

First Impressions Innovations Learning Report

UCSF Citywide First Impressions



San Francisco Department of Public Health Mental Health Services Act



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A Collaboration of San Francisco's Behavioral Health Services and the University of California San Francisco's Citywide Case Management

Citywide Case Management (Citywide), a division of UCSF Department of Psychiatry, has provided comprehensive, respectful, culturally and clinically competent psychiatric services to "high risk" individuals with severe and persistent mental illness since 1981. Citywide was awarded a Behavioral Health Services (BHS)/Mental Health Service Act (MHSA) contract for building construction training and created the First Impressions Training Program in 2013. First Impressions provides job training and placement services to San Francisco residents over the age of 18 with a primary mental health diagnosis, and who are engaged in services within the BHS system of care.



Before

After



Specifically, First Impressions provides basic construction and remodeling employment training with job placement services. First Impressions assists BHS consumers with learning marketable skills, receiving on-the-job training and mentoring, and securing competitive community employment. First Impressions is a collaboration between UCSF's Citywide Employment Services, Mental Health Service Act (MHSA) Innovations, Behavioral Health Services (BHS), and the San Francisco Department of Public Health (SFDPH).

Mental Health Services Act (MHSA) Innovation (INN) funds provide exciting opportunities to learn something new that has the potential to transform the behavioral health system. The Mental Health Oversight and Accountability Commission (MHSOAC) awarded UCSF a total of \$1,552,500 in stages that eventually covered 5 years, to meet the Innovations requirement of "Increasing the quality of services, including better outcomes". As part of the regulations, UCSF submitted annual updates to San Francisco MHSA. This document serves as the First Impressions Innovations Project final learning report.

Needs Statement: Mental Health, Criminal Justice and Employment

Individuals with serious mental illnesses often experience challenges with reaching their life and employment goals due to several compounding barriers. According to a Dartmouth study, between 60 – 70% of people with serious mental illness want to work, yet fewer than 15% are working. Severe mental illness is associated with a variety of negative symptoms such as hearing voices and disorganized thoughts that make it challenging for individuals to maintain employment independently.

A majority of individuals with mental illness receive social security benefits or other forms of public aid. The process of emancipating oneself from public aid benefits is not only daunting, but can also lead to serious financial repercussions and/or prompt a series of negative mental health symptoms if not handled appropriately. As a result, individuals with mental illness often fear transitioning off public benefits and consequently remain trapped in a cycle of ongoing public support.

Lastly, one in four U.S. adults (around 70 million Americans) have a conviction or arrest history that could show up on routine background checks for employment. Compounded by the closure of mental health institutions across the U.S. over the past few decades, an increasing number of individuals with serious mental illness are involved in the criminal justice system.





Behavioral Health Services (BHS) conducted a survey of individuals who received its mental health services in 2012. The number one area of training requested from the community was construction and introduction to the trades. In addition, San Francisco's economic growth of the past few years has contributed to a construction boom and an increase in associated jobs. San Francisco rents have also increased dramatically, and the homeless population, many of who struggle with untreated mental illness, is growing. First Impressions offers training to mental health clients, some of which have experienced homelessness, who now have the opportunity to participate in the growth of the city for their own well-being.

The complex barriers of mental illness, hard to navigate public aid systems, and a high involvement in the criminal justice system leave many individuals trapped in a cycle of chronic and persistent unemployment. This cycle of unemployment could further exacerbate an individual's negative mental health symptoms and quality of life. UCSF Citywide developed an innovative proposal, First Impressions, to help address these barriers and better meet the employment needs of San Franciscans living with mental illness.

Learning Questions

First Impressions learning questions are framed as follows; can involvement with First Impressions skills-based training and post-employment services...

1. ... better enable individuals with serious mental illness, who want to work, achieve their short-term employment goal?
2. ... impact participants' improvement in developing work readiness skills to use toward future opportunities (work/education/volunteering)?
3. ... improve participants' confidence to use the new skills they learned?

Timeline of Implementation

Pilot Program

In 2013, Citywide partnered with Asian Neighborhood Design (AND) to launch the test pilot program of First Impressions using start-up funds (not INN dollars). Through a collaborative planning process with Citywide, BHS and AND, two main goals for the program were identified. The first goal was to develop a workforce of trained BHS consumers better able to obtain and maintain employment in the construction field or related industries. The



Asian Neighborhood Design

One of the longest serving community based design organizations in the San Francisco Bay Area. With over 40 years of experience in performing public service architecture, AND Architecture + Community Planning is dedicated to providing low- and moderate-income community residents with a full range of high quality professional architecture and planning services.



second goal was to impact consumer and staff morale at BHS clinics by creating more welcoming and culturally reflective waiting rooms.

Waiting rooms are often consumers' first experience with BHS services. The intent of the program was to create an environment where clients feel welcome and comfortable. Further, by having participants work to beautify the same clinics where they receive services Citywide hoped to foster a sense of pride and ownership among the participants.

First Impressions was chosen as the program name because of its double meaning. The program is assisting consumers in making great first impressions with future employers by developing their soft and hard skills for employment; also, by beautifying the waiting rooms and entry spaces of BHS clinics, we are enhancing the first impression each client and staff person has when entering the clinic.

Official Program Launch

On March 24, 2014, San Francisco's Behavioral Health Services was approved by the MHSOAC to launch their Innovations Proposal and formerly start this learning project. The new goal was to take this project to the next level and test various learning questions to determine the most successful components of the project. At this point, Citywide shifted First Impressions' focus to fully developing BHS consumers into a trained workforce. The initial learning question was focused more on the program's impact on consumer and staff morale at the clinics it remodeled. Although beautifying BHS clinics definitely had a positive and uplifting impact on both consumers and staff, we found that measuring the impact on morale pre- and post- a First Impressions remodel, separate from all the other variables that impact staff/client morale, was too difficult for the program to ascertain. With the new focus on increasing readiness for work, the outcomes would be more measurable and client-centered.

Program Mentorship Innovation

After the pilot period, Citywide successfully completed two more program cohorts in 2014 and 2015. With multiple cohorts of First Impressions participants graduated, some were looking for opportunities to continue to grow their work trade and their leadership skills. Behavioral Health Services requested a program extension of two additional years and was approved by the MHSOAC on August 5, 2016 to expand First Impressions and add a mentorship component. Citywide expanded First Impressions to employ graduates from previous cohorts as instructor's assistants for future cohorts, and successfully complete two additional cohorts of First Impressions with the Peer Mentorship component in 2016 and 2017.

Advanced Program Innovation

After the success of the 2016 and 2017 cohorts of First Impressions with Peer Mentors, Behavioral Health Services requested another program extension of one additional year and was approved by the MHSOAC on April 20, 2018 to further the program's innovations, to include peer mentors. In 2018, in collaboration with BHS and SFDPH Facilities Management, UCSF Citywide launched First Impressions - Advanced.



First Impressions - Advanced placed program graduates on the Facilities/Building Maintenance Crews at BHS/SFDPH, which offered a more realistic work experience; advanced graduates performed work orders side by side with the other Facilities Crew as members of the Facilities Department. First Impressions - Advanced participants received daily coaching and mentoring behind the scenes from the Citywide First Impressions' Employment Specialist, which was a helpful enhancement to advanced graduates' training experience.

