counseling to injured workers regarding the vocational rehabilitation process; interviewed and evaluated applicants to determine degree of handicap, eligibility for service and feasibility for vocational rehabilitation. Assisted clients with determining suitable educational retraining programs. Provided case management and referrals to outside agencies for medical or other services.

Attorney Recruitment Services, Los Angeles/San Diego, CA

Partner/Co-Owner, October 1983 to May 1995

- **Consulting and Teaching:** Independent contractor assisting law firms to develop and set up on-campus interview programs. Helped firms to develop promotional materials. Conducted seminars on interview techniques, job search strategy and resume writing.
- **Small Business Ownership:** Developed and managed small business budget; prepared billing; managed all business accounting; developed and implemented all evaluation materials.

UCLA School of Law, Los Angeles, CA

Director of Career Counseling and Placement, April 1980 to September 1983

- **Direct Service Implementation:** Responsible for career planning and placement of over 1,000 law students and 4,000 alumni. Conducted individual and group counseling in areas ranging from goal setting to interviewing techniques. Identified professional opportunities for law students and graduates and assisted them to seek and secure suitable employment.
- **Program Coordination:** Coordinated on-campus interview program for over 400 national law firms and agencies; compiled monthly Alumni Bulletin.
- **Supervision:** Supervised a staff of five.

- **External Relations:** Served on the governing committee of the National Association for Law Placement.

ADDITIONAL SKILLS:

- Speak, read and write Spanish fluently.
- Excellent verbal and written communication skills.
- Proficient in Word, Access and Excel.

REFERENCES:

Available upon request.

**Case Manager/Housing Locator
Family Self-Sufficiency Program/ Family Center**

St. Joseph Center, a multi-program agency serving low-income and homeless individuals and families will, under contract, be providing case management services leading to family self-sufficiency for families residing in Section 8 housing and providing families eligible for Section 8 housing with services assisting them to locate and lease up appropriate housing units.

Under the supervision of the Director of Family Services, the Family Self-Sufficiency Case Manager/Housing Locator will:

- In conjunction with the Housing Authority, facilitate orientation, intake and assessment for new families enrolling in the Family Self-Sufficiency program.
- Along with the family, develop an Individual Treatment and Service Plan (ITSP) in keeping with HUD guidelines.
- Provide ongoing case management for 25 families. Identify barriers to self-sufficiency and, along with the family, develop strategies to address these barriers. Special attention will be paid to job readiness, job training, identification of childcare sources and other activities leading to employment and self-sufficiency.
- Document all activities and outcomes as required by the Housing Authority and HUD.
- Assist with the collection of data and the preparation of program reports.
- Provide Housing Location services for 20 families eligible for Section 8 housing. In conjunction with other St. Joseph Center staff, develop relationships with landlords and management companies and explain requirements and benefits of Section 8 program.
- Assist families to develop a housing plan by identifying housing needs and barriers to housing. Assist families to qualify by exploring rental history, credit history and address any deficiencies in same.
- Assist family with housing search, rental application and rental application interviews as needed.

QUALIFICATIONS:

- BA degree or equivalent experience.
- One years experience providing case management to low income individuals /families.
- Knowledge of labor market, job training and placement resources
- Bi-lingual, bi-cultural (Spanish/English) desirable.
- Basic computer skills:



Job Description
Receptionist
Administrative Offices/Family Center

Under the supervision of the Family Center Program Manager, the Receptionist will perform tasks to support the Administrative Offices and Family Center. Specific tasks of this position will include, but may not be limited to the following:

- Provide reception by telephone and to walk-in clients and other members of the public. Take messages, provide general information and act as communications hub. Providing general information regarding agency programs, requirements and schedule to walk-in clients and members of the public.
- Provide assistance with agency correspondence and mailings.
- Support Family Center staff in the maintenance of their client database; provide data entry when necessary.

QUALIFICATIONS: One year's experience providing administrative support to a social service project. Computer literacy and strong written and verbal communication skills required. An ability to handle multiple tasks and relate to diverse staff members is essential. Bi-lingual (Spanish-English) required.

COMPENSATION: \$12.00 - \$14.00 per hour depending on experience.