SAN FRANCISCO HUMAN SERVICES AGENCY

Department of Disability and Aging Services

Dignity Fund Services and Allocation Plan
FY 2023-24 to FY 2026-27 Funding Cycle

[DRAFT – February 13, 2023]

Letter from the Executive Director

DAS is pleased to share this Dignity Fund Services and Allocation Plan for the FY 2023-24 to FY 2026-27 funding cycle. This document serves as the Department's **roadmap for directing services and funding over the next four years to meet the needs of San Francisco's older adults, adults with disabilities, veterans, and caregivers.** We prepared this report in alignment with the planning and funding process established in the previous (first-ever) Dignity Fund cycle. Our vision for the next four years is informed by significant input from the diverse communities we serve and thoughtful reflection on both our accomplishments and our areas for continued growth since the Fund's establishment in 2016.

We are publishing this report as we enter our fourth year of life shaped by the COVID-19 pandemic, and it necessarily reflects our current climate. While we must acknowledge the very real challenges older and disabled San Franciscans and their families still face — including economic precarity, social isolation, and fears about personal safety, among still others — we have nevertheless witnessed important gains over the last several years, even in the face of unexpected odds. **The pandemic reaffirmed that our services are an essential source of support for seniors and disabled adults** to live safely and engage in their communities, and the DAS network tapped into every new and existing resource available to make sure we could keep delivering them. Department staff, community-based service providers, and other partners revealed new levels of tenacity in carrying out our shared mission, using technological tools and other innovative strategies to strengthen and even expand our reach to diverse communities throughout the city.

The Department's task over the next four years is to keep building on this momentum to **ensure continuing support** for strategies that we know work, to **explore new approaches** to meeting unmet community needs, and to **use data to keep improving services** across our portfolio. Our population will continue to grow as San Franciscans age, and so will need for our services. Though we may have some big challenges ahead of us, we also have incredible assets to help meet them: our staff, service providers, and community members and advocates. I am confident we will continue to navigate the road ahead as an effective team, building on our successes and our lessons learned to meet the needs of our community.

Kelly Dearman
Executive Director
San Francisco Department of Disability and Aging Services

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Executive Summary

The **Dignity Fund** was established in 2016 to create **protected funding for social services for older people, adults with disabilities, veterans, and caregivers.** As the City's lead agency focused on senior and disability communities, the **San Francisco Department of Disability and Aging Services (DAS)** administers the Dignity Fund.

To allocate the fund with transparency and intention, **DAS employs a rigorous planning process.** We began that process last year with a comprehensive **Dignity Fund Community Needs Assessment** to review population trends and identify unmet needs. Based on our learnings, we have developed this four-year **Services and Allocation Plan** to outline how the Department will allocate the Dignity Fund — with a particular focus on addressing unmet needs and equity concerns identified through last year's assessment. **This report will guide funding decisions over the four-year funding cycle from FY 2023-24 to FY 2026-27.**

Informed by the numerous findings and recommendations outlined in the 2022 Dignity Fund Community Needs Assessment, DAS has identified the following key priorities for systematic improvement in the development and delivery of Dignity Fund programs and services for the next four years:

- **Improve service awareness, navigation, and connection:** DAS should support consumers and service providers to develop awareness of the diverse range of DAS services, understand how to learn more about services, and access desired services.

- **Promote inclusion of seniors and adults with disabilities in the broader city community:** DAS should bring community and other City agency stakeholders together to improve their sensitivity and responsiveness to the needs of seniors and adults with disabilities.

- **Ensure consumers citywide have multimodal service access (to in-person, hybrid, and fully remote services):** DAS should locate service sites strategically and support hybrid services infrastructure across programs so that consumers living in all parts of the city, including the outer Supervisory Districts, may utilize needed services across delivery modes with ease.

- **Boost service engagement for adults with disabilities:** DAS should employ strategies to enhance service connection among adults with disabilities, while keeping in mind the particular needs and preferences of this population.

- **Provide equitable, culturally inclusive, and affirming services for BIPOC and LGBTQ+ people:** DAS should continue to provide high-quality, intersectional, and culturally responsive services to clients of all backgrounds and life circumstances, with particular attention to people belonging to BIPOC and LGBTQ+ communities.

- **Use data to support service planning, delivery, and continuous quality improvement:** DAS should conduct robust data collection of service utilization and client outcomes to support a data-informed process for service design, implementation, evaluation, and continuous quality improvement.

- **Enhance system coordination across City and community partners:** DAS should support both formal and informal community provider partnerships at the neighborhood- and Supervisory District-levels, and with other City agencies serving older and disabled adults, to enhance the quality, reach, and impact of services.

- **Strengthen community-based service provider infrastructure:** DAS should reinforce and strengthen the infrastructure of community-based agencies to improve the quality, reach, and impact of services.

To advance these key priorities, **DAS has identified strategies across all its service areas and estimated funding levels needed to make significant progress towards these goals.** The following table identifies the projected funding levels by the end of the FY 2023-24 to FY 2026-27 funding cycle in each service area. These funding levels represent the Department's best projection of available revenue and mandatory costs. Funding ranges allow DAS to be nimble and responsive to unanticipated or rapidly emerging needs, particularly later in the funding cycle when political and/or economic conditions or future evaluation work may result in newly identified needs.

Table 0. Actual and Anticipated Funding by Service Area*

Service Area	FY 2018-19 Budget	FY 2022-23 Budget	FY 2026-27 Budget^ (Anticipated)
Access & Empowerment	$10,100,000	$11,800,000	$12,900,000 to $13,300,000
Caregiver Support	$2,400,000	$3,700,000	$4,200,000 to $4,400,000
Case Management & Care Navigation	$8,900,000	$11,000,000	$12,400,000 to $12,600,000
Community Connection & Engagement	$12,600,000	$19,700,000	$22,300,000 to $22,900,000
Housing Support	$8,100,000	$10,000,000	$10,900,000 to $11,000,000
Nutrition & Wellness	$22,500,000	$28,600,000	$31,400,000 to $31,900,000
Self-Care & Safety	$3,600,000	$4,400,000	$4,900,000 to $5,000,000
Administration	$1,300,000	$1,400,000	$1,400,000 to $1,400,000
Total	**$69,400,000**	**$90,600,000**	**$101,900,000**

*The budgets shown in this table have been rounded for simplicity. Please see Appendix B: Historic Funding Trends *for detailed historic and current funding levels for each service.*
^By FY 2026-27, DAS estimates our annual budget will reach nearly $102 million. In addition to the mandated $12 million Dignity Fund growth, this includes about $3.6 million in anticipated cost of doing business increases for supplemental funding outside the Fund.

Over the course of the FY 2023-24 to FY 2026-27 funding cycle, DAS will continue using our three-part approach to **tracking progress and measuring success** in collaboration with the community, service providers, and external evaluators and researchers:

- **Annual Data and Evaluation Reports** to provide a fiscal year snapshot of service deliverables and outcomes for all Dignity Fund-eligible services;

- **Focus Area Reports** to delve more deeply into select programs and topics in order to better understand population and/or program trends of interest to DAS and our stakeholders; and a

- **Cycle-End Evaluation Report** that analyzes trends and impact of the Dignity Fund over an entire four-year funding cycle.

DAS looks forward to partnering with the community, service providers, and the Dignity Fund Oversight and Advisory Committee over the next four years to maximize use of the Dignity Fund to promote an aging- and disability-friendly city, support priority equity populations, and empower older adults and adults with disabilities to participate in their communities.

Introduction

With the November 2016 passage of Proposition I, San Francisco voters established the **Dignity Fund**, creating protected funding for social services that support older people and adults with disabilities to safely live and engage in the community. The Dignity Fund is administered by the **San Francisco Department of Disability and Aging Services (DAS)**, the City's lead agency focused on seniors and people with disabilities.

The Dignity Fund legislation guided DAS to **institute a rigorous planning process to ensure that funds are distributed responsibly and transparently** to best address community needs. Every four years, this planning process **begins with a robust community needs assessment** to gather input from the community about areas of unmet need, review population and program data, and conduct an equity analysis to better understand patterns in differential service engagement across key subgroups within the broader population of older and disabled adults. Following this information gathering process, DAS **prepares a four-year funding plan**, informed by the needs assessment findings and recommendations. This plan outlines how Dignity Fund money will be used to fund services that provide adults with disabilities and seniors the opportunity to live and age with dignity as an important part of the San Francisco community.

The Department carried out our latest needs assessment last year, while our city was still coming together to define a "new normal" after one of the most far-reaching social and economic upheavals in living memory — the global COVID-19 pandemic. Prepared against the backdrop of this evolving crisis, the **2022 Dignity Fund Community Needs Assessment** gave older people and adults with disabilities, caregivers, veterans, and the professionals who serve them, an opportunity to share their reflections on the strengths of our community and to express their most pressing concerns.

DAS has prepared this **Dignity Fund Services and Allocation Plan** for the **funding cycle from FY 2023-24 to FY 2026-27.** This important document will serve as the **Department's guide for allocating Dignity Fund resources over the next four fiscal years** to address the needs of San Francisco's diverse older adults and adults with disabilities.

Background

San Francisco Department of Disability and Aging Services

Within the City and County of San Francisco, **the Department of Disability and Aging Services (DAS)** is the government agency charged with **coordinating services for older adults, veterans, people with disabilities, and their families to maximize safety, health, and independence**. As the state-designated Area Agency on Aging for San Francisco, DAS is responsible under the federal Older Americans Act to serve as the lead on local aging issues.

DAS is located within the San Francisco Human Services Agency, which delivers a safety net of services and public benefits to promote wellbeing and independence. Each year, **DAS serves over 70,000 unduplicated clients directly through our department programs and through partnerships with community-based organizations**. With an overall budget of $483 million in FY 2022-23, DAS is supported by a staff of 439 employees and contracts with over 60 community organizations to deliver services.

Collectively, these services are organized into seven service areas based on their primary underlying goal. These service areas provide a higher-level conceptual framework for the Department's work and the ways in which we seeks to impact lives. These service areas are listed below in Table 1. Please see *Appendix A: DAS Service List & Descriptions* for more information about our services in each service area.

Table 1. DAS Service Areas

Service Area	Primary Goal
Access & Empowerment *e.g., Aging and Disability Resource Centers, Empowerment Programs, Legal Assistance*	To educate, empower, and support older adults and people with disabilities to access needed benefits and participate in services
Caregiver Support *e.g., Adult Day Programs, Caregiver Respite*	To support the wellbeing of family and friend caregivers and their care recipients through education, counseling, resources, and connection
Case Management & Care Navigation *e.g., Community Living Fund, Money Management*	To facilitate service connections and support individuals with complex needs to navigate available resources and promote stability in the community
Community Connection & Engagement *e.g., Community Service Centers, Employment Support*	To provide opportunities for older people and adults with disabilities to socialize, build community, and participate in a meaningful way in their community
Housing Support *e.g., Housing Subsidies, Scattered Site Housing*	To support seniors and adults with disabilities to maintain stable housing through service connection and community engagement
Nutrition & Wellness *e.g., Home-Delivered Meals, Nutrition Counseling, Health Promotion*	To promote physical health and wellbeing for older adults and adults with disabilities by providing nutritious foods and supporting healthy lifestyles
Self-Care & Safety *e.g., Elder Abuse Prevention, Long Term-Care Ombudsman*	To support older adults and people with disabilities to meet their needs in the most independent setting, safe from abuse and self-neglect

Dignity Fund

The **Dignity Fund** was established via a charter amendment passed by San Francisco voters as Proposition I in 2016. Working with a coalition of community advocates, Supervisor Malia Cohen led drafting the measure, which was placed on the ballot by the Board of Supervisors and supported by Mayor Edwin Lee. Proposition I was approved with 66% of the vote.

The Dignity Fund has three key components:

- **Creates special fund:** Stabilizes funding for current services and support for older adults, veterans, adults with disabilities, and caregivers and provides additional set aside dollars each year to address the unmet and emerging needs of these communities. The initial baseline funding level of $38 million has grown to $59 million in FY 2022-23. The Dignity Fund baseline will reach $71 million by the end of the new funding cycle in FY 2026-27.

- **Establishes a planning and funding process:** Requires DAS to follow a planning and funding cycle, beginning every four years with a **Community Needs Assessment** and followed in the next year by a **Services and Allocation Plan**, to ensure Dignity Fund money is appropriately and purposefully spent to address community needs.

- **Institutes an oversight body:** Creates an oversight body to monitor and participate in the administration of the Dignity Fund and to ensure the Fund is administered in a manner accountable for the community. The **Oversight and Advisory Committee** is made up of representatives from key advisory bodies on aging and disability, including: the Disability and Aging Services Commission; the DAS Advisory Council; the Long-Term Care Coordinating Council; and at-large members appointed by the Mayor. The Oversight and Advisory Committee is also advised by a **Service Provider Working Group**.

The Dignity Fund can be used to fund a variety of services that support San Francisco's seniors and adults with disabilities to age with dignity in their communities. This funding is intended to promote an aging- and disability-friendly city, with particular attention to improving equity among historically disadvantaged groups and underserved neighborhoods. While certain types of expenditures are prohibited by the charter amendment,[1] the Dignity Fund legislation outlined a broad array of services eligible to receive Dignity Fund money. These include, but are not limited to: home and community-based long-term care services, food programs, education and empowerment programs, community service centers, tailored services meant to reach specific populations like veterans or LGBTQ+ individuals, and administrative services to support DAS in administering the Fund.

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[1] For example, the charter amendment prohibits use of Dignity Fund money for the purchase of property and housing construction costs, as well as most medical services and services provided by hospitals.

Planning Process for the FY 2023-24 to FY 2026-27 Funding Cycle

This section provides an outline of the current Dignity Fund cycle, including an overview of last year's Dignity Fund Community Needs Assessment process and the contract schedule that DAS will implement to partner with community-based organizations over the next four years to provide Dignity Fund services.
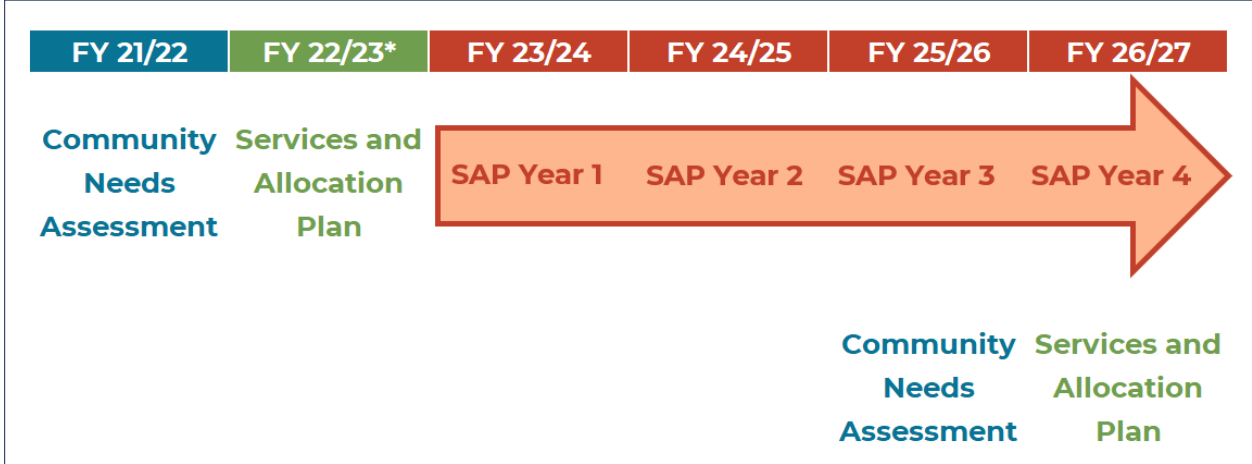
Dignity Fund Planning and Funding Cycle Overview

The Dignity Fund charter amendment outlines a four-year planning and funding cycle. This process is intended to:

- Support transparency, accountability, and public engagement;
- Provide time and opportunities for community participation and planning;
- Promote program stability; and
- Maximize the effectiveness of the services funded.