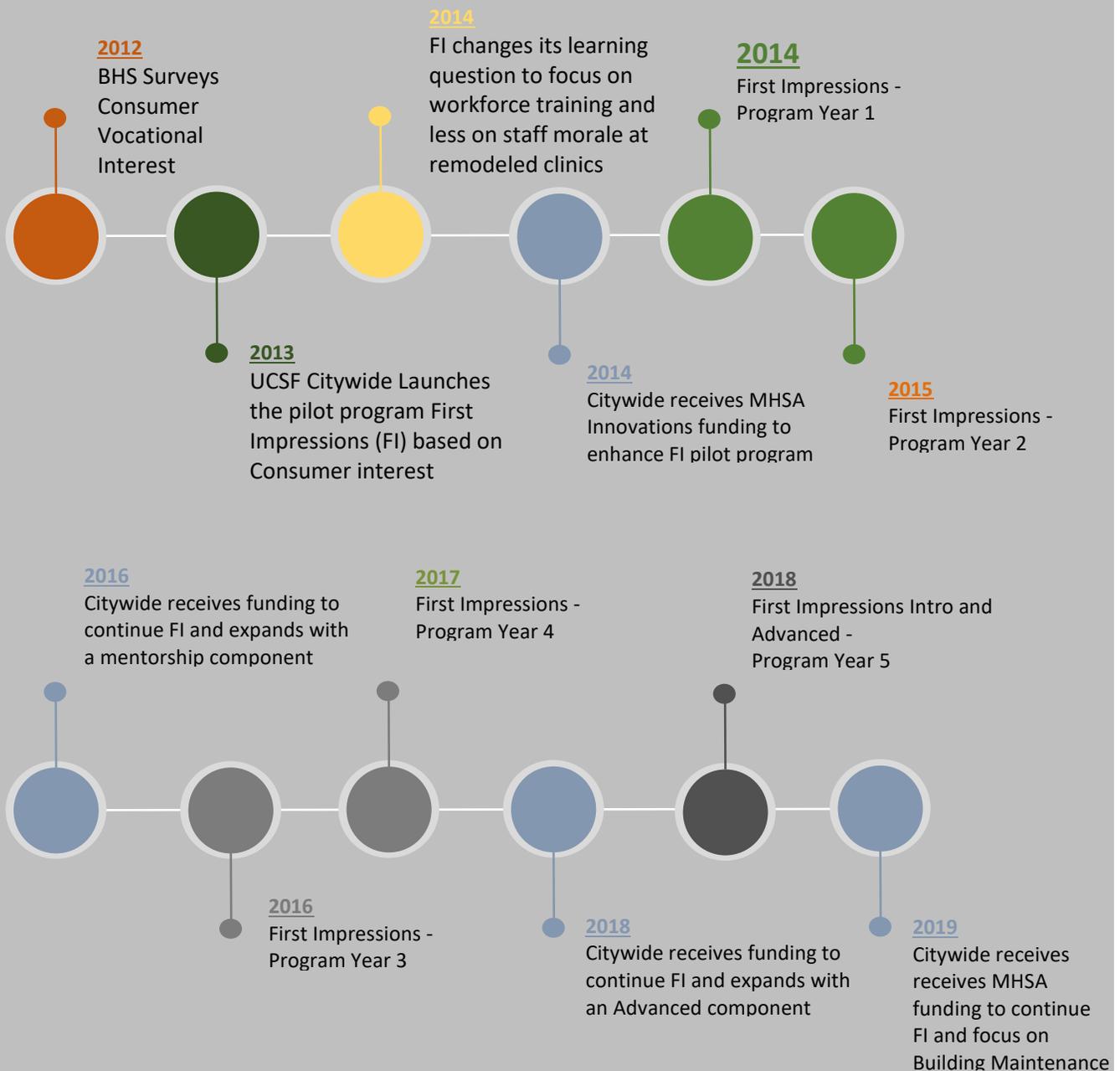
Concurrently, Citywide reorganized its structure to internalize all aspects of the training program, dissolving its partnership with AND. This allowed First Impressions to be more agile as a program, reduce administrative redundancies, and work more collaboratively with BHS/SFDPH.

Building Maintenance Focus

In 2019, Citywide shifted focus to building maintenance and away from new building construction. Jobs in new building construction in San Francisco's housing market required a high level of skill, aptitude and experience; only a select group of "All Star" participants in some First Impressions cohorts were able to obtain these types of positions post-program. However, the high demand for San Francisco Bay Area housing kept a lot of aging building stock in use and in need of ongoing maintenance and repair. Citywide found that building maintenance jobs required much of the same knowledge and skill set as new building construction, but the hours of employment can be more flexible and the work itself can be more independent.



First Impressions Implementation Timeline





First Impressions

Summary of Services

Services offered by First Impressions were four-fold:

1. Participant gets training and work experience
2. Mentors are included for furthering the training and work experience, but also to build leadership skills beyond the work skills
3. Real-work experience tandem with SFDPH Facilities and Maintenance crews.
4. Clinic beautification

Outreach and Recruitment

Each annual cohort of First Impressions began with an extensive outreach and recruitment campaign to the BHS consumer population. Citywide created outreach materials that were straightforward and targeted towards consumers. The materials included:

- Application form, which verified the consumers' mental health diagnosis, affiliation with Behavioral Health Services and basic functional capacity
- Frequently Asked Questions (one-pager)
- Orientation flyer with dates
- 4" x 6" promotion cards

(See Appendix B: Program Outreach and Recruitment Materials)

Late summer every year, Citywide sent targeted emails to the large email list it developed over the years including BHS clinics, consumer groups and other affiliates that could refer potential participants. Citywide held a series of weekly informational orientation sessions to inform consumers of the program objectives requirements and timeline. Interested participants completed the referral form with their BHS licensed therapist, case manager or social worker who had the authority to sign off on the potential participant's mental health diagnosis. Once the completed application was received, the participant was invited in for a one-on-one interview with the program instructor and employment specialist. Clients were selected for the program based on their vocational interest and motivation to learn construction and building maintenance, engagement with BHS services, and goals for ongoing employment post-program.

Client Training and Work Experience

Selected participants engaged in 10 weeks of hands-on classroom training. Training began with submission of all required consent forms to participate, a set of two purified protein derivative (PPD) skin tests to test for tuberculosis (TB; a city workforce requirement), and a test of adult basic education (TABE). The PPD tests were administered in accordance with City of San Francisco workforce policies that aim to reduce the potential for spreading TB in the program, which is highly contagious. If a PPD test result was positive, Citywide assisted program applicants to get connected to the treatment they needed. The TABE tests provided the instructor and employment specialist a sense of participants' reading and



Hands on Training



First Impressions

math skills. TABE results were not used to select participants, but rather to gauge the level of reading and math instruction required. This also enabled Citywide to pair participants in group work based on their strengths and needs.

Classroom training continued with an emphasis on sustainability and how jobs in construction fit into the community and environment. The next topic was safety training; this was one of the most vital parts of the classroom training. Hard skills are taught throughout the 9-month program, but the learning needs to be grounded in basic participant safety, informed by general industry best practices, Occupational Safety and Health Administration (OSHA) standards, and ladder and tool specific safety.

After the foundation of sustainability and safety, the curriculum addresses fractions, measuring and utilizing a tape measure. The use and safety protocol of the power tools used in class were covered in detail. The students were then able to practice these skills and began basic carpentry and wood working in making items like sawhorses and small separation walls. The classroom portion of First Impressions concluded with instruction and hands on experience in painting and detailed finish work, such as wall resurfacing, installation of chair rails, hanging art and white boards, etc.

(See Appendix F: First Impressions Curriculum)

Concurrently with classroom instruction, the First Impressions Design Team met with clinic leadership and consumers in the clinics. The Design Team sought to find clinic issues and wish list changes for their waiting rooms or entryways with a focus on making the spaces more welcoming and culturally reflective of the clinics' consumer populations. The Design Team also coordinated directly with SFDPH/BHS Facilities and Building Management Department to ensure ongoing facilities needs were met and that designs stayed in compliance with all building codes regulations.



FI Design Team Proposed Remodel Drawing Example

Ultimately, the Design Team created custom



Art Show Submission 1

remodel designs for each of the clinics they remodeled. Since Citywide also coordinates a program similar to First Impressions that focuses on horticulture and landscaping (GROWTH), the First Impressions Design Team created designs where the First Impressions Crew built the hard structure installations, and GROWTH provided the plants and green-scaping.