The cycle begins with a **Community Needs Assessment** in the first year to identify equity issues and unmet needs that need to be addressed. This information supports the development of a **Services and Allocation Plan** in the second year of the cycle. This plan outlines how Dignity Fund money will be used to address community needs for a four-year period that begins in the subsequent year. This planning and funding allocation process is repeated every four years. This cycle is depicted in Figure 1 below.

Figure 1. Overview of Dignity Fund Planning and Funding Cycle

*Current year

2022 Dignity Fund Community Needs Assessment

In FY 2021-22, DAS kicked off the new Dignity Fund planning and funding cycle with a Community Needs Assessment to **develop insights on the needs of older adults and people with disabilities, including equity issues,** and to better understand the strengths of and gaps in our services.

We conducted several major research and analysis activities to explore these questions, including **general information discovery**; **equity analysis**; varied **community research**, including interviews, focus groups, community forums, and a population survey; and a **review of secondary data**. Synthesizing the information generated across these activities, we prepared a **gaps analysis summarizing nine key findings** that identify specific areas of unmet need and equity issues, and **corresponding recommendations for DAS to address in this Services and Allocation Plan**:

1. Consumers experience many **barriers to service connection**, contributing to **feelings of being excluded and unsupported**

2. **Adults with disabilities experience heightened barriers** and have **greater unmet needs** than older adults

3. While many of consumers' **basic needs are generally met, social connectivity and mental health needs** (amplified by the pandemic) **are not as well met**

4. Consumers increasingly rely on technology and **would benefit from expanded technology resources** and **virtual service offerings** that promote inclusivity

5. Consumer concerns and needs relating to **safety, mobility, and transportation** have been **exacerbated by the COVID-19 pandemic and racialized violence**

6. **BIPOC and LGBTQ+ consumers need culturally responsive services** that affirm their identities and make them feel included, accepted, and safe

7. **Caregivers need more information about available resources** for themselves and their care recipients, as well as help navigating these services

8. **Service providers need support** to identify and successfully **connect clients with available resources**

9. **Consumers have unmet needs in areas outside of DAS services** (e.g., housing) where the Department can play a role through **access support and system coordination**

These findings and accompanying recommendations shaped the Department's key priorities for the FY 2023-24 to FY 2026-27 Dignity Fund funding cycle. These key priorities will guide funding allocation over the next four years and are summarized in the *Key Priorities for the FY2023-24 to FY 2026-27 Funding Cycle* section of this report.

FY 2023-24 to FY 2026-27 Dignity Fund Contract Schedule

Almost all services funded by the Dignity Fund are provided via contract with community-based service provider agencies. In keeping with City policy, DAS enters into contract with service providers following a public procurement process that is open and competitive. This section provides an overview of the schedule by which DAS will enter into new partnerships with community-based organizations for Dignity Fund services. **This approach promotes transparency, provides consistency for the community and service providers, and aligns with the planning and funding cycle framework.**

To align with the four-year planning and funding cycle, DAS utilizes four-year contract terms across all contracts.[2] This approach allows flexibility and responsiveness to community needs by bringing services up for **new contract terms after the completion of a Community Needs Assessment and development of the corresponding Services and Allocation Plan**. Specifically, new contract terms begin in the three years following a Services and Allocation Plan, according to a **contract schedule based on service area, so that similar services are procured in the same year**. See these groupings below in Figure 2.

Figure 2. Service Areas by Contract Schedule Group

Group A	Group B	Group C
• Case Management & Care Navigation • Community Connection & Engagement	• Access & Empowerment • Caregiver Support • Housing Support	• Nutrition & Wellness • Self-Care & Safety

This structure supports more **effective service coordination across DAS and our service provider network**, and also helps us build a **common understanding of our shared impact on the lives of older people and adults with disabilities** in San Francisco. The predictable nature of the Department's contract schedule also offers **certainty for service providers** in the length of their contract term, supporting their ability to build up programs over the course of a contract term and prepare for developing new proposals.

Figure 3 on the next page depicts the contract schedule timeline for the current funding cycle. As this figure illustrates, procurement for Group A services will occur in this fiscal year (after this Services and Allocation is completed) so that new contracts will begin in FY 2023-24, the first year of the funding cycle. Group A services will then continue for a four-year contract term until FY 2026-27. Group B and Group C services follow the same pattern, with contract terms beginning in FY 2024-25 and FY 2025-26, respectively.

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[2] A small number of contracts may be established for shorter or longer periods, for example, to accommodate requirements from other regulatory entities.

Figure 3. Contract Schedule Timeline

	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Planning Activity	CNA	SAP			CNA	SAP		
Group A • Case Management & Care Navigation • Community Connection & Engagement		*	4 Year Contract Term			*		
Group B • Access & Empowerment • Caregiver Support • Housing Support			*	4 Year Contract Term			*	
Group C • Nutrition & Wellness • Self-Care & Safety				*	4 Year Contract Term			*

* Procurement process

This contracting structure supports **transparent and systematic allocation of new Dignity Fund growth.** Over the next four years, the protected Dignity Fund baseline will grow by $3 million each year for a **total growth of $12 million over the period covered by this Services and Allocation Plan**. In allocating each year's growth, DAS will prioritize the service areas undergoing a new procurement process in that year.[3] This approach provides open opportunities for all service providers to apply for additional funding.

Figure 4. Growth in Mandated Dignity Fund Baseline, FY 2023-24 to FY 2026-27 Funding Cycle

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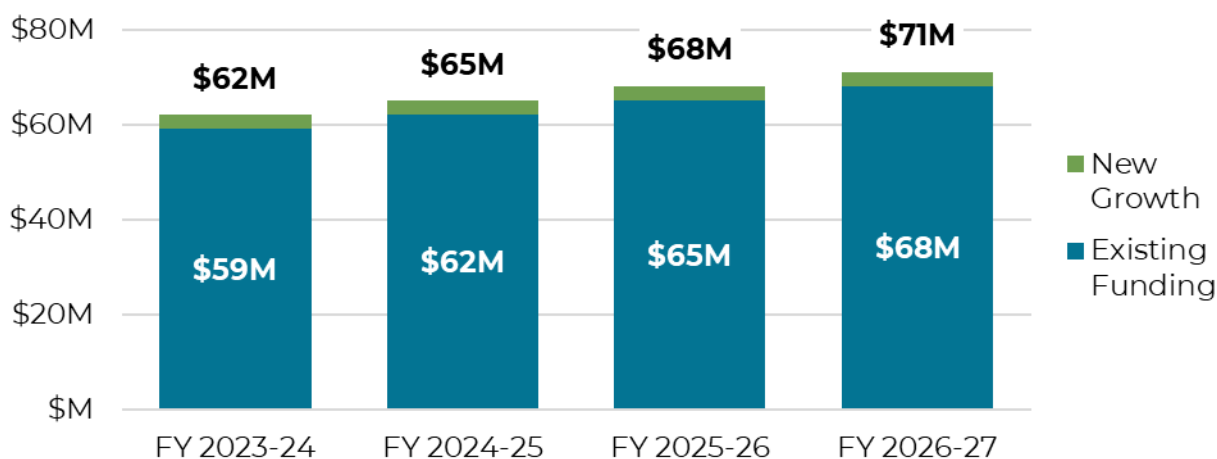
[3] If an urgent new service need is identified between contract terms, DAS may procure the service more immediately via contract modification or new solicitation and will work to realign the service into the contract schedule in the next procurement for that service area.

Key Priorities for the FY 2023-24 to FY 2026-27 Funding Cycle

As outlined in its charter amendment, the Dignity Fund has many important guiding principles. These include but are not limited to: delivering services that empower older and disabled adults to live safely and with dignity in our community; making efficient and data-informed use of limited resources; and working collaboratively with our partners and stakeholders to ensure equitable and high-quality services. In each planning and funding cycle, the **Dignity Fund Community Needs Assessment** brings additional focus and specificity to these principles in the context of current conditions.

Together, they shape the key priorities that drive DAS service and funding strategies in the Services and Allocation Plan. This section describes the priorities we have identified for the FY 2023-24 to FY 2026-27 funding cycle.

Key Priorities

Informed by the numerous findings and recommendations outlined in the needs assessment report, DAS has identified the following **key priorities for systematic improvement in the development and delivery of Dignity Fund programs and services** for the next four years:

- **Improve service awareness, navigation, and connection:** DAS should support consumers and service providers to develop awareness of the diverse range of DAS services, understand how to learn more about services, and access desired services.

- **Promote inclusion of seniors and adults with disabilities in the broader city community:** DAS should bring community and other City agency stakeholders together to improve their sensitivity and responsiveness to the needs of seniors and adults with disabilities.

- **Ensure consumers citywide have multimodal service access (to in-person, hybrid, and fully remote services):** DAS should locate service sites strategically and support hybrid services infrastructure across programs so that consumers living in all parts of the city, including the outer Supervisory Districts, may utilize needed services across delivery modes with ease.

- **Boost service engagement for adults with disabilities:** DAS should employ strategies to enhance service connection among adults with disabilities, while keeping in mind the particular needs and preferences of this population.

- **Provide equitable, culturally inclusive, and affirming services for BIPOC and LGBTQ+ people:** DAS should continue to provide high-quality, intersectional, and culturally responsive services to clients of all backgrounds and life circumstances, with particular attention to people belonging to BIPOC and LGBTQ+ communities.

- **Use data to support service planning, delivery, and continuous quality improvement:** DAS should conduct robust data collection of service utilization and client outcomes to support a data-informed process for service design, implementation, evaluation, and continuous quality improvement.

- **Enhance system coordination across City and community partners:** DAS should support both formal and informal community provider partnerships at the neighborhood- and Supervisory District-levels, and with other City agencies serving older and disabled adults, to enhance the quality, reach, and impact of services.

- **Strengthen community-based service provider infrastructure:** DAS should reinforce and strengthen the infrastructure of community-based agencies to improve the quality, reach, and impact of services.

The Department's plans to advance these priorities using new Dignity Fund allocations are described in detail by service area in the following section of this report.

Services and Funding Allocations

The City is required to increase its contribution to the Dignity Fund by $3 million each year of the FY 2023-24 to FY 2026-27 funding cycle — a **total growth of $12 million that will bring the Fund's protected baseline value to about $68 million by the cycle's end.** This section of the report outlines how DAS will use this new funding growth throughout the cycle to advance key priorities across our service portfolio. We present information on these funding allocations first in a high-level overview of the Department, and then in greater detail organized by service area. Please see *Appendix A: DAS Service List & Descriptions* for more information about our services in each service area. See *Appendix B: Historic Funding Trends* for historic and current funding levels for each service.

NOTES FOR READERS

- **Funding allocations are primarily focused on services eligible to receive Dignity Fund money.** However, to provide full context for the Department's work throughout this section, we list all services in our overview of each service area. Services that are not eligible to receive Dignity Fund money are identified in *italic* font and appear in grey in the charts depicting enrollment levels by service. Funding for these services is not included in the allocation estimates for each area.

- **The DAS budget for services described in this report includes all revenue sources to provide a comprehensive picture of total funding for these services and the full budget context in which Dignity Fund allocation decisions are made.** These revenue sources include the Dignity Fund, supplemental local General Fund dollars, and state and federal funding (primarily Older Americans Act funding). We present funding estimates for FY 2026-27, the final year of the funding cycle, which reflect the Department's best projection of available revenue and mandatory costs at the time of this report's publication.[4] Actual funding levels may vary based on City-set cost of doing business (CODB) increases, or if other local, state, or federal revenue changes.

- **The funding allocations outlined in this report are informed in part by historical funding levels.** Our review of funding levels over the past four years, from FY 2018-19 to the current fiscal year, helps to illuminate trends within and across service areas. This look back highlights areas in which we have made significant new investments and clarifies where additional support may be most needed. This historical funding information is provided throughout this section to offer further context for the Department's funding decisions for the FY 2023-24 to FY 2026-27 Dignity Fund cycle.

- **DAS plans to maintain relatively stable funding levels for existing services over the next four years**. Most of the Dignity Fund is already in use funding services in the

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[4] This allocation plan assumes revenue from non-Dignity Fund sources will remain stable, and includes a placeholder for annual cost of doing business increases: an estimated 3% CODB, in alignment with projections cited in the San Francisco Controller's Office five-year financial plan.

community in accordance with the prior cycle's Services and Allocation Plan. The 2022 Dignity Fund Community Needs Assessment reaffirmed the pivotal importance of these services for existing clients. It found that our services demonstrated strong rates of engagement by older people and adults with disabilities generally, as well as by the Department's equity populations, particularly people with low-to-moderate income and people with limited English proficiency. We will continue to use previously baselined Dignity Fund dollars to **support existing clients and promote continued engagement in services at or above current levels**. Our cycle-end budget estimates reflect this approach to funding.

Funding Allocations Overview

The Department will use the planned $12 million Dignity Fund growth to bolster existing services and develop new programming in alignment with our key priorities for the FY 2023-24 to FY 2026-27 funding cycle. Over half of this growth — about $7.6 million — will cover the City's mandatory CODB for community-based services that are currently funded by Dignity Fund dollars, consistent with the City's standard practice for this type of special fund. CODB helps ensure service providers they get the financial support they need to keep up with rising operational costs while maintaining service levels. This allocation reflects what it takes to sustain essential Dignity Fund services after six years of significant Fund growth and strategic investments to strengthen and expand these services throughout our community.

The Department will use the remaining $4.4 million to advance our key priorities across each of our service areas. Table 2 below summarizes the key priorities DAS will primarily focus on in each area. This table also includes an additional area, Administration, which reflects resources that support Dignity Fund operations.

Table 2. DAS Service Areas and Key Priorities for the FY 2023-24 to FY 2026-27 Funding Cycle

Service Area	Improve Awareness and Navigation	Promote Inclusion in the City	Ensure Multimodal Service Access	Boost Engagement of Adults with Disabilities	Provide Equitable and Inclusive Services	Use Data for Planning and Improvement	Collaborate with City and Community	Strengthen CBO Infrastructure
Access & Empowerment	X		X		X			
Caregiver Support	X						X	
Case Management & Care Navigation	X					X		X
Community Connection & Engagement			X	X	X			X
Housing Support		X				X	X	
Nutrition & Wellness			X	X	X			
Self-Care & Safety				X			X	X
Administration		X				X		X

DAS has estimated a funding range needed to support the strategies we have identified to advance our key priorities and satisfy mandatory costs by service area. These estimates are summarized in in Table 3 below. This ranged approach allows us to be nimble and responsive to unanticipated or rapidly emerging needs, particularly later in the funding cycle when political and/or economic conditions and also future data analysis and evaluation work may result in newly-identified needs.

Consistent with current practice, DAS will work with the Dignity Fund Oversight and Advisory Committee to finalize exact dollar amounts in the funding allocation annually, prior to initiating the procurement process corresponding to that year's funding.

*Table 3. Actual and Anticipated Funding by Service Area**

Service Area	FY 2018-19 Budget	FY 2022-23 Budget	FY 2026-27 Budget^ (Anticipated)
Access & Empowerment	$10,100,000	$11,800,000	$12,900,000 to $13,300,000
Caregiver Support	$2,400,000	$3,700,000	$4,200,000 to $4,400,000
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Housing Support	$8,100,000	$10,000,000	$10,900,000 to $11,000,000
Nutrition & Wellness	$22,500,000	$28,600,000	$31,400,000 to $31,900,000
Self-Care & Safety	$3,600,000	$4,400,000	$4,900,000 to $5,000,000
Administration	$1,300,000	$1,400,000	$1,400,000 to $1,400,000
Total	**$69,400,000**	**$90,600,000**	**$101,900,000**

*The budgets shown in this table have been rounded for simplicity. Please see Appendix B: Historic Funding Trends *for detailed historic and current funding levels for each service.*
^By FY 2026-27, DAS estimates our annual budget will reach nearly $102 million. In addition to the mandated $12 million Dignity Fund growth, this includes about $3.6 million in anticipated cost of doing business increases for supplemental funding outside the Fund.