As an additional innovation, First Impressions prioritized consumer artwork for use in First Impressions remodels. Citywide held two art contests and receptions that were



Art Show Submission 2



First Impressions

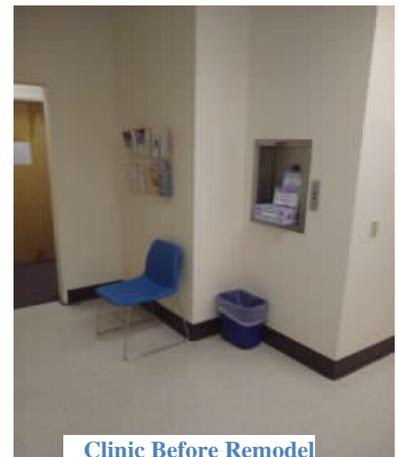
open to all BHS consumers. The First Impressions art show committee collected art submissions from any current or former BHS consumer and narrowed the submissions down to the top 20 each year. The top works of art were displayed in an exhibition at the San Francisco Public Library for 1 – 2 months. Citywide hosted a reception each year to kick off the exhibition and recognize the all the artists that submitted their art. The top three artists won cash prizes and spoke at the receptions. The marketing and publicity of the show enabled some participating artists to sell their artwork and others to become published in materials like the SF Public Defenders annual report. In just the first year of the art show 60 consumers submitted original works of art, 20 art pieces were displayed in the San Francisco Public Library for the exhibition, 150 people attended the kick off reception, and 5 artists’ works were sold to hang in various BHS clinics around San Francisco.

Paid Work Experience

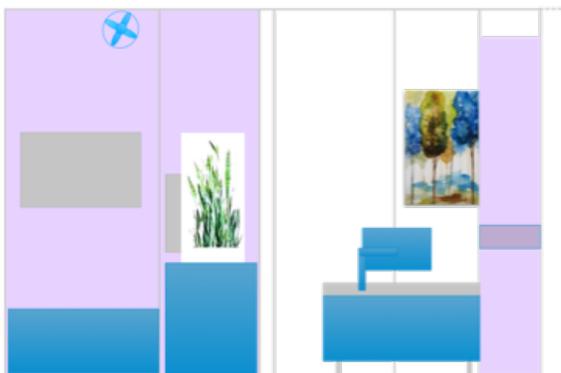
After the 3 months of hands-on training in the classroom, First Impressions participants were on-boarded for employment at Citywide’s sub-partner The San Francisco Study Center for 6 months of paid work experience. The goal of this portion of the program was for consumers to continue learning marketable skills for the workforce while being a part of the transformation of the BHS Mental Health Care System. The Study Center coordinated for Citywide participants’ paychecks, associated taxes and workers’ compensation and liability coverage.

- Once on-boarded, the remainder of the program entailed two tasks:
- (a) completing remodels of community spaces in BHS clinics, and
 - (b) completing work orders from BHS/SFDPH Facilities.

Through monthly administrative meetings BHS/SFDPH Facilities Directors and Citywide coordinated for the First Impressions Crew, led by the instructor, to complete certain work orders within the scope of the First Impressions Crews skillsets. Work orders ranged from hanging full art installations to replacing multiple toilet seats. Fulfilling work orders gave the First Impressions Crew a great entry into learning the role of a Facilities Crew Member for post-program placement or to transition into First Impressions - Advanced.



Clinic Before Remodel



Design Team Proposed Remodel



FI Remodeled Space



First Impressions

First Impressions Annual Program Cycle

July

Debrief and analyze previous year evaluations and client interviews

August

Develop improvement plan based on debrief, evaluations and client interviews
Develop outreach and recruitment strategy and materials

September

Program outreach and awareness presentations
Host Recruitment Orientations
One-on-one potential participant interviews
Cohort selection

October

Begin hands on classroom curriculum and workshop training
Provide employment support and connection to case management for retention

November

Continue hands on classroom curriculum, workshop training and retention support
Provide employment soft skill education and training
Begin remodel planning stages with the FI design team and BHS facilities management
Conduct mid-classroom evaluation

December

Continue hands on classroom curriculum, workshop training and retention support
Connect participants to benefits workshops and counseling
Interview participants for paid work experience phase and select work-phase cohort
Conduct final classroom evaluation
Enroll in the Department of Rehabilitation with assistance

January

Begin paid work experience at various BHS clinics
Provide employment support and connection to case management for retention

February

Continue paid work experience at various BHS clinics and retention support

March

Continue paid work experience at various BHS clinics and retention support
Conduct mid-work site participant interviews

April

Continue paid work experience at various BHS clinics and retention support
Analyze mid-work site feedback and develop improvement plan
Begin passive job search with participants and First Impressions Employment Specialist

May

Continue paid work experience at various BHS clinics and retention support
Provide employment soft skill education and training

June

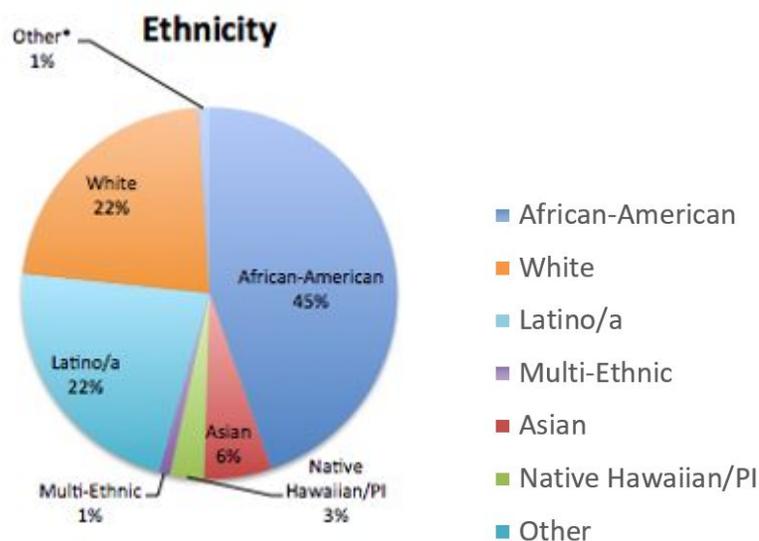
Paid work experience ends
Final evaluations
End of program client interviews
Move participants into active job search



First Impressions

Participant Demographic Summary

In total, First Impressions served 103 unduplicated BHS consumers from July 2013 – June 2019 (six cohorts of participants). First Impressions overall program demographic goal was to recruit and enroll active BHS consumers over the age of 18 years old, living in San Francisco with a primary mental health diagnosis and expressing a desire to return to competitive employment in the community. All First Impressions participants met those basic demographic goals.



July 2013 – June 2019, Ethnicity (n = 103)

First Impressions participants largely spoke English as a primary language; however, about 5% spoke Spanish as their primary language and 1% spoke Tagalog. First Impressions staff referred monolingual applicants to a variety of other vocational training programs that better meet the needs of non-English speaking applicants. Also, interpreters were provided at certain times throughout the program for participants with English as a Second language if needed.

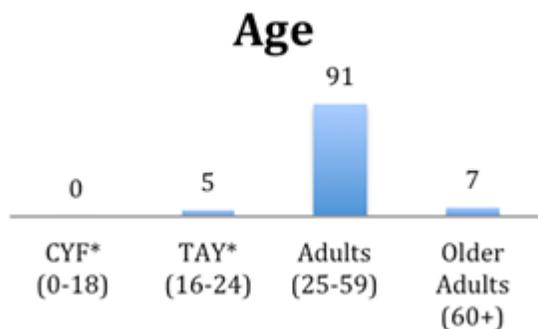
(See *Primary Language* chart for breakdown)





First Impressions

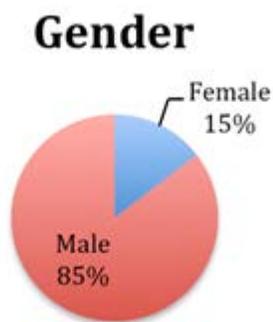
First Impressions participants were also predominately between the ages of 25 and 59 years old. About 5% of participants were Transitional Age Youth between the ages of 18 and 24 years old and about 7% were 60 years or older. *(See Age chart for breakdown)*



July 2013 – June 2019, Age (n = 103)

Citywide always strives to create diverse and vibrant communities in its work. Specifically, program demographics that reflect the greater communities in which they work. Therefore Citywide strove to attain a better ethnic and gender balance in First Impressions than is currently represented in the entry-level construction workforce in the Bay Area.

Citywide actively and intentionally recruited women into the First Impressions program each cohort. Yet, despite active measures, the enrollment and retention of women in the program was lower than desired; 15% of participants identified as female. This gender trend is reflective of the overall construction trade but not a reflection of the overall diversity of San Francisco. Only 1 female-identified participant over the course of the 6 cohorts completed both portions of the program. Female-identified participants that did graduate the program did the best in the Mentorship and Advanced portions of First Impressions compared to their male-identifying counterparts. Since demographics were self-reported participants could identify how they felt best represented themselves; 1% of participants' gender identifications were different than their gender at birth but they did not identify as trans. *(See Gender chart for breakdown)*



July 2013 – June 2019, Gender (n = 103)



It should also be noted that 100% of participants reported a disability status and none reported veteran status.

Learning Question Explanation and Results

Learning Question 1:

Can involvement with First Impressions skills-based training and post-employment services better enable individuals with serious mental illness, who want to work, achieve their short-term employment goal?

Each participant's short-term goal was self-identified by the participant at the beginning of First Impressions with the support of their Citywide Employment Specialist and a Vocational Counselor from Citywide's partner organization, the Department of Rehabilitation (DOR). The Participant, Employment Specialist and Vocational Counselor worked together to develop an Individual Plan for Employment (IPE) for each First Impressions participant. The IPE included the participant's short-term goal. Each individual's goals were listed on their IPE along with a timeline for achievement, and the other methods and items of support the participant would need to reach that goal. Other support ranged from interview and work clothes, to language interpreters and eyeglasses. The IPE goal, along with steps to get to the goal and identified systems of support were revisited throughout First Impressions by both Citywide and DOR to encourage participants to keep moving towards their identified employment goals.

Participant's goals were based on the individuals' work history, interest and ability. Since First Impressions included a wide spectrum of participants, goals included, but were not limited to:

- Full-time job placement in the construction trades, post program
- Part-time job placement in building maintenance, post program
- Part-time job placement in construction related retail
- Part-time, seasonal job placement in other retail
- Successful completion of the paid work portion of First Impressions (for participants who had been out of the workforce for an extended period of time due to disability, hospitalization or incarceration)

Participant's progress towards their goal was evaluated monthly through updates from the Employment Specialist to the DOR Vocational Counselor. The Employment Specialist tracked participants' progress towards their short-term employment goal by the participants' accomplishment of milestones laid out on participants IPE.

Successful completion of each participant's short-term employment goal was determined through participant self-report to Citywide and DOR, and verification that the client worked at least 90 days on their identified job. In order to consider the goal successfully complete Citywide, DOR and the Participant must agree that the participant met the goal as outlined at the beginning of First Impressions. If participants have not met their short-term employment goal by the end of First Impressions they continue to participate in Citywide regular Employment Services supported by DOR until the participant reaches that goal or decides to no longer pursue community employment.



First Impressions

Citywide set the annual goal of 75% of graduates who complete the 9-month program, would meet their self-identified short-term employment goal. Over the course of First Impressions (2014 - 2019) 97% of trainee graduates self-reported meeting their short-term employment goal.

FY 2013 – 2014	100% of trainee graduates met their short-term employment goal
FY 2014 – 2015	80% of trainee graduates met their short-term employment goal
FY 2015 – 2016	100% of trainee graduates met their short-term employment goal
FY 2016 – 2017	100% of trainee graduates met their short-term employment goal
FY 2017 – 2018	100% of trainee graduates met their short-term employment goal
FY 2018 – 2019	100% of trainee graduates met their short-term employment goal

Henry’s story below provides an example of a client achieving their short-term job goal with the support and preparation they received through First Impressions.





First Impressions

Henry's Story

Henry is a 48 year old, highly educated, well-traveled African-American man diagnosed with PTSD and a history of substance dependence. In addition to achieving his bachelor's degree, he also completed a certificate in the Culinary Arts. As a district manager for a national food chain, he traveled the world training new employees in restaurants opening throughout Europe and the United States. Henry was living the American dream when his wife died and his world was turned upside down. He suffered a severe depression and fell deep into addiction. Henry came to Citywide for assistance with employment and attended a First Impressions orientation. During the training and paid work experience, Henry proved to be an outstanding student and worker.



Henry lived in a shelter the first three months of the program and in the month of December he lost his bed and was forced to live on the streets during the rainy and cold winter. He was always the first one on the site and never missed a day of work. These circumstances never deterred Henry from his work. He utilized a local program that gave him a membership and access to a gym where he could get cleaned up for work.

Henry showed himself to be a gifted leader and craftsman. He was always ready to work with the team to do the best job possible. After graduating from First Impressions, he began working part time for RGIS, as an inventory specialist associate. Henry's patience and diligence paid off, he secured permanent low-income housing in San Francisco! Life turned around for Henry and he is well on his way to self-sufficiency and continued happiness.



Learning Question 2:

Can involvement with First Impressions skills-based training and post-employment services impact participants' improvement in developing work readiness skills to use toward future opportunities (work/education/volunteering)?

First Impressions collected feedback from participants through written evaluations and one-on-one participant interviews given at specific time points each cohort. The first evaluation was conducted mid-way through the classroom portion, about 5-6 weeks into the program. Participants completed self-evaluations that rated their participation in class, knowledge of skills learned in class and what improvements they needed to successfully complete the classroom portion. This evaluation also sought their feedback on the training program and instructors for continuous program feedback improvement. Because the learning questions were focused on client readiness and post-training employment, the details from these evaluations are not summarized here, but were instead used on a client-by-client basis to tailor the resources available through the FI program to further develop the participants based on where they were at.

The participants then met one-on-one with First Impressions Instructor and Employment Specialist to review the participant's self-evaluation and compare it to how the First Impressions Instructor and Employment Specialist rated each participant. The group then discussed steps for all to take to ensure the participant successfully completed the 3-months of classroom training.

This process was repeated at the end of the classroom portion, before the paid work portion of the program, to identify areas of participant strength and needed improvement. Citywide utilized the same evaluation tool at both the mid-term and endpoint of the classroom. This enabled Citywide to compare the evaluations at the two points and identify any notable changes over the course of the classroom training.

During the 6-month work portion, feedback between participants and First Impressions Instructor and Employment Specialist were given on a more frequent and informal basis. If work performance issues arose during the paid work portion, discipline was handled in a formal disciplinary process that could lead to a participant suspension or termination from employment without discrimination or bias. The process was outlined in a Code of Conduct that each participant reviewed and signed.

After the work portion concluded, participants completed an end of program evaluation, which they reviewed one-on-one with the First Impressions Instructor and Employment Specialist. This evaluation focused on giving final feedback to the participant on their hard and soft skills for employment, feedback about the program from the participant and to prepare the participant for the next steps in attaining employment.