This anticipated growth is also displayed on the following page in Figure 5, which depicts the upper bounds of allocation estimates for funding levels in FY 2026-27.

Figure 5. Actual and Anticipated Funding Levels by Service Area

Legend:
- FY 2018-19
- FY 2022-23
- FY 2026-27
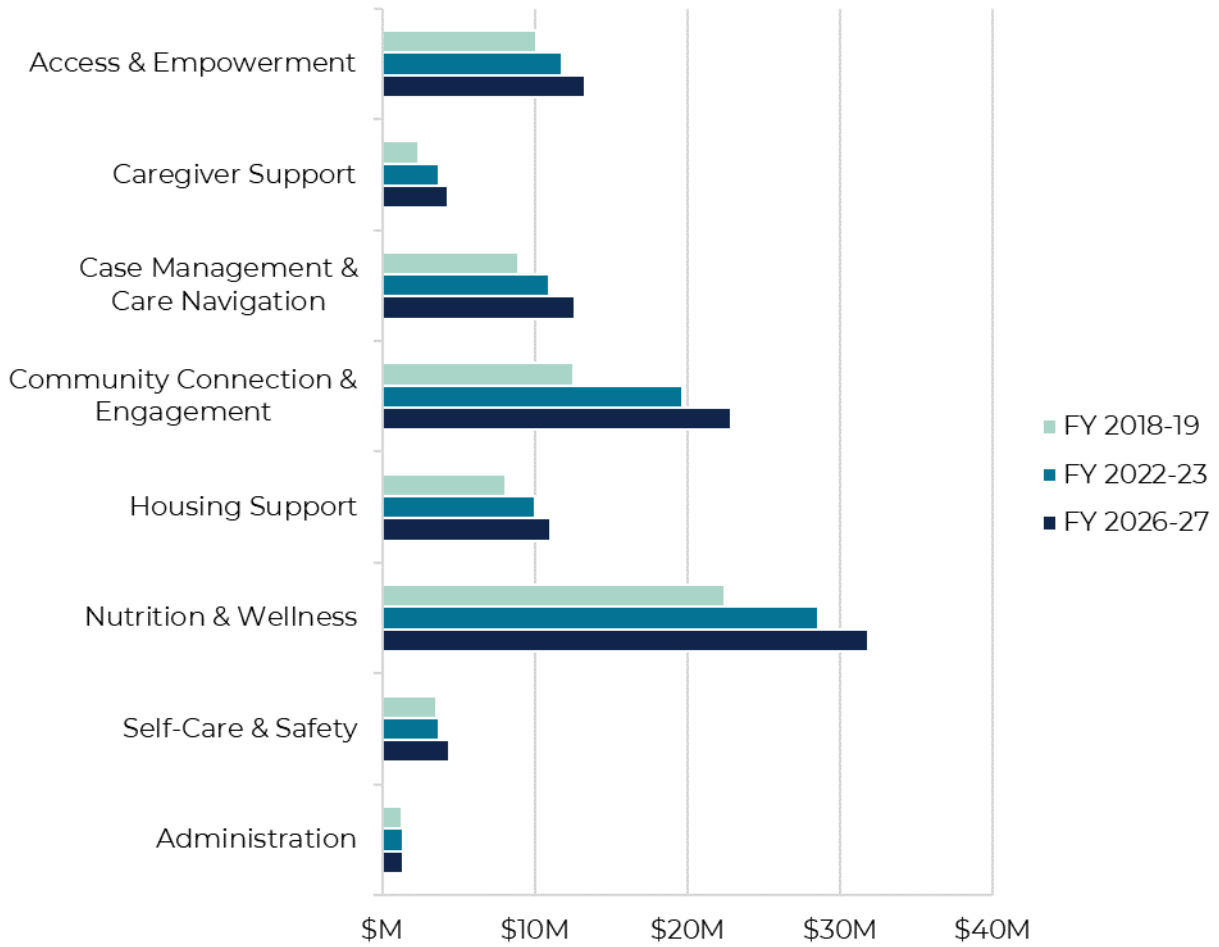
Spotlight on Pilot Programs and Neighborhood-Initiated Services

In its description of the funding and allocation planning process, the **Dignity Fund legislation emphasizes the importance of funding pilot programs and neighborhood-initiated services**. These elements of the legislation align with the broader principles of the Fund: to adopt best practices with demonstrated impact, to develop and test innovative approaches to meet client needs, and to work collaboratively with City and community stakeholders to ensure the equity and reach of our services throughout the diverse neighborhoods and communities of San Francisco.

DAS currently funds numerous pilot programs and neighborhood-initiated services, and will maintain or expand funding levels in these areas over the next four years, as described later in this section. We have highlighted select new or planned pilot programs and neighborhood-initiated services below to give a sense of these efforts in action.

PILOT PROGRAMS

- **LGBTQ+ Senior Mental Telehealth Pilot:** Launched in May 2022, this pilot program provides short-term counseling and therapy services to LGBTQ+ individuals and HIV long-term survivors ages 50 and older who self-report serious depression, anxiety, and trauma related to the COVID-19 pandemic crisis. It also offers technology support to enhance clients' digital literacy. This pilot was developed in response to the findings of the 2021 DAS-funded citywide LGBTQ+ Older Adult Survey assessing mental health and related impacts of the COVID-19 pandemic on queer and transgender seniors.

- **Community Service Center – Technology Navigators:** DAS plans to use new Dignity Fund resources to launch an innovative pilot to provide on-site technology support for clients at Community Service Centers throughout the city. We are developing this pilot in partnership with community stakeholders in response to the 2022 Dignity Fund Community Needs Assessment and other recent community research findings pertaining to issues of digital access and literacy. This approach reflects our understanding that access to technology devices alone is not sufficient to bridge the digital divide experienced by many adults with disabilities and seniors; hands-on technology navigation assistance and training are essential to help close this gap.

NEIGHBORHOOD-INITIATED SERVICES

- **Disability Cultural Community Center:** Based on plans developed in close collaboration with City partners, service providers, and disability community members, DAS is currently procuring services to begin implementation of the nation's first City-funded Disability Community Cultural Center. The Center will be located in the heart of San Francisco — in the Civic Center neighborhood — on the site of a new affordable housing development, a quarter of whose units are designated for low-income people with disabilities. The site is currently under construction, and will welcome residents and launch on-site services in 2025.

- **Neighborhood Choirs:** A more recent addition to the DAS social services network, these neighborhood-focused choir programs are offered at multiple sites throughout the city, and are designed to promote social connection, provide participants with an increased sense of belonging, and reduce their feelings of loneliness. The Department plans to expand the scope of our neighborhood-based arts programming in the FY 2023-24 to FY 2026-27 funding cycle, supported by new Dignity Fund growth, to include support for other forms of art in addition to choirs.

Funding Allocations by Service Area

The following sections provide additional detail by service area. This information includes an overview of the goals for and list of services in each service area, service enrollment levels, strategies DAS will use in the service area to advance its key priorities, and anticipated funding levels by the end of the FY 2023-24 to FY 2026-27 funding cycle.

Access & Empowerment

Access & Empowerment services educate, empower, and support older adults and adults with disabilities to access needed benefits and participate in services.

San Francisco's rich array of services for seniors and people with disabilities has the greatest impact when diverse consumers know about and can readily access these needed services. Understanding and navigating the multitude of resources can be overwhelming. Within the DAS network alone, there are over 60 community providers operating at more than 150 service sites, in addition to our many providers who also serve clients in their homes and/or remotely via virtual meeting technologies. In this complex service landscape, older and disabled adults needing services may be unaware of available resources, confused about the variety of service options, and/or unsure of how to access desired services. Even those clients who are aware of services may face systemic barriers to using them, such as inadequate disability access, unmet linguistic needs or cultural preferences for service delivery, and challenges accessing transportation or digital tools needed to participate in services.

To address these concerns, Access & Empowerment services are robust and varied, helping to promote awareness of services and facilitate service connection, provide advocacy and support empowerment on behalf of clients, and build service providers' capacity to deliver culturally responsive services to our diverse client population.

Access & Empowerment services include:

- Advocacy (Home Care, Housing, Long-Term Care)
- Aging and Disability Resource Centers (ADRCs)
- Community Liaisons
- *County Veterans Service Office (CVSO)*
- DAS Intake
- Empowerment Programs
- Health Insurance Counseling and Advocacy Program (HICAP)
- Legal Assistance
- LGBTQ+ Cultural Competency Trainings
- LGBTQ+ Financial Literacy
- LGBTQ+ Legal & Life Planning
- Naturalization
- Peer Ambassadors
- Transportation

CURRENT SERVICES & FUNDING CONTEXT
DAS supports more than 38,500 Access & Empowerment service enrollments every year.
These enrollment levels are largely driven by the significant volume of participants served by the Aging and Disability Resource Centers (ADRCs), which host information and referral specialists located at one of 13 community hubs throughout the city. They provide one-to-one support to adults with disabilities and older adults, including educating them about available resources and providing translation support.

Currently funded at nearly $12 million, **funding for Access & Empowerment services grew by over $1.8 million over the last four years,** about half of which we directed to ADRCs to stabilize their funding, boost staff capacity, and promote increased language access across the network. To further amplify our reach in the community, we launched the Peer Ambassador program, which employs older adults and adults with disabilities to conduct outreach and share information about DAS services. We also allocated additional resources for other key Access & Empowerment services like Empowerment Programs and Advocacy services, Transportation, Legal Assistance and Naturalization programs, and Financial Literacy and Legal and Life Planning services tailored for LGBTQ+ consumers.

Figure 6. Contracted FY 2022-23 Service Enrollments: Access & Empowerment Services
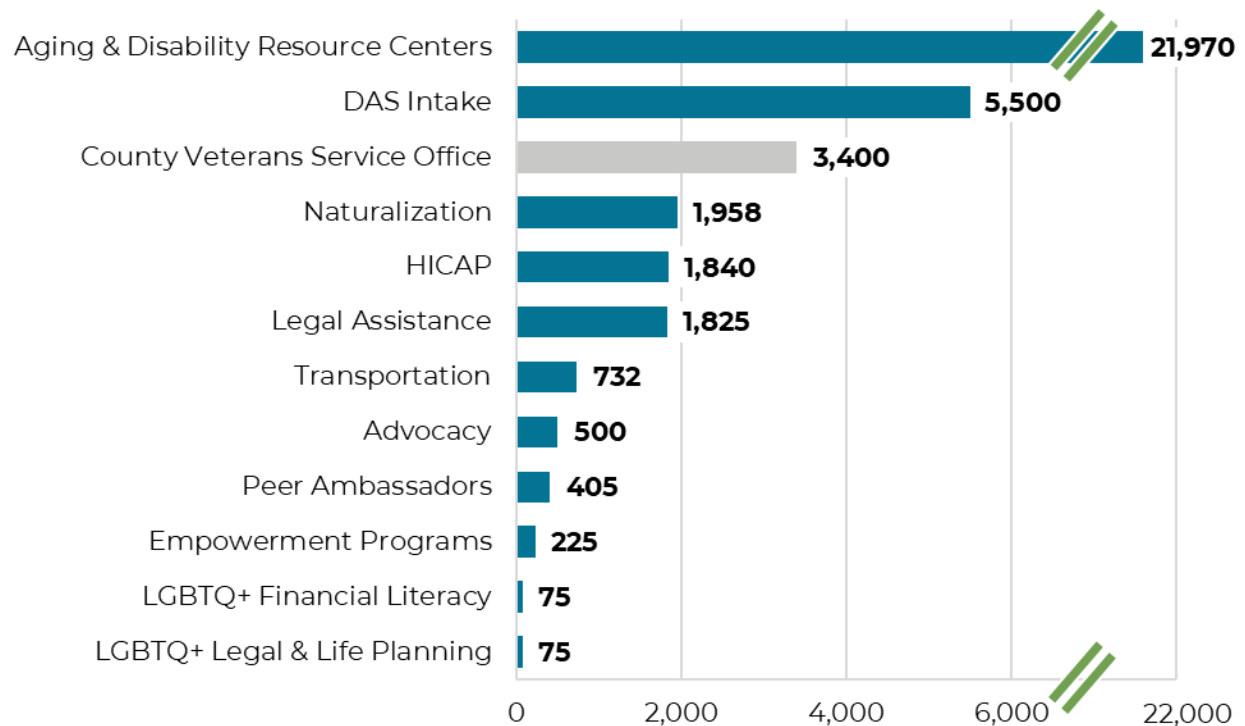
ADVANCING KEY PRIORITIES FOR THE FY 2023-24 TO FY 2026-27 FUNDING CYCLE

Access & Empowerment services are critical to advance the Department's key priorities for the current funding cycle. Key strategies include:

- **Improve Awareness and Navigation:** Access & Empowerment services serve as the cornerstone for the Department's efforts to improve the community's awareness of services for older people and adults with disabilities, and to help consumers and providers alike navigate and successfully connect to needed services. DAS will carry out a number of activities to support this priority — chief among which is our plan to launch a publicly accessible online resource directory later this year. This dynamic, searchable directory will allow users to identify the disability and aging resources both within and beyond the DAS service network that best meet their needs. Following this launch, DAS will implement new tools and training to support interagency service referral, making it easier for service providers to successfully connect their clients to other needed resources.

  The Department will also leverage new Dignity Fund growth to support the capacity of information and referral specialists at DAS Intake and our Aging and Disability Resource Centers to continue serving diverse consumers and carry out outreach to these groups. We will make a focused effort to reach adults with disabilities, BIPOC communities, and LGBTQ+ people — populations the 2022 Dignity Fund Community Needs Assessment highlighted for more tailored engagement.

- **Ensure Multimodal Service Access:** Safe, accessible, and flexible transportation options are essential to ensure that seniors and people with disabilities can participate in in-person services and more generally as full members of our community. To this end, we recently began a collaboration with the San Francisco Municipal Transportation Agency (SFMTA) to offer deeply subsidized taxi cards to older and disabled adults, originally launched to offset pandemic-related reductions in Muni services. We are excited about the future potential to expand this model for improved transit access using the Dignity Fund. We also plan to work more closely with the SFMTA Accessible Services division, lending our expertise on disability and aging to help inform their policy and programmatic decisions, and to identify new collaborative opportunities to improve transportation services for the City's seniors and people with disabilities.

- **Provide Equitable and Inclusive Services:** Our needs assessment reinforced the Department's belief that we must provide welcoming and culturally resonant services to ensure that older and disabled adults from all walks of life are comfortable accessing services. To advance this priority, DAS will leverage the Dignity Fund to support service provider training to promote cultural sensitivity and strengthen engagement with the City's diverse communities, particularly adults with disabilities, people of color, and LGBTQ+ populations. We also plan to bolster our Legal Assistance program to ensure ongoing capacity to meet persistent community demand for these services, particularly among Asian/Pacific Islander and Latinx/Hispanic consumers, many of whom speak a primary language other than English.