First Impressions defines work-readiness by the hard and soft skills listed below. The Performance Evaluation (Mid-Worksite) and Performance Evaluation (Final, Post Worksite) asked participants questions relating to their hard and soft skills in the following areas:

Hard Skill Self-assessment

- Work Skills
 - Example: Understands how to patch, prepare and paint a variety of wall surfaces (Always, Usually, Sometimes, Rarely, Never)



- Example: Feels comfortable following written instructions/drawings to assemble furniture (Always, Usually, Sometimes, Rarely, Never)

- Safety

- Example: Wears appropriate construction clothing to work (Always, Usually, Sometimes, Rarely, Never)

Soft Skill Self-assessment

- Attendance

- Example: Follows attendance policy and clocks in at work (Always, Usually, Sometimes, Rarely, Never)

- Grooming and Hygiene

- Problem Solving

- Professionalism

- Example: Follows instructions from supervisors and worksite rules (Always, Usually, Sometimes, Rarely, Never)

- Communication

- Example: Demonstrates ability to communicate effectively with other participants and work as a member of the team (Always, Usually, Sometimes, Rarely, Never)

Programmatic Information

- Participant experience in the training program

- Participant experience with the instructor and employment specialist

- Suggested areas of improvement for the program

Finally, participants were asked on their final evaluations “if they had an improvement in the development of [their] work readiness skills to use toward future opportunities (work/education/volunteering)?” Citywide tallied and reported these results as the following:

- FY 2013 – 2014 100% of graduates reported an improvement in development of readiness
- FY 2014 – 2015 100% of graduates reported an improvement in development of readiness
- FY 2015 – 2016 100% of graduates reported an improvement in development of readiness
- FY 2016 – 2017 100% of graduates reported an improvement in development of readiness
- FY 2017 – 2018 100% of graduates reported an improvement in development of readiness
- FY 2018 – 2019 100% of graduates reported an improvement in development of readiness

(See sample evaluation, Appendix C: Performance Evaluation (Classroom and Post-Worksite))

Brian’s story below offers an example of a client achieving their short-term job goal by developing their work readiness skills in First Impressions.



First Impressions

Brain's Story

Brian is a 49-year-old Caucasian male diagnosed with PTSD who spent 20 years of his life in Atascadero and Napa State Hospitals for a serious crime he committed in his youth. In order to make himself marketable he went to school after his release and received a certificate as an electrical technician from Laney College. With his education complete, one of Brian's main recovery and re-enter goals was to secure employment. However, he was unable to find work due to his criminal justice history and large unemployment gap on his resume. Brian enrolled in First Impressions; from the start he had lots of questions and was eager to advance in developing his new construction skills. Brian's enthusiasm and hard work was noticed by the instructor and the other workers in the program. Soon Brian was given more difficult tasks to complete and became a mentor and role model to others in the program.

Brian was eager to use his new skills in the work force and met weekly with the First Impressions Employment Specialist at Citywide to develop his resume and cover letter, and secure references he could use for jobs in the construction field. After assisting him with submitting his application and providing interview preparation, Brian applied to Home Depot. He received his interview and was hired on the spot. He loves his job and his supervisors noticed his ambition. Shortly after beginning employment and he was given a promotion with increased responsibilities.





Learning Question 3:

Can involvement with First Impressions skills-based training and post-employment services improve participants' confidence to use the new skills learned through First Impressions?

The evaluation method for Learning Question 3 was the same method as for Question 2. Specifically, participants were asked in the self-reported evaluations, “I feel confident to use the new skills I have been taught in this program?” Citywide tallied and reported these results as the following:

- FY 2016 – 2017 100% of graduates reported an improvement in confidence
- FY 2017 – 2018 100% of graduates reported an improvement in confidence
- FY 2018 – 2019 100% of graduates reported an improvement in confidence

(See sample evaluation, Appendix C: Performance Evaluation (Classroom and Post-Worksite))

Prior to fiscal year 2016 – 2017, First Impressions graduates were asked, “If they had an increased ability to manage symptoms and/or achieve desired quality-of-life goals.” Citywide transitioned away from measuring symptom management and quality of life, because there are many factors that affect an individual’s ability to manage their symptoms and attain a certain quality of life; the team learned it was difficult to measure First Impressions impact on a participant separately from the other health factors in a participant’s life. Citywide also changed this question due to feedback from participants and through its work with BHS.

Between 2013 and 2016, all of the First Impressions’ participants reported favorably to the subjective question about “if they had an increased ability to manage symptoms and/or achieve desired quality-of-life goals” due to their participation in First Impressions:

- FY 2013 – 2014 100% of graduates reported an improvement
- FY 2014 – 2015 100% of graduates reported an improvement
- FY 2015 – 2016 100% of graduates reported an improvement

(See sample evaluation, Appendix D: BHS Vocational Programs Participant Exit Survey)

Kenneth’s story below offers a real life example of a client demonstrating improved confidence from their involvement and the support of First Impressions. Kenneth had the skills needed for work in building maintenance but lacked the confidence to put those skills to work due to setbacks in his life.



First Impressions

Kenneth's Story

Kenneth is a 57-year-old male with over 30 years in the trades as a carpenter, roofer, painter, electrician and landscaper. In 2008, his son was shot and killed while waiting for a bus near his home. Kenneth suffered from major depression and post-traumatic stress disorder for 6 years. He was isolative, depressed and hopeless during this time.

As the First Impressions Instructor began to notice and utilize Kenneth's skill on the various job sites, his confidence and self-esteem slowly began to improve. He was given small projects on-site to supervise working with his fellow peers.

Kenneth was an "All-Star" and mentor in his cohort. After graduating from First Impressions, Kenneth confidence in himself and his skills returned, and he was ready for competitive employment. With the support of the First Impressions Employment Specialist, Kenneth secured employment as a Building Maintenance Worker. His job has him rotating through a number of sites providing maintenance and repair services for a local non-profit.

Kenneth's improved sense of self and new job also gave him the confidence to re-establish connections with his estranged family. With pride Kenneth introduced his family to his peers and instructors at the First Impressions graduation.





As mentioned previously, the First Impressions program initially sought to answer the question, “Can First Impressions’ beautification remodels positively impact the morale of remodeled clinics’ staff and consumers?” However, after working to develop a metric to accurately measure clinic staff morale, the program could not successfully find a way to measure the impact on morale outside of all the other factors that effected staff and consumers in their everyday lives. Having shifted to consumers' development of hard and soft skills, as well as their confidence, the tools for answering the learning questions had to change to reflect this.

Observations and Other Lessons Learned

Over the course of administering First Impressions Citywide observed and learned a few other notable lessons worthy of mentioning.

Participants Set Goal

Citywide found as a best practice that, with guidance, having the participant set their own employment goal better enabled them to reach the goal. Citywide found that this occurred because by being involved in the goal setting process, participants felt the goals were more attainable, more in line with their longer term employment goal, and was better for increasing motivation and buy-in to the process of securing employment. Having the client set their own goal also helped to ensure cultural competence by including consumers in setting their final employment or vocational goal.

Hands on Practice: Hard and Soft Skills

Citywide learned that hands on practice with hard and soft skills in a supportive, yet realistic work environment was key to creating a program where participants could internalize the confidence in the skills they needed to be successful in opportunities like work, educational and volunteering after participating in First Impressions.

Communication with Support System

It was integral to individual participants’ success for the First Impressions Team to coordinate and communicate regularly with each participant’s support system throughout the program. With the involvement of the participant’s therapist or case manager, Citywide found increased retention rates by providing greater life stability, lower rates of recidivism and better relapse prevention.



Fully Internalized Program

Citywide internalized First Impressions when AND was taken over by another agency and their core business and training shifted to services Citywide already offered. Moreover, shifting away from AND gave Citywide more program agility, enabled Citywide to work with DPH facilities, increased the programs capacity to serve clients, reduced administrative



redundancy and brought more alignment between the training aspects of the program and the mental health support.

Benefits Counseling is Key

Throughout the course of First Impressions, Citywide noted there was an ongoing need for support around public aid benefits and financial planning for the participants. This was especially relevant when participants increased their incomes due to the paid work experience. The majority of participants received some sort of public aid and needed assistance navigating the social security system. Without support, participants could end up with unexpected financial obligations or without any of their benefits including health coverage. To support participants, Citywide introduced their in-house Work Incentive Planner (WIP) to each cohort. The WIP was available for one-on-one counseling as needed to navigate the complexities of paid work and public benefits.