FUNDING ALLOCATION FOR THE FY 2023-24 TO FY 2026-27 FUNDING CYCLE
DAS anticipates that **our budget for Access & Empowerment services will be between $12.9 and $13.3 million** by the end of this funding cycle. The Department will allocate up to almost $700,000 in new Dignity Fund growth to advance the key priorities described above, and the rest will fund anticipated cost of doing business increases.[5]

Table 4. Actual and Anticipated Funding Levels: Access & Empowerment Services

FY 2018-19 Budget	FY 2022-23 Budget	FY 2026-27 Anticipated Budget	Dignity Fund Growth	
			Key Priorities	CODB
$10,100,000	$11,800,000	$12,900,000 to $13,300,000	$680,000	$800,000

Figure 7. Actual and Anticipated Funding Levels: Access & Empowerment Services

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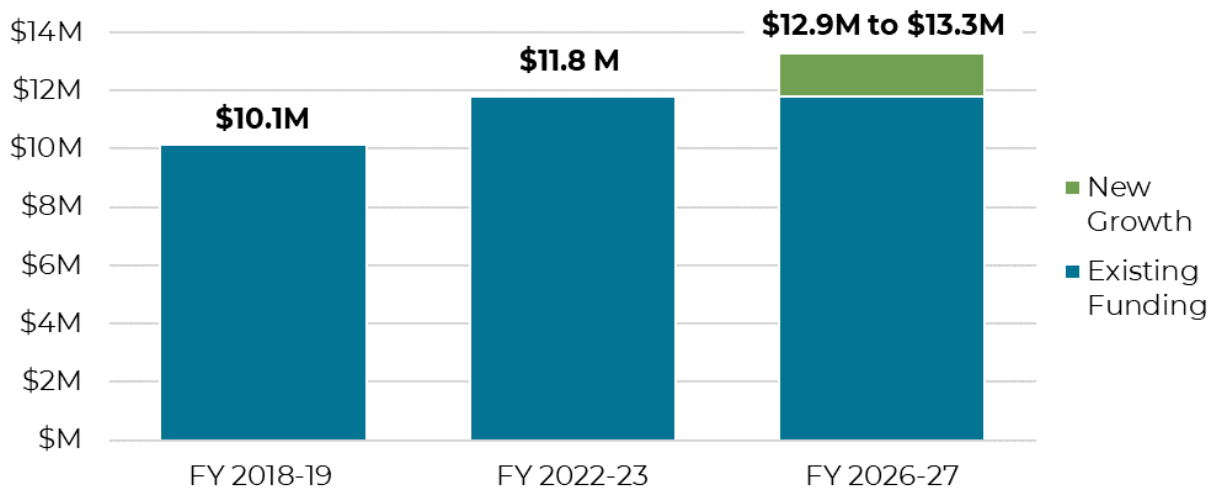
[5] This funding estimate for key priorities, and all such estimates in the service area sections within this report, represents the upper bound of the Department's intended budget for new programming. This value reflects the Department's best estimate based on information available at the time of this report.

Caregiver Support

Caregiver Support services strengthen the wellbeing of family and friend caregivers and their care recipients through education, counseling, resources, and connection.

As our population ages and health care costs steadily mount, friend and family caregivers play an increasingly important role in our communities. And while caregiving for a loved one can be a rewarding and positive experience, it is also often characterized by emotional, physical, and financial strain. Research has found that over half (54%) of the 53 million unpaid caregivers in the US are ages 50 and older, putting them at increased risk of health decline as they age; nearly a quarter (23%) of caregivers report that caregiving has had a negative impact on their health. Care recipients are living longer and requiring higher levels of care than in the past, contributing to increased burdens on caregivers to provide needed support: caregivers report providing an average of about 24 hours of care per week, and caring for their recipients for an average duration of nearly five years, up from prior years. Moreover, about 40% of care recipients live in their caregiver's home, allowing many caregivers little chance of respite from their caregiving responsibilities and related strain.[6]

These trends underscore the need for Caregiver Support services that benefit both informal caregivers and their care recipients. These services offer respite and other resources to help improve caregivers' ability to care for their loved ones, and to maintain or improve their own wellbeing.

Caregiver Support services include the following:

- Adult Day Programs (Adult Social Day, Alzheimer's Day Care Resource Centers)
- Caregiver Respite
- Family Caregiver Support Program

CURRENT SERVICES & FUNDING CONTEXT

DAS funds **over 2,000 enrollments in Caregiver Support services annually.** The vast majority of these enrollments occur in the Family Caregiver Support Program, which is modeled on the Older Americans Act's program and provides a variety of services, such as caregiver assessments, individual counseling, and group support classes. These trends are depicted in Figure 8 on the following page.

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[6] AARP and the National Alliance for Caregiving. (2020, May). *Caregiving in the US 2020.* AARP. https://www.aarp.org/content/dam/aarp/ppi/2020/05/full-report-caregiving-in-the-united-states.doi.10.26419-2Fppi.00103.001.pdf.

Historically a smaller service area for DAS, the establishment of the Dignity Fund allowed the Department to more than double funding for Caregiver Support services, primarily through significant investments in this area in FY 2017-18. We continued to build on this funding during the FY 2019-20 to FY 2022-23 funding cycle, **adding another $1.3 million in support for services in this area over the last four years.** Most of this growth — about $740,000 — is attributable to investments in Adult Day Programs, which we expanded in response to unmet community needs pertaining to care support for individuals with Alzheimer's and dementia and related respite options for caregivers. We also increased funding for the Family Caregiver Support Program by nearly 90% during this period; the program is now funded at over $1.3 million annually.

Figure 8. Contracted FY 2022-23 Service Enrollments: Caregiver Support Services
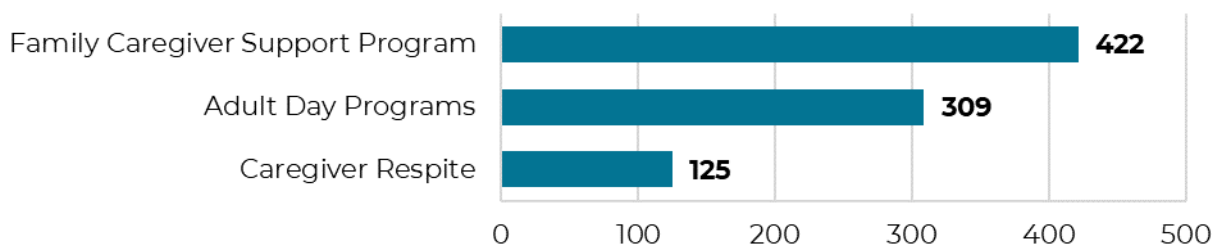
ADVANCING KEY PRIORITIES FOR THE FY 2023-24 TO FY 2026-27 FUNDING CYCLE
DAS will leverage Caregiver Support services to advance several of its key priorities for the current Dignity Fund cycle, including:

- **Collaborate with City and Community:** Providing care for a loved one can pose a variety of emotional, physical, and financial challenges, and many informal caregivers experience a decline in their health related to their caregiving role. Recognizing the importance of supporting both the physical wellbeing and mental health of caregivers, DAS has worked closely with community advocates and service providers to address unmet needs in this area. Leveraging one-time funds, the Department launched a new short-term individual counseling service as part of our broader suite of supports for family caregivers earlier this year. We intend to stabilize funding for these counseling services ongoing using Dignity Fund growth. DAS also plans to use Fund growth to strengthen capacity across our community-based providers of Caregiver Support services to offer culturally specific services and meet the needs of caregivers who speak a primary language other than English.

- **Improve Awareness and Navigation:** The 2022 Dignity Fund Community Needs Assessment found that caregivers are often unaware of available resources for themselves and their care recipients, and that even when they are, they need help to successfully navigate those resources. In response to these findings, we plan to develop new Caregiver Support programming to establish a "one-stop shop" where caregivers can obtain information about services for themselves and/or their care recipients, access trainings to improve their ability to provide care, and get assistance with other caregiving-related issues. This work will dovetail with the Department's

launch of our online resource directory for aging and disability services and expanded tools for interagency service referral.

FUNDING ALLOCATION FOR THE FY 2023-24 TO FY 2026-27 FUNDING CYCLE
Caregiver Support services will continue to grow in the FY 2023-24 to FY 2026-27 funding cycle: **DAS anticipates our budget in this area will be between $4.2 and $4.4 million by the end of the funding cycle.** Most of this growth — about $450,000 — will help reinforce and expand existing services in alignment with the key priorities described above.

Table 5. Actual and Anticipated Funding Levels: Caregiver Support Services

FY 2018-19 Budget	FY 2022-23 Budget	FY 2026-27 Anticipated Budget	Dignity Fund Growth	
			Key Priorities	CODB
$2,400,000	$3,700,000	$4,200,000 to $4,400,000	$400,000	$360,000

Figure 9. Actual and Anticipated Funding Levels: Caregiver Support Services
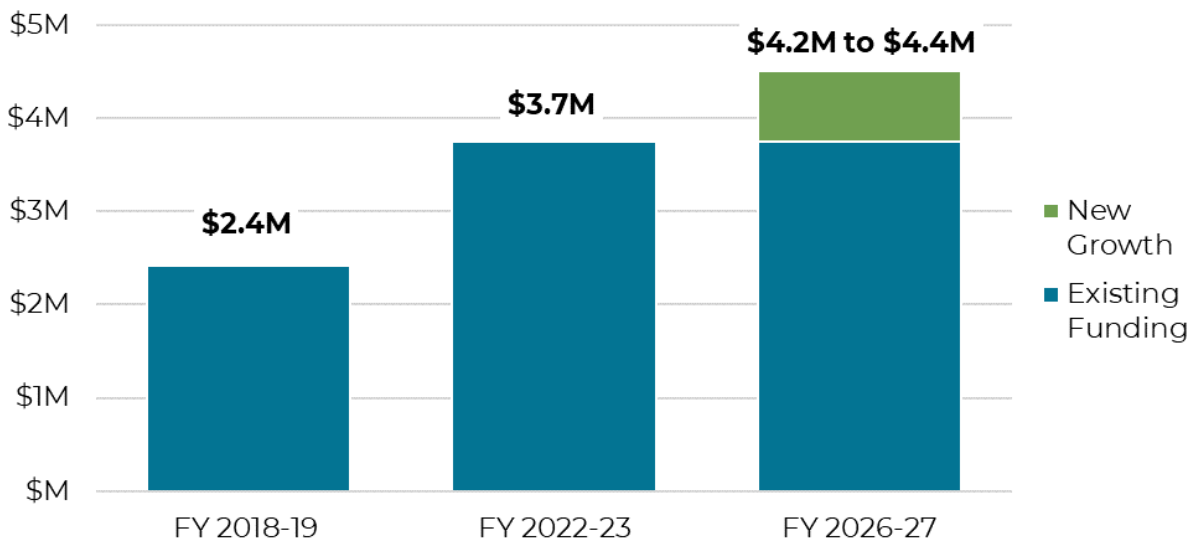
Case Management & Care Navigation

Case Management & Care Navigation services facilitate service connections and support individuals with complex needs to navigate available resources that promote stability in the community.

Older people and adults with disabilities sometimes find themselves facing unfamiliar and overwhelming circumstances that accompany major life changes, such as deteriorating health, the death of a loved one, discharge from a hospital or rehabilitation facility, or unexpected financial hardship. When their needs become complex, many consumers need help navigating available supportive resources, advocating for services to adequately meet their needs, and following up to ensure consistent service. While some people with disabilities and seniors need only short-term assistance during an unexpected crisis, others benefit from more sustained support to help them age in place with safety and stability.

Case Management & Care Navigation services provide critical support, assisting clients to navigate a complex web of services to get connected with the services that are right for them, and ultimately to improve their quality of life and stability in the community.

Case Management & Care Navigation services include the following:

- Case Management
- Community Living Fund (CLF)
- LGBTQ+ Care Navigation (including Pet Support)
- Money Management

CURRENT SERVICES & FUNDING CONTEXT

DAS supports **over 2,400 enrollments across our Case Management & Care Navigation services.** Most of this capacity is in the community-based Case Management program provided by 12 agencies around the city. Over 400 seniors and disabled adults are served per year in the Community Living Fund program, which helps clients with a skilled nursing level of care needs to live safely and with stability in the community. Another nearly 400 clients are served by the growing LGBTQ+ Care Navigation program, which provides tailored support to help queer and transgender clients navigate services to meet their needs.

Over the last four years, funding for Case Management & Care Navigation services has grown by approximately $2 million. This increase is due most significantly to the growth of the LGBTQ+ Care Navigation program, whose annual budget nearly tripled over this period from $740,000 in FY 2018-19 to $2 million in FY 2022-23. Funding for Case Management and Money Management services also increased in the last funding cycle, though more modestly.

Service	Enrollments
Case Management	1,458
Community Living Fund	425
LGBTQ+ Care Navigation	371
Money Management	160
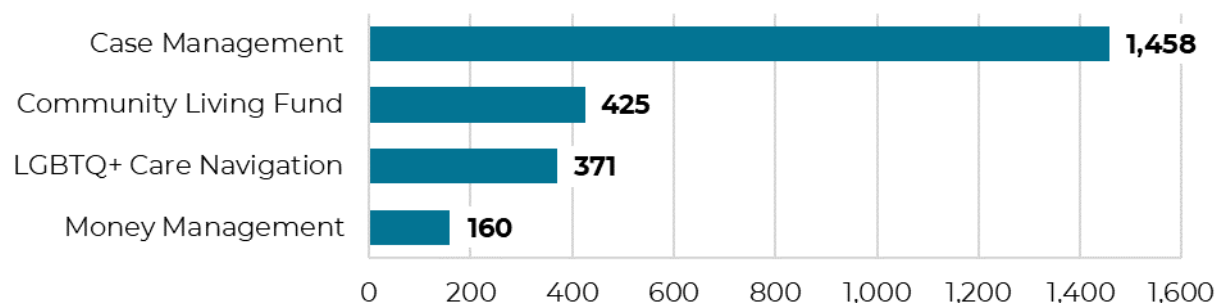
ADVANCING KEY PRIORITIES FOR THE FY 2023-24 TO FY 2026-27 FUNDING CYCLE

Case Management & Care Navigation services offer many opportunities to advance the Department's key priorities for the current Dignity Fund cycle:

- **Improve Awareness and Navigation:** Committed to using evidence-based strategies to improve service delivery and advance our key priorities, DAS is currently exploring how to best implement the Upstream Social Isolation Risk Screener — an easy-to-use screening tool that helps service providers identify the early signs of isolation among older adults and facilitate their connection to services and other resources that help to mitigate identified risks. In 2022, the Department conducted a mini-pilot of the tool via DAS Intake services and identified potential improvements to the screener, including ways to better meet the cultural and linguistic needs of San Francisco's diverse seniors. In consultation with service providers, we plan to expand this pilot to other bedrock social services like Case Management, and possibly institutionalize its use with the support of Dignity Fund growth, pending the pilot's success.

- **Use Data for Planning and Improvement:** DAS completed a Case Management System Assessment in April 2021, which included a recommendation and strategies to bolster data collection, monitoring, and sharing. The Department has already implemented some of these strategies, such as reviewing data collection protocols with Case Management service providers to ensure timely and high-quality data entry, and improving centralized waitlist management and interagency information sharing. We plan to continue work in this area during this funding cycle. In particular, we will develop an interactive dashboard to help track the Case Management waitlist and key program trends, enabling DAS and our providers to respond more nimbly to emergent needs, address equity issues, and support continuous quality improvement.

- **Strengthen CBO Infrastructure:** Our recent Case Management System Assessment and the 2022 Dignity Fund Community Needs Assessment both reaffirmed the critical importance of community-based case management services for many older and disabled San Franciscans. We must strengthen service provider capacity to meet persistent community demand for these services and the increasingly complex needs of clients. To this end, DAS has directed resources to boost case manager salaries. In

the coming funding cycle, we will use new Dignity Fund growth to increase Case Management staffing to reduce waitlists and wait times and also to implement strategies that improve system capacity to serve high acuity clients. During this funding cycle, DAS will also partner strategically with the San Francisco Health Plan and our community-based provider network, leveraging state California Advancing and Innovating Medi-Cal (CalAIM) funding to reinforce and expand service offerings in this service area.

FUNDING ALLOCATION FOR THE FY 2023-24 TO FY 2026-27 FUNDING CYCLE
In this funding cycle, **DAS anticipates our budget for Case Management & Care Navigation Services will be between $12.4 and $12.6 million**. The Department intends to allocate up to $550,000 in Dignity Fund growth in this area to support our key priorities.