Cultural Competence is a Vital Component

Citywide identified the need to address the various cultural needs of all of our participants. We immediately started implementing the use of interpreters, as needed, to meet everyone's language capacity needs. In addition, we started meeting one-on-one with participants who had reading difficulties to orally administer tests and evaluation surveys. We also emphasized the importance of cultural humility practices from the very beginning of the project by hiring staff that represented the ethnic diversity of the clients we anticipated serving. This proved to be a very successful component of our learning project as participants were able to relate to the project staff.

Changed Program Timing

The nature and demand of employment in new building construction were not an ideal fit for our graduates post-program. The FI Employment Specialist met with participants throughout the First Impressions training period to support their success in the program. Through these interactions we found graduates had other demands on their time and health that did not align well with the employment demands of the construction industry. Therefore, Citywide changed the hours of the First Impressions program to better accommodate participants mental and physical health needs, but this change was not aligned with the hours of the construction industry. In general the construction industry has work hours that start early in the morning or less seldom over night shifts. However, Citywide found that participants struggled with the early morning hours for several reasons, and we shifted from one 8-hour classroom/work day to two 4-hour days.

- Some participants took medications that made it hard for them to wake and be functional for construction in the early hours
- Some participants struggled to make their other appointment with full day and early work hours. Specifically, participants had mental and physical health appointments, criminal justice requirements, mandatory housing compliance meetings and some took daily methadone each morning
- Some participants struggled with anxiety while traveling to training and work sites during the peak rush hour commute



Program Enrollment and Completion Outcomes

1 - First Impressions first program outcome focused on program enrollment as measured by:

- Number of clients enrolled each year

Citywide worked with BHS each year to set a target goal for program enrollment. First Impressions enrolled an average of 17 participants each year; enrollment ranged from 12 – 20 participants. First Impressions averaged 102% of the set enrollment goal, which ranged from 80% to 133 %, each year.

2 - First Impressions second program outcome focused on participant program completion:

- Number of clients that successfully completed the 9-month training and work program
- Number of clients that reported they met their short-term employment goal

First Impressions graduation goal for the entire 9-month program was 50% of participants enrolled; based on enrollment numbers this goal ranged from 6 to 10 participants each cohort. Every year Citywide anticipated a 25% attrition rate during the classroom portion and another 25% attrition during the work portion of First Impressions. First Impressions averaged 95 percent of its program graduation goal over the 6-year period.

In 2017, BHS implemented a “Vocational Program Participant Exit Survey” that Citywide began to administer with First Impressions’ other evaluations. The exit survey asked participants whether, as a result of the First Impressions program, they had:

- Developed more skills to use towards future opportunities
- Felt more confident to use the skills they learned
- Become more comfortable asking others for guidance about future opportunities
- Felt more prepared for their next opportunity

In total, 100% of the 2017, 2018 and 2019 graduates self-reported in the BHS Vocational Program Survey that they developed more skills to use towards future opportunities, felt more confident to use the skills they learned, and become more comfortable asking others for guidance about future opportunities. An average of 95% of all graduates from those years self-reported they felt more prepared for their next employment opportunity.

Moving Forward - Programmatic Recommendations

Programmatic Recommendations

Moving forward, Citywide has three recommendations for the First Impressions program. First, a sizeable proportion of participants dropped out of First Impressions because they struggled with balancing the program’s commitments and their struggles with addiction. Citywide recommends that programs incorporate some elements of substance abuse prevention into the program training.



Second, Citywide recommends that programs incorporate Sexual Orientation and Gender Identity (SOGI) education in the classroom portion of the training to prepare participants to work in diverse settings. First Impressions had a diverse participant population, and also worked in clinics with a variety of people. SOGI training in the First Impressions program would prepare participants for how to better relate to each other and address SOGI topics while on the worksite and in various clinics. For instance, one of our transgender clients felt uncomfortable with using the bathroom at certain sites due to how they felt treated by the clinics staff/visitors. Although we addressed the situation as it came up, preparing participants with SOGI training could equip participants with the tools they need to address and defuse situation before they arise.

Lastly, Citywide recommends expanding the work scope from focusing just on waiting rooms to include other clinic group rooms and community spaces. Citywide often received feedback from clinic staff that their clients, both new and established, spend as much time in the group/community rooms as they do in the waiting rooms. Citywide found that the environment of those other group/community rooms also has an impact on client and staff perception of services and level of care.

Future Program Funding

Behavioral Health Services conducted an extensive Community Planning Program Process to discuss First Impressions and to determine the successful components of the project, the areas of opportunity and the possible continuation of funding. In late 2018 and early 2019, Behavioral Health Services hosted three community engagement meetings where participants from all over the city were invited to listen to and share community feedback about how to better understand the needs of the community in relation to this learning project. Attendees included mental health and other service providers, consumers of mental health services and their families, representatives from local public agencies, residents of San Francisco, and other community stakeholders. The community input gathered from these meetings helped to shape the First Impressions project and the continuation of funding after the Innovations funding ended. Below is a list of the community meetings:

Date	Location
October 16, 2018	BHS Client Council Meeting 1380 Howard Street, Rm 515 San Francisco, CA 94103
October 17, 2018	MHSA Advisory Committee Meeting 1380 Howard Street, Rm 424 San Francisco, CA 94103
March 13, 2019	Community Planning Meeting 1380 Howard Street San Francisco, CA 94103



Overall, the stakeholders surveyed were very supportive of sustaining the First Impressions vocational program. Most participants thought it was important to provide BHS consumers with vocational training and paid work experience in this particular field. Many stakeholders felt it was imperative to address the stigma associated with mental illness within the specific worksites while some noted the importance of long-term follow-up and support after the program participants completed the program. Community members also expressed the need to link clients to alternate resources and services if applicants do not meet eligibility for the program. One community member noted, “It’s important for mental health clients and communities to be a part of the construction in the city because it can improve wellness and mental health.” The continuation plan described in this report reflects the voices of the San Francisco community and the success of the Innovations project.

Moving forward, BHS issued a Request for Qualifications (RFQ) for the Building Maintenance, Construction and Remodeling Vocational Program (First Impressions). Citywide was once again awarded as the selected contractor and Citywide received alternate MHS Community Services and Supports (CSS) funding to continue First Impressions with a shifted focus on Building Maintenance. This new contract and new funding source started July 1, 2019. Citywide was awarded a one-year contract with five options to renew for a total of a six-year contract.

Citywide was able to maintain serving the same number of participants and there was no significant decrease in programming as a result of this transition. In order to fill minor budget gaps, Citywide concentrated efforts on streamlining administrative activities and increasing collaboration efforts with the Citywide GROWTH landscaping vocational program in order to leverage resources and share best practices.

Lastly, Citywide is actively seeking to continue First Impressions past the Innovations funding cycle through a few other avenues as well. Citywide is currently in communication with San Francisco Supervisors about expanded funding, and exploring opportunities to partner with City and County of San Francisco agencies, like the Human Service Agency (HSA), to continue First Impressions.



Presentation by First Impressions staff.



Innovations Learning Report Prepared by:

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Assistant Director of First Impressions and GROWTH
UCSF: Citywide Employment Program

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Director
UCSF: Citywide Employment Program

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MHSA: Teresa Yu and Juan Ibarra



Appendix A: First Impressions: Foundation and the Wellness and Recovery Model

SAMHSA defines Wellness and Recovery for individuals with mental health disorders by the following eight dimensions: emotional, environmental, financial, intellectual, occupational, physical, social and spiritual. First Impressions incorporates these dimensions by:

Emotional First Impressions’ participants receive a significant amount of life coaching throughout the program and are asked if their coping skills increased as a result of participating in the program.