Table 6. Actual and Anticipated Funding Levels: Case Management & Care Navigation Services

FY 2018-19 Budget	FY 2022-23 Budget	FY 2026-27 Anticipated Budget	Dignity Fund Growth	
			Key Priorities	CODB
$8,900,00	$11,000,00	$12,400,000 to $12,600,000	$550,000	$1,100,000

Figure 11. Actual and Anticipated Funding Levels: Case Management & Care Navigation Services
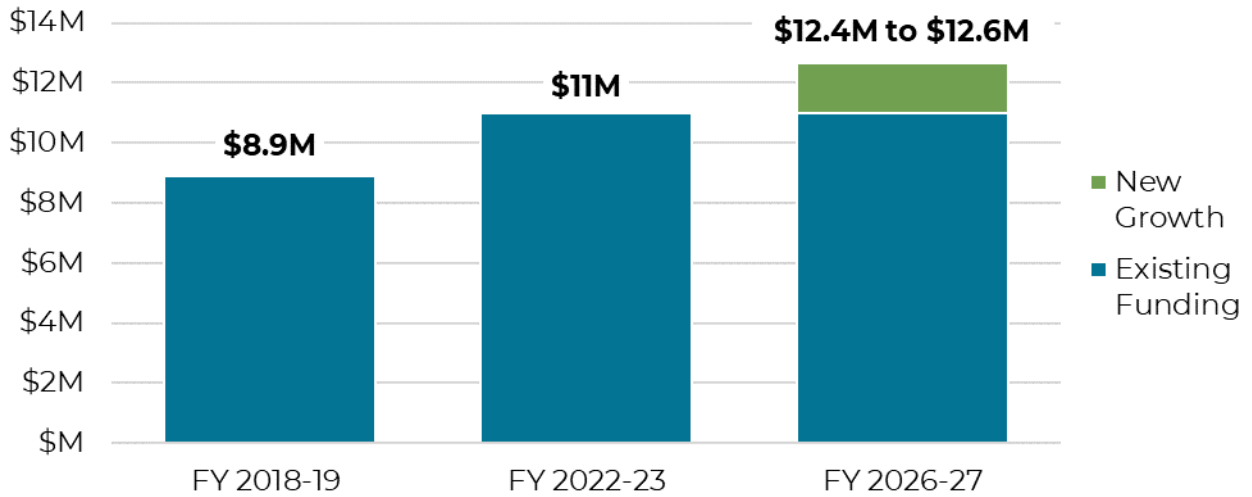
Community Engagement & Connection

Community Connection & Engagement services provide opportunities for older people and adults with disabilities to socialize, build community, and participate in a meaningful way in their community.

Older adults and adults with disabilities are at heightened risk for social isolation. Multiple factors contribute to this risk, including living on a fixed income, impairments to mobility, and the loss of social connection as peers pass away or suffer declining health. The COVID-19 pandemic exacerbated these risks, particularly for our community members without reliable access to digital technologies and the skills to use these tools to remain socially engaged while sheltering in place. Even now, as life for San Franciscans has resumed some level of normalcy, many of us are still unlearning the habits of isolation ingrained in us by three years of pandemic living.

In this context, it is more important than ever to offer a rich array of programs for people with disabilities and seniors that promote social connection and provide opportunities to build community with one another. This kind of programming is especially critical for marginalized cultural and linguistic populations who may face increased risk of isolation, like disabled individuals who are not easily able to leave their homes without assistance; LGBTQ+ people who may not have access to robust family or other identity-affirming social supports; and Black/African American communities whose social ties have been disproportionately disrupted by widespread neighborhood displacement.

Community Connection & Engagement services are important to mitigate isolation and offer older and disabled adults opportunities to participate meaningfully in their communities. These services take many different forms: they include site-based, hybrid, and fully remote programs like the variety of social activities that are hosted at Community Service Centers, as well as more diffuse programs that are offered directly in consumers' homes throughout the city, like Volunteer Visitor and Technology at Home services.

Community Connection & Engagement services include the following:

- Adult Day Health Centers (ADHCs)
- Community Bridge
- Community Connector
- Community Service Centers
- Employment Support
- Intergenerational Programs
- LGBTQ+ Senior Mental Telehealth Pilot
- Neighborhood Choirs
- Neighborhood-Based Programs
- Senior Companion
- SF Connected
- Technology at Home
- Transgender and Gender Non-Conforming (TGNC) Supports
- Village Programs
- Volunteer Visitors

CURRENT SERVICES & FUNDING CONTEXT

DAS funds **more than 23,500 enrollments across our Community Connection & Engagement services.** Most occur in Community Service Centers (including related pilot programs), which provide social and educational activities, as well as social services and translation support. Although enrollments in Community Service Centers and other services in this area dipped somewhat during the COVID-19 pandemic as on-site services were suspended — some clients prefer to engage only with in-person services even when remote or hybrid options are available — enrollments are beginning to return to pre-pandemic levels.

Collectively, **Community Connection & Engagement services have seen the most substantial funding growth over the past four years — $7.1 million, an increase of more than 50%.** This increase is attributable in large part to the growth of the SF Connected technology program, whose role in promoting digital access and literacy among older and disabled adults became more critical than ever following the outbreak of the COVID-19 pandemic. Other significant areas of investment included Community Service Centers, new Neighborhood-Based Program pilots, and Community Connector services, all of which further strengthened neighborhood-based opportunities for socialization and engagement. DAS also launched a number of notable new programs in this service area over the last four years, including tailored social programming for Transgender and Gender Non-Conforming individuals, LGBTQ+ Senior Mental Telehealth services, and foundational support for the implementation of the Disability Cultural Community Center.

Figure 12. Contracted FY 2022-23 Service Enrollments: Community Connection & Engagement Services
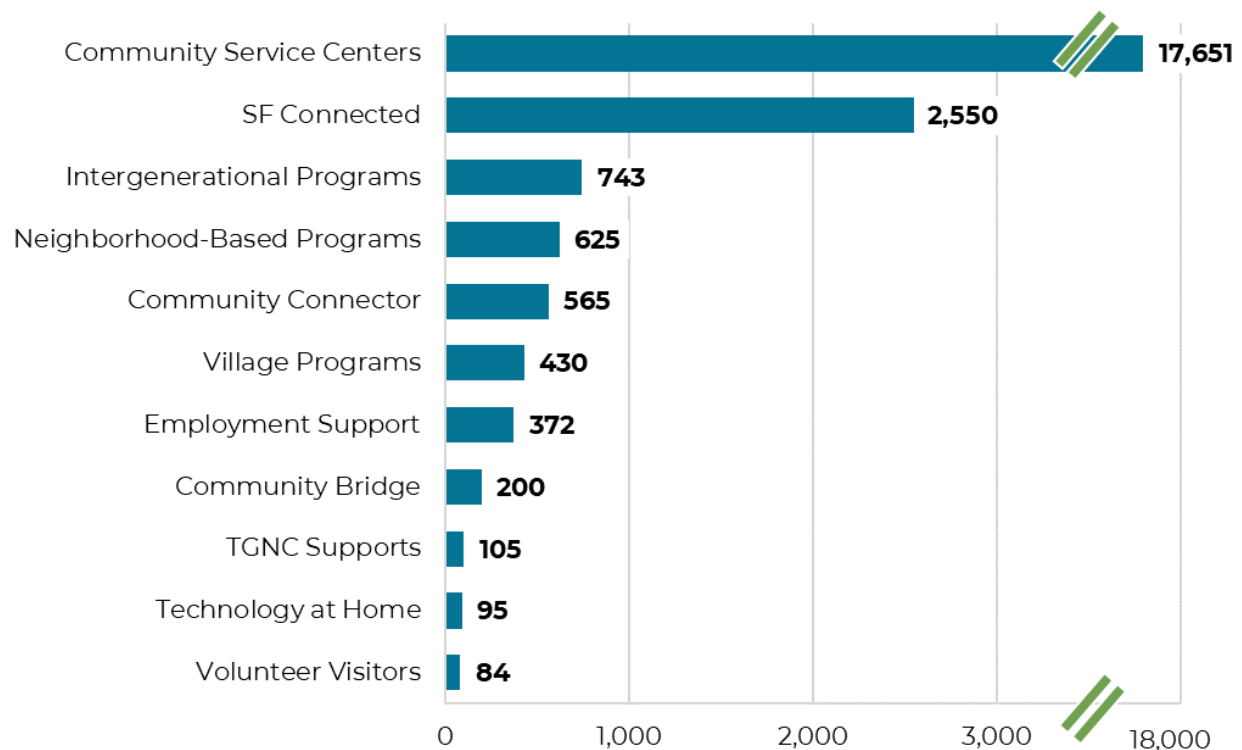
ADVANCING KEY PRIORITIES FOR THE FY 2023-24 TO FY 2026-27 FUNDING CYCLE

DAS will leverage its Community Connection & Engagement services in many ways to support its key priorities for this funding cycle. These include:

- **Ensure Multimodal Service Access:** Following the outbreak of the COVID-19 pandemic, DAS and our network of community-based service providers worked swiftly to ensure continuity of essential social programming for people with disabilities and older adults. Together, we established new and expanded existing technology infrastructure to support remote service delivery. We also worked to improve digital access and training among our service populations. We have continued to adapt to evolving conditions over the past three years: many providers now offer a mix of in-person, remote, and hybrid service models so our clients can choose the modes of engagement that best meet their needs and preferences.

  Building on the successes and lessons learned from these efforts, DAS plans to use new Dignity Fund resources not only to strengthen network-wide technology infrastructure, but also to support new technology programming to address the digital divide. We will launch an innovative new pilot to staff technology navigator roles at Community Service Centers citywide, recognizing the strategic advantage of co-locating technology support services at trusted neighborhood hubs for service access and socialization. We also anticipate using Fund growth to stabilize several new digital technology initiatives originally launched with one-time funding as part of a statewide effort to help bridge the digital divide. These efforts include the purchase of digital devices, training and ongoing technology support for consumers, and digital infrastructure improvement.

- **Boost Engagement of Adults with Disabilities:** DAS continues to advance our work to establish the nation's first City-funded Disability Community Cultural Center. The Center will be located at a new 112-unit affordable housing site (a quarter of whose units are reserved for people with disabilities with low income), currently under construction in San Francisco's Civic Center neighborhood. The Department is in the process of procuring a service provider — with extensive disability community and service provider input — to develop and begin implementation of the Center. We plan to use new Dignity Fund growth to support Center operations, ensure robust outreach to diverse people with disabilities, and address emergent needs following the launch of this exciting new resource. In a similar vein, we will also use new Fund dollars to respond to recommendations made by the Age & Disability Friendly San Francisco Technology Workgroup, which will develop implementation strategies to address unmet community needs pertaining to the digital divide, particularly those faced by younger people with disabilities.

- **Provide Equitable and Inclusive Services:** In the last Dignity Fund cycle, DAS made several notable investments in Community Connection & Engagement services focused on LGBTQ+ populations, including the launch of the Transgender and Gender Non-Conforming Supports program and the innovative LGBTQ+ Senior Mental Telehealth Pilot. During this funding cycle, we plan to evaluate these services, engaging clients and service providers to understand their strengths and areas for growth. Informed by these lessons, we will explore strategies to expand these services

to other priority populations identified by the 2022 Dignity Fund Community Needs Assessment as benefitting from more tailored service models, such as lesbian, bisexual, and queer women; LGBTQ+ people of color; and individuals living with HIV.

- **Strengthen CBO Infrastructure:** The COVID-19 pandemic reaffirmed the crucial importance of our community programs, particularly our Community Service Centers, which serve citywide as the sites for socialization activities and a variety of other essential programming. We last procured these key services in 2018, and recognize that community needs and the costs associated with meeting those needs have changed significantly since then. As such, we intend to use new Dignity Fund dollars to reinforce this program and ensure that community providers can maintain and even increase service levels in a sustainable way. We also plan to strengthen funding support for other key services in this area based on the findings of the 2022 Dignity Fund Community Needs Assessment, including SF Connected and Intergenerational Programs, which play an essential role in promoting meaningful social connection between older people and people with disabilities and our broader city community.

FUNDING ALLOCATION FOR THE FY 2023-24 TO FY 2026-27 FUNDING CYCLE

DAS anticipates our **budget for Community Connection & Engagement services will be between $21 million and $21.6 million by FY 2026-27.** Over $1.3 million dollars of Dignity Fund growth will support new and expanded services to advance the Department's key priorities in this area; the remainder will support cost of doing business increases.

Table 7. Actual and Anticipated Funding Levels: Community Connection & Engagement Services

FY 2018-19 Budget	FY 2022-23 Budget	FY 2026-27 Anticipated Budget	Dignity Fund Growth	
			Key Priorities	CODB
$12,600,000	$19,700,000	$22,300,000 to $22,900,000	$1,200,000	$1,200,000

Figure 13. Actual and Anticipated Funding Levels: Community Connection & Engagement Services
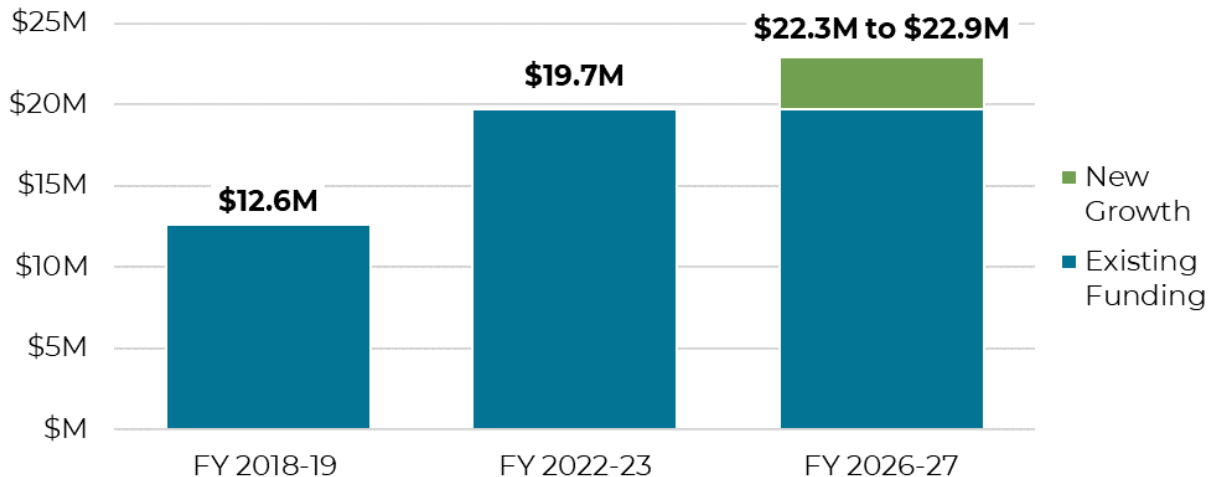
Housing Support

Housing Support services help seniors and adults with disabilities to maintain stable housing through service connection and community engagement.

San Francisco's competitive housing market and affordable housing shortage pose urgent housing stability concerns for seniors and adults with disabilities. Renters are particularly exposed to fluctuations in the housing market. 2019 Census estimates suggest that 42% of senior households and 72% of households with a disabled adult rent their homes, representing nearly half of the City's population of older and disabled adults. Moreover, many older and disabled households live on significantly lower, fixed incomes than the general population, compounding the disproportionate housing affordability challenges these groups face: they are more likely to experience high rent burden, in addition to greater risk of eviction and displacement.

Accessibility poses another significant challenge in safely housing seniors and adults with disabilities. While new housing development in San Francisco is compliant with federal regulations regarding accessibility, much of the city's housing stock is old, and housing options that have adequate accessible or adaptable unit features can be hard to come by. The city's aging housing stock can be especially difficult to navigate for individuals using wheelchairs, those who have difficulty walking or climbing stairs, or those with other mobility issues. These trends underscore the importance of maintaining existing housing that meets an individual's accessibility needs as they age in place — they may be unable to afford the cost of moving into a more accessible unit on the open market.

Housing Support services help address these gaps, assisting older people and adults with disabilities to maintain or secure housing appropriate to their needs. Services in this area also support clients' ongoing stability by connecting them with supportive services and providing them with opportunities to build community.

Housing Support services include the following:

- Housing Subsidies
- Rental Assistance Demonstration Project
- Scattered Site Housing
- Veterans Services Connect

CURRENT SERVICES & FUNDING CONTEXT
DAS supports **over 3,000 enrollments in Housing Support services.** Most of this service is provided through programs that promote social connection, engagement, and housing stability for residents in senior and veteran housing sites through the Rental Assistance Demonstration Project and the Veterans Services Connect programs. The Department also funds two smaller rental subsidy programs that are specifically tailored to seniors and adults with disabilities with social service needs that DAS and its service provider network are best-suited to address.

DAS funding for Housing Support services increased by nearly $2 million over the last four years. This growth is driven primarily by significant investments — almost $1.7 million — in the Housing Subsidy program, which provides rental subsidies and other supportive resources to help mitigate rent burden and retain housing for seniors and people with disabilities. The remaining funding growth in this area is distributed across the other Housing Support services, plus cost of doing business increases.

Figure 14. Contracted FY 2022-23 Service Enrollments: Housing Support Services
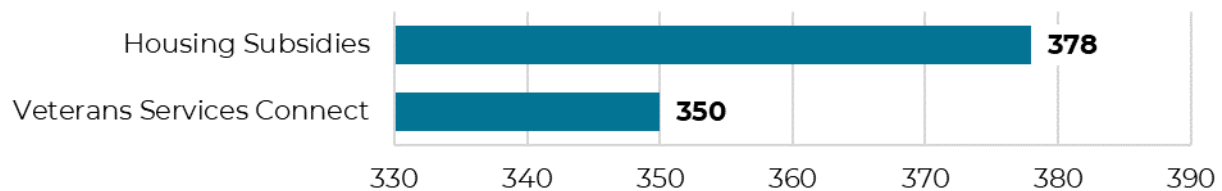
ADVANCING KEY PRIORITIES FOR THE FY 2023-24 TO FY 2026-27 FUNDING CYCLE

In our role as the social service agency supporting seniors and adults with disabilities, DAS will continue to focus housing-related service investments on promoting housing stability through service coordination and connection to other City housing resources, and on administering small-scale housing programs for individuals with other social service needs. While the City has other agencies serving as lead on key housing-related issues (such as affordability, construction, and accessibility), DAS still has several important priorities we will pursue in the housing area during the FY 2023-24 to FY 2026-27 funding cycle, including:

- **Promote Inclusion in the City:** In 2022, in our capacity as the City's lead agency on issues of disability and aging, DAS convened five San Francisco agencies — including the Department of Homelessness and Supportive Housing, the Mayor's Office of Housing and Community Development, the Mayor's Office on Disability, and the Planning Department — to facilitate City's first-ever Aging and Disability Affordable Housing Needs Assessment. This needs assessment brings dedicated focus to the unique affordable housing needs of older and disabled San Franciscans, putting them at the front and center of interagency housing strategy. The report offers nearly 50 recommendations for the City's lead agencies on housing to address identified areas of need. Implementation activities will begin during the FY 2023-24 to FY 2026-27 Dignity Fund funding cycle, during which DAS will take on a supporting role in our multi-departmental partnership, serving as a subject matter expert and advocate for people with disabilities and seniors. We will also use new Fund growth to support implementation strategies that fall within our social services context, like developing a small-scale home modification grant program that helps stabilize housing for older and disabled residents in need of essential accessibility upgrades that improve their safety, increase their independence, and support their ability to age in place.

- **Use Data for Planning and Improvement:** DAS made significant investments in the FY 2019-20 to FY 2022-23 Dignity Fund cycle to expand the Housing Subsidy program to offer more and deeper subsidies to our clients. In this cycle, we plan to assess the impact of this expansion in services using program administrative data and qualitative information gathered through interviews with clients and service providers. We will use our findings about the program's strengths and areas for growth to inform future program strategy and continuous quality improvement. DAS

will also prepare the annual Affordable Housing Overview Report required by the same local ordinance governing the development of the affordable housing needs assessment described above. This analysis, which summarizes population trends and program information on the City's affordable housing portfolio, will ensure the continued visibility of affordable housing needs for older and disabled people, even as agencies' implementation of needs assessment recommendations is ongoing.

- **Collaborate with City and Community:** As described above, DAS will continue to be a key partner in the City's interagency collaborative responsible for planning and coordinating implementation of recommendations from the 2022 Aging and Disability Affordable Housing Needs Assessment. In this role, we will offer subject matter expertise on issues of disability and aging throughout the implementation process. During this Dignity Fund cycle, DAS will also continue our partnership with the Mayor's Office of Housing and Community Development to administer the Senior Operating Subsidy program, which provides grant funding for project-based rental subsidies that help make housing more deeply affordable to older residents; these funds are directed to operators of new developments in the City's affordable housing portfolio, and are applied to subsidize units designated for seniors.

FUNDING ALLOCATION FOR THE FY 2023-24 TO FY 2026-27 FUNDING CYCLE

By the end of the funding cycle, **DAS anticipates our annual budget for Housing Support services will be between $11.4 and $11.5 million.** To support its key priorities, DAS plans to allocate up to $250,000 dollars for new and expanded services in this area. See Table 11 for a summary of this information on the following page.

Table 8. Actual and Anticipated Funding Levels: Housing Support Services

FY 2018-19 Budget	FY 2022-23 Budget	FY 2026-27 Anticipated Budget	Dignity Fund Growth	
			Key Priorities	CODB
$8,100,000	$10,000,000	$10,900,000 to $11,000,000	$250,000	$730,000

Figure 15. Actual and Anticipated Funding Levels: Housing Support Services
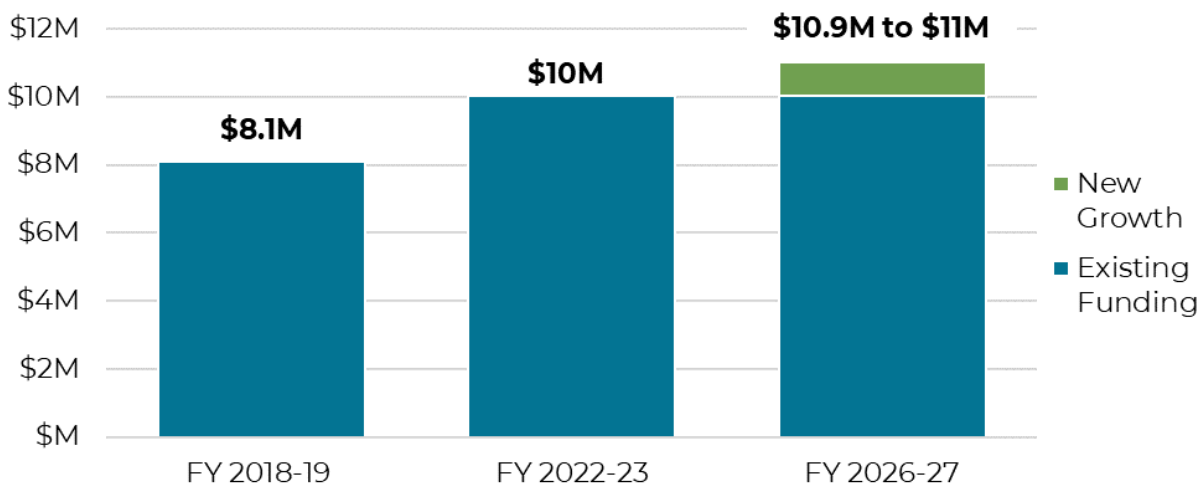
Nutrition & Wellness

Nutrition & Wellness services promote physical health and wellbeing for older adults and adults with disabilities by providing nutritious foods and supporting healthy lifestyles.

Older adults and people with disabilities are more likely than their peers to experience food insecurity, which is closely connected to malnutrition, poor health status, and negative health events. Quality nutrition is an important factor in maintaining good health. Without it, these individuals may experience loss of strength, greater susceptibility to disease, and increased need for emergency health services. Seniors and adults with disabilities with low income face even greater risk of food insecurity. They may not have access to affordable and nutritious fresh produce in their neighborhoods or may be forced to make a choice between purchasing healthy foods and meeting other basic needs.

As people age, these risks can be further compounded by changes in health that can increase risks of falls and injury. Services that provide quality, culturally-relevant, and nutritious food — whether through communal dining, home-delivery, or pantry models — are important to support improved health and life outcomes among these populations. Health and wellness among older and disabled adults may also be enhanced through non-nutritional interventions, including health promotion activities focused on exercise and disease management.

Nutrition & Wellness services provide meals and groceries to alleviate food insecurity among older adults and adults with disabilities. In addition to food programs, this service area offers other approaches to support wellness: programs that educate clients about nutrition for disease management, help clients develop healthy nutrition habits, and offer clients opportunities to improve their physical fitness and overall health.

Nutrition & Wellness services include the following:

- Chronic Disease Management Programs
- Congregate Meals
- Food Pantry
- Health Promotion – Physical Fitness
- Home-Delivered Groceries
- Home-Delivered Meals
- Nutrition as Health
- Nutrition Counseling
- Nutrition Education

CURRENT SERVICES & FUNDING CONTEXT

DAS funds **more than 50,000 enrollments in Nutrition & Wellness services.** Over half of these enrollments are in the Congregate Meals program, which provides communal dining

as an opportunity for socialization and nutrition at sites throughout the City. Following the outbreak of COVID-19, this program also began offering the option for to-go meal pick-up; even as in-person dining sites have reopened, to-go meals remain extremely popular. DAS also supports over 12,500 enrollments in home-delivered food programs (prepared meals and grocery bags). In addition to nutrition programs, DAS supports almost 2,000 enrollments in its wellness and health promotion programs, with most occurring in Physical Fitness classes that provide exercise structured to reduce risks of falls and injury.

DAS made **significant investments in the Nutrition & Wellness service area during the last Dignity Fund cycle, increasing spending in this area by more than $6.1 million.** Most of this growth is the result of large funding infusions in Home-Delivered Meals (over $3.7 million) and Congregate Meals (nearly $3 million), a scale of investment made possible by new federal and state revenue sources dedicated to address increased food needs among older and disabled adults as part of the COVID-19 emergency response. The Department also used Dignity Fund growth to boost support for Nutrition Counseling, Nutrition Education, and Nutrition as Health medically-tailored meals and other resources for clients with chronic health conditions (e.g., HIV, diabetes, etc.).

Figure 16. Contracted FY 2022-23 Service Enrollments: Nutrition & Wellness Services
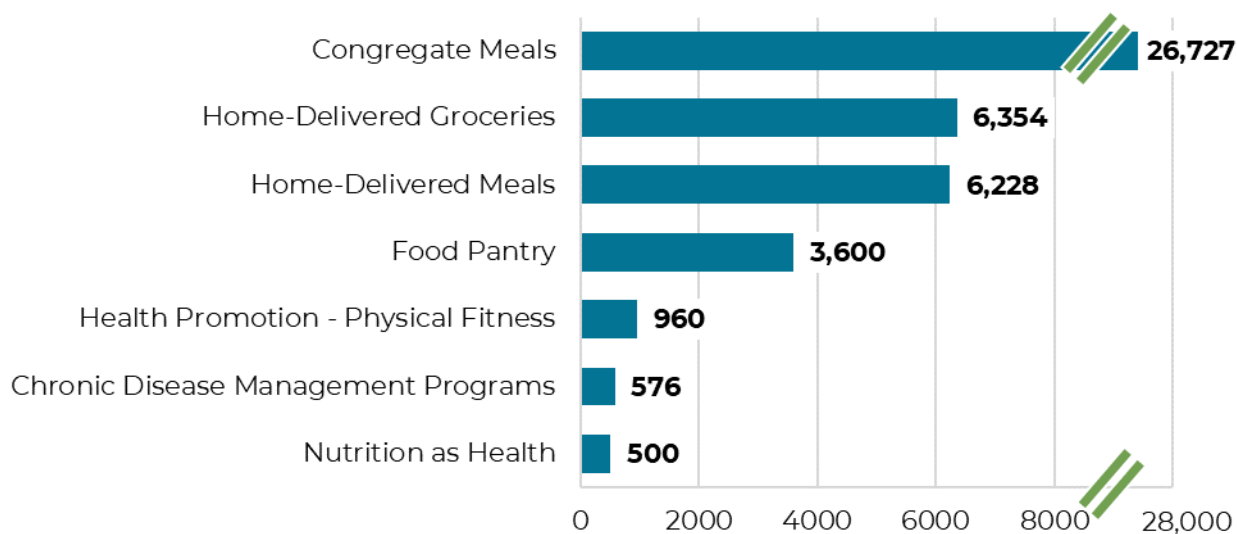
ADVANCING KEY PRIORITIES FOR THE FY 2023-24 TO FY 2026-27 FUNDING CYCLE
Nutrition & Wellness services provide many opportunities to work towards the Department's key priorities. In particular, DAS will prioritize the following:

- **Ensure Multimodal Service Access:** A longtime centerpiece in the Department's service portfolio, food programs for older people and adults with disabilities took on even greater prominence during the height of the COVID-19 pandemic. Shelter-in-place orders and related economic impacts made it harder for many San Franciscans to access nutritious meals and groceries. In response, our Congregate Meal providers adopted new to-go meal and home-delivery service models, and our home-delivery

and pantry partners expanded services to better meet the increased needs of our community. During this funding cycle, DAS will use new Dignity Fund growth to reinforce food providers' ability to sustainably serve clients at desired levels, and to provide ongoing funding support for the extremely popular to-go Congregate Meal service model even as communal dining sites resume in-person services. These strategies will improve consumer choice about accessing the mode of food service delivery that best meets their needs. They also have the potential to make more efficient use of the Dignity Fund, shifting demand away from more resource-intensive home-delivery service models, while increasing participation in food programs overall.

- **Boost Engagement of Adults with Disabilities:** Guided by the findings of the 2022 Dignity Fund Community Needs Assessment, DAS is exploring a variety of strategies to better engage adults with disabilities in new and existing services during the FY 2023-24 to FY 2026-27 funding cycle. One of these strategies is to develop and launch a tailored exercise program for adults with disabilities, ages 18-59. We will build on our successes with the Health Promotion – Physical Fitness model, and plan to design and market this new program specifically with younger adults with disabilities in mind. This population has different needs and preferences from seniors — even those with disabilities — and our community research suggests that disabled adults will be more likely to engage in programming with greater cultural resonance.

- **Provide Equitable and Inclusive Services:** While providing culturally appropriate nutrition has long been a priority for DAS, we have brought new strategies and community partnerships to bear in ensuring responsiveness to cultural population needs, supported by the Dignity Fund. For example, in the FY 2019-20 to FY 2022-23 funding cycle, we launched a small-scale pilot to provide supplemental cultural grocery bags for Hispanic/Latinx participants in Food Pantry services, and strategically engaged faith community partners to improve the reach of our food programs in Black/African American communities. In this funding cycle, we will use new Dignity Fund dollars to provide ongoing support for these services and replicate our successes with these models to expand services to other cultural subgroups who may have unmet nutritional needs.

FUNDING ALLOCATION FOR THE FY 2023-24 TO FY 2026-27 FUNDING CYCLE
DAS estimates that **funding for Nutrition & Wellness services will reach $31.4 to $31.9 million by FY 2026-27**. Because this service area has such a large existing allocation, future cost of doing business increases account for the majority of this growth. DAS plans to allocate up to $1 million to support our key priorities.