Environmental The goal of First Impressions’ remodels is to make DPH Clinics more welcoming and culturally reflective of the people they serve. Moreover, participants are taught the principles of environmental sustainability during the classroom portion of the program and implement those principals during their work experience.

Financial The paid work experience of First Impressions directly increases the financial independence of participants, and the program provides in-depth benefits/financial counseling.



Intellectual Ten weeks of First Impressions is in-classroom skills training where participants are challenged with learning new skills and concepts in the construction trades. The classroom portion also incorporates different styles of learning to accommodate a wide array of participant learning capacities.

Occupational Two of the main goals of First Impressions are to provide participants with a realistic work experience and to assist those who are interested in obtaining on-going competitive employment. This dimension is also supported outside of the program by the Citywide’s Employment Services Team.

Physical This dimension is accomplished through coaching participants on the soft skills of returning to work, especially in a physical job like construction, and how to balance other life aspects to support their work.

Social First Impressions is cohort based so participants develop personal friendships with classmates and their work crew. The program instructors are also working with the cohort to help foster positive social dynamics.

Spiritual Work can provide a greater sense of purpose and meaning in one's life, and First Impressions provides participants with 6 months of meaningful work. Moreover, First Impressions participants are often remodel and improving the same DPH Clinic where they receive services, allowing a sense of connection to the space.



Appendix B: Program Outreach and Recruitment Materials



Referral Form

A Collaboration of Behavioral Health Services and Citywide Employment Services

Client Name _____ DOB _____
 Primary/Language: _____ Ethnicity _____ Gender _____
 Address _____ Zip _____
 Phone _____ Email _____
 Case Mgr/Therapist _____ Email _____
 Agency _____ Contact # _____

First Impressions is a building maintenance and basic construction training program that will assist mental health consumers in learning marketable skills, receiving on the job training, providing mentorship and securing employment in the community. The ultimate goal is for participants to learn marketable skills while being part of the transformation of the BHS mental health care system by remodeling the community areas of DPH/BHS Clinics.

I authorize my diagnosis/clinical information to be released and exchanged by the referring source to the Citywide First Impressions team.

CLIENT'S SIGNATURE: _____ **DATE:** _____

CLINICAL SECTION: *This section must be completed by a licensed clinician.*

Pertinent History / Hospitalizations _____

Current

Current mental status (symptoms)?	Ability to handle responsibility?
Able to tolerate full day of employment training?	Motivation & cooperation?
Ability to accept constructive feedback?	Concentration/learning ability?
Occupations/situations to avoid?	Assaultive/violent history?
Frustration tolerance?	Judgment?

Mental Health Primary Diagnosis (es) _____ BIS# _____

Comments: _____
Referrer or Co-signer must have one of these professional credentials: LPCC, LCSW, MFT, MD, PsyD, or PhD (in Psychology)

Referred by: (name & _____ Signature _____
 *Co-Signature: (if applicable) _____ Signature _____
 Agency/Address _____ Phone _____ Date _____

**Please send this completed form by FAX to 415 597-8004 or PDF to CW_FI@LISTSRV.UCSF.EDU
 For questions, please call (415) 597-4950**



First Impressions

INTRODUCTION TO BUILDING MAINTENANCE AND BASIC CONSTRUCTION
Vocational Training Program



Frequently Asked Questions

About Us

First Impressions is a basic construction, building maintenance and remodeling vocational training program. First Impressions assists Behavioral Health Services (BHS) consumers to learn marketable skills, receive on-the-job training and mentoring, and secure competitive employment in the community. Moreover, First Impressions is a collaboration between BHS, and UCSF's Citywide Employment Services.

Who are we?

We are a collaboration of two agencies: Citywide Employment Program and Behavioral Health Services (BHS).

What we do?

We have developed a vocational training program that introduces basic construction and building maintenance through classroom and hands on training. We are looking for individuals that want to learn new skills and find competitive employment in the construction and building maintenance fields.

When will we do it?

The First Impressions Training program is set to begin in October of 2019. Classes will be held twice a week, on Wednesday and Friday. We will select 8 behavioral health consumers to participate.

What are the benefits to you?

You will receive classroom vocational training each month. This portion of the training will run for 10 weeks starting in October. During training you will receive work boots and a work uniform.

When you move on to the work experience portion of the training, you will receive \$16.50 per hour for the eight hours they work every week. You will also receive supervised work experience, job skills preparation, resume building, supported job placement assistance and benefits counseling.

Please contact: (415) 597-4950 or CW_FI@LISTSRV.UCSF.EDU

First Impressions is funded by the San Francisco Department of Public Health with Mental Health Services Act (Prop. 63) funds.



INTRODUCTION TO BUILDING MAINTENANCE AND BASIC CONSTRUCTION
Vocational Training Program



What will I learn in the training?

What we will cover in the training; basic safety, furniture assembly, renovation techniques, pre-construction preparation, painting, dry wall, light repair and cleaning. You will learn to use electric saws, nail guns as well as electric sanders. All work is supervised as you learn new skills on the job.

Referral Process

1. Attend one of the First Impressions information orientations.
2. Complete a First Impressions Referral Form and *fax to: (415) 597-8004* or PDF the referral form to CW_FI@LISTSRV.UCSF.EDU before **October 4, 2019**. If you have questions, call (415) 597-4950.
3. After attending an information session and we receive the completed referral form, you will be given a date to have a personal interview.
4. If you are selected to participate in First Impressions Training you be **notified prior to October 15, 2019**.

Eligibility

1. Must be an active Behavioral Health Services (BHS) client
2. Interest in paid employment in the construction and building maintenance trades
3. 18 and older
4. San Francisco Resident

Contact Us

Citywide
982 Mission St.
San Francisco, CA 94103
Web: citywide.ucsf.edu/first-Impressions
Phone: 415-597-4950

Please contact: (415) 597-4950 or CW_FI@LISTSRV.UCSF.EDU

First Impressions is funded by the San Francisco Department of Public Health with Mental Health Services Act (Prop. 63) funds.



First Impressions



Introduction to Building Maintenance & Basic Construction

Orientation Dates:

Wednesday **Sept. 4, 2019** at 2:00 P.M.

Wednesday **Sept. 11, 2019** at 2:00 P.M.

Wednesday **Sept. 18, 2019** at 2:00 P.M.

Wednesday **Sept. 25, 2019** at 2:00 P.M.

Wednesday **October 2, 2019** at 2:00 P.M.

Location:

CITYWIDE

982 Mission Street, San Francisco

Contact:

For more information, please contact
(415) 597-4950 or **CW_FI@LISTSRV.UCSF.EDU**

Website:

[HTTPS://CITYWIDE.UCSF.EDU/FIRST-IMPRESSIONS](https://citywide.ucsf.edu/first-impressions)

TRAINING STARTS OCTOBER 2019

Curriculum

Building Maintenance:

- Preventative maintenance services
- Up-keep of building systems
- Repair services

Basic Construction:

- Painting
- Carpet installation
- Drywall
- Furniture assembly
- Upholstery
- Graphics installation

Training Benefits

Classroom:

- 10 weeks of hands-on classroom training
- 2 days a week 4 hours per day

Worksite:

- 6 months of paid work experience
- 16.50 per hour-8 hours per week

Eligibility

Requirements

- Receiving service from a Behavioral Health Services provider
- 18 years and older
- San Francisco Resident

First Impressions is funded by the San Francisco Department of Public Health with Mental Health Services Act (Prop. 63) funds



Appendix C: Performance Evaluation (Classroom and Post-Worksite)

CLASSROOM EVALUATION



Client Name: _____ **Date of Evaluation:** _____

Review Period: _____

ATTENDANCE

	Always	Usually	Sometimes	Rarely	Never
Follows Attendance Policy					
Calls when absent or late					
Missed days from class	Excused	Unexcused			
Days late to class					