Table 9. Actual and Anticipated Funding Levels: Nutrition & Wellness Services

FY 2018-19 Budget	FY 2022-23 Budget	FY 2026-27 Anticipated Budget	Dignity Fund Growth	
			Key Priorities	CODB
$22,500,000	$28,600,000	$31,400,000 to $31,900,000	$1,000,000	$2,300,000

Figure 17. Actual and Anticipated Funding Levels: Nutrition & Wellness Services
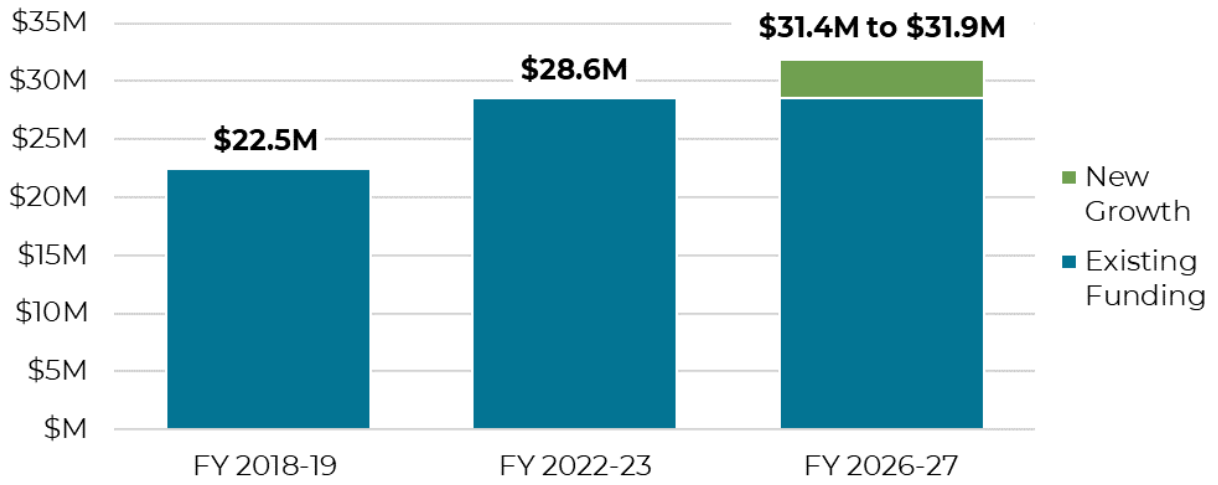
Chart showing actual and anticipated funding levels:
- FY 2018-19: $22.5M
- FY 2022-23: $28.6M
- FY 2026-27: $31.4M to $31.9M

Legend:
- New Growth
- Existing Funding

Self-Care & Safety

Self-Care & Safety services help older adults and people with disabilities to meet their needs in the most independent setting, safe from abuse and self-neglect.

While many older adults and adults with disabilities are able to live independently in the community without assistance, some benefit from supportive services that promote their safety and help them to meet their basic needs as they age in place. These services include help with personal care and basic daily tasks to maintain stability and independence. Those individuals who have difficulty meeting their basic needs may experience heightened risks related to their health, housing, and safety; as such, they may require immediate intervention to address critical issues and facilitate connections to resources that promote ongoing stability. Seniors and adults with disabilities who are unable to manage their needs due to cognitive impairment or unaddressed mental health challenges may need ongoing guardianship services or conservatorship support.

Self-Care & Safety services provide critical assistance to meet this broad spectrum of client needs, supporting older people and adults with disabilities to live safely in the least restrictive setting.

Self-Care & Safety services include the following:

- *Adult Protective Services (APS)*
- Elder Abuse Prevention Services
- *In-Home Supportive Services (IHSS)*
- Long-Term Care Ombudsman
- *Public Administrator*
- *Public Conservator*
- *Public Guardian*
- *Representative Payee*
- Senior Escorts
- Short-Term Home Care for Seniors
- Suicide Prevention & Emotional Support
- Support at Home
- Supportive Services for People with Collecting Behaviors

CURRENT SERVICES & FUNDING CONTEXT

As shown in Figure 18 on the next page, most Self-Care & Safety services are provided directly by DAS. However, the Department also promotes safe and independent living by **funding nearly 4,200 enrollments in community-based programs** that offer support for suicide prevention, collecting behaviors, and personal care needs.

Over the last four years, **DAS increased funding in its community-based Self-Care & Safety services from about $3.6 million to nearly $4.4 million.** About half of this growth ($600,000) is attributable to new safety escort services, which DAS launched in FY 2020-21 in response to

community concerns following several high-profile incidences of hate violence against Asian/Pacific Islander seniors at the height of the COVID-19 pandemic. The remainder of this growth reflects significant investments the Department made in this service area when we first implemented the Dignity Fund. These investments included supporting continuity of services like the Long-Term Care Ombudsman program, which addresses issues of abuse and neglect in assisted living and skilled nursing facilities, and the Support at Home program, which provides home care subsidies for people who have too much income to qualify for In-Home Supportive Services (IHSS) but not enough to afford to pay for private home care services.

Figure 18. Contracted FY 2022-23 Service Enrollments: Self-Care & Safety Services
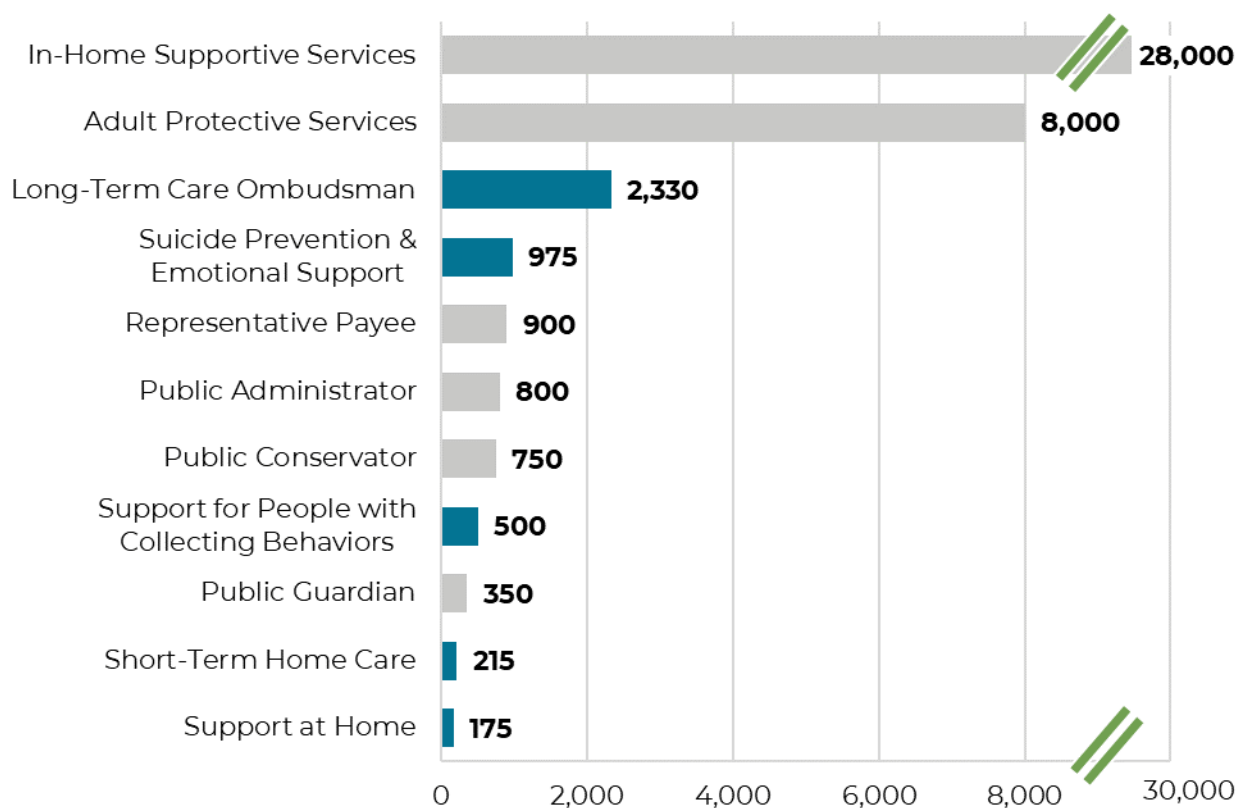
ADVANCING KEY PRIORITIES FOR THE FY 2023-24 TO FY 2026-27 FUNDING CYCLE
Within the Self-Care & Safety service area, DAS will pursue several of its key priorities over the next four years:

- **Boost Engagement of Adults with Disabilities:** Although most Self-Care & Safety services are provided directly by DAS, our community-based services in this area play an important role in addressing areas of need that may not fall within the scope of those direct services — such as the Support at Home program. Launched as a pilot program in FY 2016-17, Support at Home was evaluated annually by researchers at the University of California-San Francisco for three years following the first year of implementation. These evaluations and community feedback from the 2022 Dignity

Fund Community Needs Assessment both highlighted the need to better engage adults with disabilities, ages 18-59, findings that inform the Department's plan to use new Dignity Fund growth in this funding cycle to improve the reach of Support at Home services in this underserved population. We intend to adopt more tailored outreach strategies to engage program eligible adults with disabilities and support the corresponding increases in the program's service levels.

- **Collaborate with City and Community:** Many clients who use Self-Care & Safety services are at risk of, currently in, or stabilizing following a period of crisis. They often have complex needs at the intersection of health, housing, and safety. These clients often depend on multiple supportive services administered by different City agencies, underscoring the importance of interagency coordination and frontline collaboration to keep clients safe and stable in the least restrictive setting.

  In the FY 2023-24 to FY 2026-27 funding cycle, DAS will continue to foster several key collaborations with the City's health and housing agencies to support improved outcomes for our shared clients. For example, we will continue to scale the IHSS Collaborative Caregiver Support Team model to more than 60 Permanent Supportive Housing sites citywide, to help older and disabled residents who may be eligible for IHSS home care, but struggle to access services independently, apply for and successfully enroll in the program. We also plan to expand this service model to congregate shelters, to help individuals experiencing homelessness remain safely and stably housed as they transition from a shelter setting to permanent housing.

  DAS will also continue to administer the Adult Protective Services (APS) Home Safe pilot program, which provides self-neglecting older and disabled adults at risk of or currently experiencing homelessness with intensive case management and other housing-related supports to support their ongoing stability in the community.

- **Strengthen CBO Infrastructure:** In the FY 2023-24 to FY 2026-27 funding cycle, DAS plans to use new Dignity Fund dollars to support community provider capacity to maintain continuity of services and ensure the sustainable growth of our programs in this area. In addition to the expanded resources for Support at Home described above, the Department will reinforce staffing capacity for Short-Term Home Care services to meet increased demand for these services. We will also use funds to stabilize ongoing support for the innovative partnership between the APS Financial Abuse Virtual Unit and community-based legal services providers to assist in civil litigation related to financial abuse of older people and adults with disabilities.

FUNDING ALLOCATION FOR THE FY 2023-24 TO FY 2026-27 FUNDING CYCLE
Due to the critical nature of the situations that bring clients to need support from Self-Care & Safety services, most services in this area are mandated programs provided directly by DAS

and, as such, are not eligible for Dignity Fund money.[7] DAS expects its **budget for Dignity-Fund eligible Self-Care & Safety services will reach $4.9 to $5 million by FY 2026-27.** DAS intends to allocate up to $310,000 to support the key priorities described above.

Table 10. Actual and Anticipated Funding Levels: Self-Care & Safety Services

FY 2018-19 Budget	FY 2022-23 Budget	FY 2026-27 Anticipated Budget	Dignity Fund Growth	
			Key Priorities	CODB
$3,600,000	$4,400,000	$4,900,000 to $5,000,000	$310,000	$360,000

Figure 19. Actual and Anticipated Funding Levels: Self-Care & Safety Services

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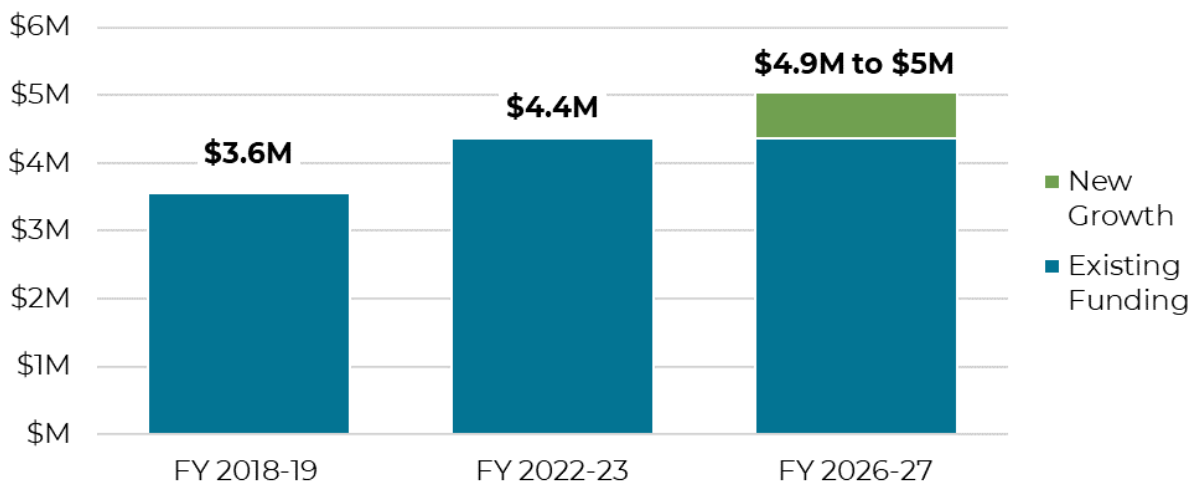
[7] DAS spends approximately $355.2 million on these services, most of which funds the IHSS program (about $325.8 million).

Administration

Administrative services enable DAS to comply with Dignity Fund legislation, manage procurement to fund services in the community, and evaluate Fund services outcomes.

The Dignity Fund legislation permits DAS to use funding to support administration of the Fund, including Department staff to support the Oversight and Advisory Committee, conduct planning and evaluation processes, and facilitate funding allocation. Additionally, these funds can be used to contract with external consultants and outside experts to prepare the Dignity Fund Community Needs Assessment and Services and Allocation Plan reports and support equity analyses. Administrative services also include database systems that support day-to-day provision of services and collect data used for evaluation of performance and client outcomes. DAS is also permitted to fund technical assistance and capacity-building services with Dignity Fund revenue.

The Dignity Fund legislation permits DAS to retain up to two percent of the Fund in an undesignated contingency reserve. **The Department does not intend to hold ongoing funding in reserve.** Consistent with our past practice in this area, **we will instead consider available unspent funding — that is, one-time savings — as our primary contingency resource.** DAS will use this funding to satisfy one-time needs or fill gaps until a service comes up for a four-year procurement in the contract schedule outlined in the *Planning Process for the FY 2023-24 to FY 2026-27 Funding Cycle* section of this report.

CURRENT SERVICES & FUNDING CONTEXT

The current DAS **budget for Dignity Fund-related Administration services is about $1.4 million.** Growth in this area over the has been minimal over the past four years, and is attributable to expected Citywide increases in administrative staff salary and fringe costs. Nearly two-thirds of this budget — about $880,000 — is for staffing support for Dignity Fund management. Another $470,000 fund database systems used by service providers to track client enrollment and service delivery information for Dignity Fund eligible services. The remainder of the budget is reserved to procure consultant support for research and other projects like the recent Case Management Systems Assessment and our forthcoming public information campaign to combat ableism in our communities.

ADVANCING KEY PRIORITIES FOR THE FY 2023-24 TO FY 2026-27 FUNDING CYCLE

While most of the Department's work to advance key priorities will occur in its client-facing service programs, DAS will also leverage its Administration services as follows:

- **Promote Inclusion in City:** During the FY 2023-24 to FY 2026-27 funding cycle, DAS plans to use new Dignity Fund resources to support the development and launch of a citywide public information campaign that educates San Franciscans about ableism and promotes anti-ableist practices. This work will take place in coordination with the

Age and Disability Friendly San Francisco Implementation Workgroup and the Community Alliance for Disability Advocates, building on the Department's prior successes with the Reframing Aging SF campaign conducted in the previous funding cycle. Funds will support procurement of consultant services to facilitate development of the campaign with community input, creative design services to generate campaign-related media and execute the campaign, and additional project resources as needed.

- **Use Data for Planning and Improvement:** An essential part of the Department's role in administering the Dignity Fund effectively is to carry out a variety of planning and evaluation activities. Administration services are a critical resource for: ensuring high-quality data collection across the DAS service network to support analysis of program trends and client outcomes; supporting regular assessment of community needs to inform Fund spending and programming decisions; and reinforcing transparency and accountability to community stakeholders for responsible administration of the Fund. During the coming funding cycle, DAS will continue to use its internal resources and partner with outside experts as needed to develop information that supports data-informed decision making. Notably, the Department will carry out its first ever Dignity Fund Cycle-End Evaluation of the FY 2019-20 to FY 2022-23 funding cycle, giving us greater insight into the scope and impact of the Dignity Fund over this period.