Recommendations/Comments:

GROOMING AND HYGIENE

Excellent q Good q Fair q Poor q

Recommendations/comments:

PROBLEM SOLVING

	Always	Usually	Sometimes	Rarely	Never
Works well in groups and helps others					
Works independently					
Asks for assistance as appropriate					
Handles frustration well					

Recommendations/comments:

PROFESSIONALISM

	Always	Usually	Sometimes	Rarely	Never
Follows instructions from supervisor					
Refrains from answering cell phone during work					
Schedules appointment outside of work time					
Positively represents the First Impressions Program					
Avoids socializing during class time					
Responds professionally to other trainees and site staff					

Recommendations/comments:

COMMUNICATION

	Always	Usually	Sometimes	Rarely	Never
Demonstrates ability to communicate effectively and work as a team member					
Accepts positive feedback					
Accepts constructive criticism					

Recommendations/Comments:

First Impressions

CLASSROOM EVALUATION

SAFETY

	Always	Usually	Sometimes	Rarely	Never
Wears appropriate construction clothing to class					
Follows safety rules and guidelines					
Follows good housekeeping practices					
Takes proper care of equipment					

Recommendations/comments:

COMMUNICATION

	Always	Usually	Sometimes	Rarely	Never
Communicate effectively with other participants and work as a member of the team					
Recognizes and learns from successes and mistakes					
Demonstrates ability to communicate effectively with staff					
Completes work tasks in a timely manner					
Handles unexpected situations calmly and effectively					
Accepts positive feedback					
Takes responsibility for decisions and actions					
Accepts constructive criticism					

Recommendations/comments:

Recommendations/comments:

SUMMARY/COMMENTS

SAFETY

	Always	Usually	Sometimes	Rarely	Never
Wears appropriate construction clothing to work					
Follows safety rules and guidelines					
Follows good housekeeping practices					
Takes proper care of equipment					

Recommendations/comments:

WORK SKILLS

	Always	Usually	Sometimes	Rarely	Never
Understands how to patch, prepare and paint a variety of wall surfaces					
Understands how to prepare and lay new flooring					
Feels comfortable following written instructions/drawings to assemble furniture					
Knowledge about worksite safety & cleaning practices					
Recognizes and learns from successes and mistakes					
Completes tasks in a timely manner					
Handles unexpected situations calmly and effectively					
Takes responsibility for decisions and actions					

Recommendations/comments:

Participant Signature: _____ **Date** _____

Instructor Signature: *I have read and reviewed this performance evaluation* _____ **Date** _____

Employment Specialist Signature: _____ **Date** _____

Khary Dvorak- Ewell

Anthony Eldridge



PERFORMANCE EVALUATION (FINAL, POST WORKSITE)

Client Name: _____ **Date of Evaluation:** _____

Review Period: _____

ATTENDANCE	Always	Usually	Sometimes	Rarely	Never
Follows attendance policy and clocks in at work					
Calls when absent or late prior to shift					
Punctuality					
Recommendations/comments:					

GROOMING AND HYGIENE	Excellent	Good	Fair	Poor
Recommendations/comments:				

PROBLEM SOLVING	Always	Usually	Sometimes	Rarely	Never
Works well in groups and helps others					
Works independently					
Asks for assistance as appropriate					
Handles frustration well					
Recommendations/comments:					

PROFESSIONALISM	Always	Usually	Sometimes	Rarely	Never
Follows instructions from supervisors & worksite rules					
Refrains from using cell phone during work hours					
Schedules appointment outside of work hours					
Positively represents the First Impressions Program					
Avoids inappropriate socializing during work hours					
Interacts professionally with other participants					
Recommendations/comments:					



First Impressions



First Impressions

PERFORMANCE EVALUATION (FINAL, POST WORKSITE)

COMMUNICATION

Never	Always	Usually	Sometimes	Rarely
Demonstrates ability to communicate effectively with other participants and work as a member of the team				
Demonstrates ability to communicate effectively with staff				
Accepts positive feedback				
Accepts constructive criticism				
Recommendations/comments:				

SAFETY

Always	Usually	Sometimes	Rarely	Never
Wears appropriate construction clothing to work				
Follows safety rules and guidelines				
Follows good housekeeping practices				
Takes proper care of equipment				
Recommendations/comments:				

WORK SKILLS

Always	Usually	Sometimes	Rarely	Never
Understands how to patch, prepare and paint a variety of wall surfaces				
Understands how to strip, prepare and lay new flooring				
Feels comfortable following written instructions/drawings to assemble furniture				
Knowledge about worksite safety & cleaning practices				
Recognizes and learns from successes and mistakes				
Completes tasks in a timely manner				
Handles unexpected situations calmly and effectively				
Takes responsibility for decisions and actions				
Recommendations/comments:				



First Impressions



First Impressions

PERFORMANCE EVALUATION (FINAL, POST WORKSITE)

PERFORMANCE OBJECTIVES

I feel this program has improved my work skills readiness skills for future opportunities such as work/ education and volunteering.	YES	NO
I feel confident to use the new skills I have been taught in this program.	YES	NO

Areas of Strength:

Areas for Improvement:

Summary/Comments:

Participant Signature: _____ **Date** _____
I have read and reviewed this performance evaluation

AND Instructor Signature: _____ **Date** _____

Employment Specialist Signature: _____ **Date** _____



Appendix D: BHS Vocational Programs Participant Exit Survey



**CBHS Vocational Programs
Participant Exit Survey**

Program Name: _____ Date: _____

Please circle the number to the right that best matches your opinion.

As a result of this vocational program:

	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
1. ...I have developed more skills to use towards future opportunities (school, work, or volunteering).	5	4	3	2	1
2. ...I feel confident to use the skills I learned.	5	4	3	2	1
3. ...I am more comfortable asking others for guidance about future opportunities.	5	4	3	2	1
4. ...I feel more prepared for my next opportunity.	5	4	3	2	1

Any other comments?

Thank you for your feedback!

Final version: 7/31/2015



Appendix E: Sites Remodeled by First Impressions (n=24)

2013 - 2014

1. Comprehensive Crisis Services
2. Foster Care Mental Health
3. Chinatown North Beach
4. Central City Older Adult

2014 - 2015

1. Community Justice Center
2. LEGACY
3. Family Mosaic Project

2015 - 2016

1. Mission Family Center
2. Chinatown Child Development Center
3. 1380 Howard Street, Room 515

2016 - 2017

1. Transitional Age Youth (TAY) Clinic/ Gender Services wait room and TAY drop in center
2. OMI clinic wait room and group room
3. Southeast Clinic wait room and community room
4. Behavioral Health Access Center (BHAC) wait room at 1380 Howard Street

2017 - 2018

1. 1380 Howard Street, Room 424
2. 1380 Howard Street, Lactation Room
3. Sunset Mental Health (41st Ave)

2018 - 2019

1. RAMs Hire-ability
2. Citywide Case Management
3. 1380 Howard Street, Room 509 "Rose Room"
4. 1380 Howard Street, Lobby Art Installation
5. Mission Mental Health, Seismic Upgrading
6. Sunset Mental Health (24th Ave)
7. Southeast Child/Family Therapy Center



** Additional photos available in Appendix X: Sample Before and After Photos*



Appendix F: First Impressions Curriculum Outline

Classroom

- **Sustainability and Green Jobs**
- **Safety – Personal Protective Equipment**
- **Circular Saw – Safety, Use, Practice**
- **Electric Drills – Safety, Use, Practice**
- **Practice Project: Build Sawhorses from Scratch**
- **Ladders – Safety, Use, Practice**
- **Painting – Preparation, Techniques, Clean up**
- **Learning Class Project (Example – group room remodel, new wall construction)**

Worksites

- **Worksite #1**
- **BHS Facilities Work Orders A**
- **Worksite #2**
- **BHS Facilities Work Orders B**
- **Worksite #3**