- **Strengthen CBO Infrastructure:** DAS is committed to providing our service providers with tools that support their ability to effectively serve diverse people with disabilities and older adults. These tools include infrastructure support for managing client enrollment and collecting reliable data on service delivery. For example, DAS is currently overseeing a data system upgrade to improve efficiency, minimize burden, and maximize useful information collected by the Department and our service providers. We will use Administration services resources during this funding cycle to train and provide ongoing technical assistance to help service providers navigate this upgrade following its launch.

  DAS also plans to offer general technical assistance and capacity-building support to our providers in a variety of other ways. In addition to training community providers on our service network and use of our forthcoming online resource directory, described elsewhere in this report, we intend to re-launch the popular DAS Office of Community Partnerships quarterly webinars started during the COVID-19 pandemic as a way to share critical programming updates and resources across our provider network. We also plan to provide training and technical support for service providers on a variety of topics that help advance the Department's priorities, such as incorporating anti-ableist practices, creating more affirming environments for LGBTQ+ consumers, and improving language access.

FUNDING ALLOCATION FOR THE FY 2023-24 TO FY 2026-27 FUNDING CYCLE

By FY 2026-27, DAS anticipates our Administration services **budget will remain steady at approximately $1.4 million.** The Department does not plan to significantly expand funding

for Administration services over the FY 2023-24 to FY 2026-27 funding cycle. We expect existing funding will likely be sufficient to cover ongoing needs in this area. Any additional projects will likely be one-time occurrences, and we anticipate that available unspent funding from one-time savings can be used to address these needs as they arise. See the table below for more detail.

Table 11. Actual and Anticipated Funding Levels: Administration Services

FY 2018-19 Budget	FY 2022-23 Budget	FY 2026-27 Anticipated Budget	Dignity Fund Growth	
			Key Priorities	CODB
$1,300,000	$1,400,000	$1,400,000	$0	$0

Figure 20. Actual and Anticipated Funding Levels: Administration Services
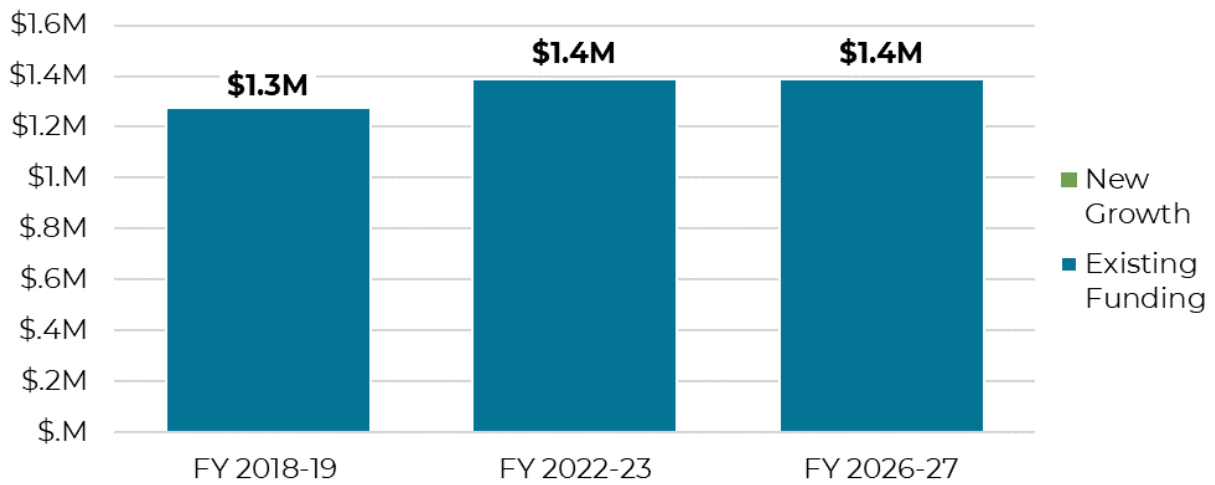
Tracking Progress and Measuring Success

Tracking program deliverables and service outcomes is critical to ensure that the Dignity Fund is achieving its intended impact in the community and making best use of available resources. The Dignity Fund legislation directs DAS to develop a Services and Allocation Plan that is outcomes-oriented and focuses on measurable objectives, as well as provide for evaluation on a regular basis. Building on our ongoing efforts to ensure robust data collection across our service network, and to use data to inform continuous quality improvement, equity considerations, and other policy and program decisions, DAS established a coordinated multi-part framework for performance measurement and outcome evaluation in the prior funding cycle. This section describes that framework.

Dignity Fund Outcome and Evaluation Plan

DAS uses a three-part framework for tracking outcomes and evaluating Dignity Fund services, established and first implemented in the prior funding cycle. These elements are:

- **Annual Data and Evaluation Report:** A fiscal year snapshot of service deliverables and outcomes for all Dignity-Fund eligible services. This snapshot includes metrics describing client demographic profile, service units provided, and program outcomes aggregated by service and grouped further by service area.

- **Focus Area Reports:** Program- or topic-specific analyses that delve more deeply into key issues of interest DAS identifies through the Dignity Fund Community Needs Assessment, Data and Evaluation Reports, and with input from the Oversight and Advisory Committee. Past reports include equity analysis of service engagement among communities of color and LGBTQ+ populations, assessment of caregiver needs, and analysis of Legal Assistance program trends.

- **Cycle-End Evaluation Report:** A report synthesizing information from the Annual Data and Evaluation Reports and Focus Area Reports to analyze trends and impact of the Dignity Fund over the funding cycle. We will prepare the first-ever Cycle-End Evaluation Report following the conclusion of the FY 2019-20 to FY 2022-23 funding cycle this June.

Table 21 on the following page summarizes the timing of these outcome and evaluation components alongside the Dignity Fund planning and funding activities DAS carries out every four years. This timeline illustrates the continuous nature of outcome and evaluation work, and how the information generated by these various analyses will be used to support future planning processes.

Table 21. Dignity Fund Outcome and Evaluation Plan Timeline

| Fiscal Year | Planning and Funding | | Outcome and Evaluation^ | | |
	Strategic Planning Activity	SAP Funding Year	Annual Data & Evaluation Report	Focus Area Reports ("Deep Dives")	Cycle-End Evaluation Report
FY 2017-18	CNA				
FY 2018-19	SAP		x	x	
FY 2019-20		Year 1	*	x	
FY 2020-21		Year 2	x	x	
FY 2021-22	CNA	Year 3	x		
FY 2022-23	SAP	Year 4	x	x	
FY 2023-24		Year 1	x	x	x
FY 2024-25		Year 2	x	x	
FY 2025-26	CNA	Year 3	x		
FY 2026-27	SAP	Year 4	x	x	

*^This outcome and evaluation framework was established in the FY 2018-19 Dignity Fund Services and Allocation Plan. As such, these activities are shown from FY 2018-19 onwards. *DAS did not prepare the Annual Data & Evaluation Report for the FY 2019-20 data year due to the outbreak of the COVID-19 pandemic. Department and community-based service provider staff capacity was shifted to emergency response, and some outcome reporting requirements were waived to accommodate these new priorities. DAS will analyze program data for this period where available as part of the upcoming Cycle End Evaluation Report.*

MEASURING OUTCOMES AND IMPACT ACROSS OUR SERVICES

Continuous performance measurement is an essential part of the Dignity Fund Outcome and Evaluation Plan. **In all our direct services and community-based programs, DAS tracks key metrics** over time to understand how our services support older adults and people with disabilities to live in the community. In the FY 2019-20 to FY 2022-23 funding cycle, DAS began a process to improve performance measurement across our services by adopting more **meaningful and reliable outcome measures** at the individual service level, and developing a **shared outcome objective framework** structured by our service areas.

This framework — which we developed with input from the Dignity Fund Oversight and Advisory Committee and Service Provider Working Group — allows the Department to more effectively describe the combined impact within and across each service area of our more than 60 Dignity Fund programs. It also allows DAS to understand the quality of each service in our portfolio, and ultimately **enables us to better ensure that we prioritize funding for programs with demonstrable impact and make informed decisions** in the next Dignity Fund Service and Allocation Plan.

As highlighted earlier in this report, all DAS services are categorized by their primary underlying goal or purpose. For each service area, this shared purpose provides direction for outcome themes that can and should be integrated into measurable objectives for those services. Outcome objectives for each service align with these outcome themes, so the Department can understand and describe the shared impact of our funding across distinct

services within a service area. The DAS outcome objective framework, featuring these outcome themes by service area, is summarized below in Table 12.

Table 12. DAS Outcome Objective Framework

Service Area	Primary Goal	Outcome Themes
Access & Empowerment *e.g., Aging and Disability Resource Centers, Empowerment Programs, Legal Assistance*	To educate, empower, and support older adults and people with disabilities to access needed benefits and participate in services	• Education and Awareness of Services • Empowerment • Provider Training and Cultural Competence • Service Connection
Caregiver Support *e.g., Adult Day Programs, Caregiver Respite*	To support the wellbeing of family and friend caregivers and their care recipients through education, counseling, resources, and connection	• Ability to Care for Recipient • Avoidance of Institutionalization • Caregiver Health and Wellbeing
Case Management & Care Navigation *e.g., Community Living Fund, Money Management*	To facilitate service connections and support individuals with complex needs to navigate available resources and promote stability in the community	• Service Connection • Stability in the Community
Community Connection & Engagement *e.g., Community Service Centers, Employment Support*	To provide opportunities for older people and adults with disabilities to socialize, build community, and participate in a meaningful way in their community	• Community Participation and Engagement • Service Connection • Social Inclusion • Socialization and Reduced Isolation
Housing Support *e.g., Housing Subsidies, Scattered Site Housing*	To support seniors and adults with disabilities to maintain stable housing through service connection and community engagement	• Housing Stability • Service Connection • Socialization and Engagement
Nutrition & Wellness *e.g., Home-Delivered Meals, Nutrition Counseling, Health Promotion*	To promote physical health and wellbeing for older adults and adults with disabilities by providing nutritious foods and supporting healthy lifestyles	• Community Stability and Independence • Healthy Nutrition Habits • Increased Food Security • Physical Fitness and Health
Self-Care & Safety *e.g., Elder Abuse Prevention, Long Term-Care Ombudsman*	To support older adults and people with disabilities to meet their needs in the most independent setting, safe from abuse and self-neglect	• Empowerment and Self-Determination • Provider Training • Stability in the Community

This outcome objective framework is designed to be inclusive and flexible, allowing for innovation and specialization in the design and delivery of services. Given the nuance and unique nature of each service, it may not be the case that every service within a given service area contributes to every outcome theme in that service area. However, every service should have measurable outcome objectives that speak to at least one identified outcome theme. Notably, in addition to the specific outcome themes shown in Table 12 on the previous page, outcomes related to quality of life and wellbeing, as well as satisfaction with services, crosscut all services areas and are also incorporated into performance measurement.

In the FY 2023-24 to FY 2026-27 funding cycle, we will continue our work to improve the meaningfulness and consistency of outcome objectives for Dignity Fund services in alignment with our outcome framework. Recognizing that DAS was not consistently able to implement this framework for services entering new contract terms during the height of the COVID-19 pandemic (given our focus on emergency response priorities), we plan to **resume the consistent application of best practices for measure development and adoption**. In addition, to build on performance measurement improvements we have successfully implemented thus far, and to minimize burden on DAS staff and community partners when finalizing new outcome objectives, we intend to **develop a library of existing outcomes**. This new resource will serve as an importance reference for future outcome development and support the Department's aim to consistently use outcome objectives across our services that both are aligned with framework and are meaningful, relevant, and feasible to track.

Conclusion

The Dignity Fund is a vital resource for San Francisco's older adults and adults with disabilities, especially for those members of our community who depend on City services to meet their day-to-day needs and age safely in place. DAS began the planning process encompassing the 2022 Dignity Fund Community Needs Assessment and this Services and Allocation Plan in the wake of the COVID-19 pandemic, which fundamentally reshaped our community's needs and how the Department and our network of community-based service providers support our clients. The pandemic underscored the importance of our services even as it forced us to adapt them to our new circumstances. We are proud of the ways DAS staff, service providers, partners, and other community stakeholders rose to these challenges, working creatively and persistently to deliver services to San Francisco seniors, people with disabilities, veterans, and caregivers in need. We are energized to carry forward promising practices from our experiences throughout the pandemic, and to continue building our capacity in the areas where the community has expressed unmet need.

This Services and Allocation Plan for the FY 2023-24 to FY 2026-27 funding cycle reflects the Department's values as an organization and sets our agenda for the next four years. We believe this plan commits to prioritizing and investing in programs and initiatives that uphold our commitments — to doing what works, to equity and inclusion, to data-informed decision making, to collaboration — to meet San Francisco's most pressing disability and aging needs. DAS looks forward to building upon the robust foundation of supportive services we have laid over the six years since the Dignity Fund's inception, and to working together in the years ahead new heights in service of our community.

Appendix A: DAS Service List & Descriptions

This appendix provides a brief description of services directly provided or administered by DAS though partnerships with community-based organizations. All DAS programs are included in this guide to provide a full picture of the Department's operations, including services that are eligible for support through the Dignity Fund. The tables below indicate whether services are Dignity Fund eligible. This guide was updated in January 2023.

DAS Service List

The table below lists DAS services alphabetically, and identifies which one of seven broad service areas each services falls into. It also indicates which services are Dignity Fund-eligible.

Table 13. DAS Service List

Service	Service Area	DF Eligible
Adult Day Health Center (ADHCs)	Connection & Engagement	Y
Adult Day Programs	Caregiver Support	Y
Adult Protective Services (APS)	Self-Care & Safety	N
Advocacy: Home Care	Access & Empowerment	Y
Advocacy: Housing	Access & Empowerment	Y
Advocacy: Long-Term Care	Access & Empowerment	Y
Aging and Disability Resource Centers (ADRCs)	Access & Empowerment	Y
Caregiver Respite	Caregiver Support	Y
Case Management	Case Management	Y
Chronic Disease Management Programs	Nutrition & Wellness	Y
Community Bridge	Connection & Engagement	Y
Community Connector	Connection & Engagement	Y
Community Liaisons	Access & Empowerment	Y
Community Living Fund (CLF)	Case Management	Y
Community Service Centers	Connection & Engagement	Y
Community Service Program Pilots	Connection & Engagement	Y
Congregate Meals	Nutrition & Wellness	Y
County Veterans Service Office (CVSO)	Access & Empowerment	N
DAS Intake	Access & Empowerment	Y
Elder Abuse Prevention Services	Self-Care & Safety	Y
Employment Support	Connection & Engagement	Y
Empowerment Programs	Access & Empowerment	Y
Family Caregiver Support Program	Caregiver Support	Y
Food Pantry	Nutrition & Wellness	Y
Health Insurance Counseling and Advocacy Program (HICAP)	Access & Empowerment	Y
Health Promotion - Physical Fitness	Nutrition & Wellness	Y
Home-Delivered Groceries	Nutrition & Wellness	Y

Service	Service Area	DF Eligible
Home-Delivered Meals	Nutrition & Wellness	Y
Housing Subsidies	Housing Support	Y
In-Home Supportive Services (IHSS)	Self-Care & Safety	N
Intergenerational Programs	Connection & Engagement	Y
Legal Assistance	Access & Empowerment	Y
LGBTQ+ Care Navigation	Case Management	Y
LGBTQ+ Cultural Competency Trainings	Access & Empowerment	Y
LGBTQ+ Financial Literacy	Access & Empowerment	Y
LGBTQ+ Legal & Life Planning	Access & Empowerment	Y
LGBTQ+ Senior Mental Telehealth Pilot	Connection & Engagement	Y
Long-Term Care Ombudsman	Self-Care & Safety	Y
Money Management	Case Management	Y
Naturalization	Access & Empowerment	Y
Neighborhood Choirs	Connection & Engagement	Y
Neighborhood-Based Pilot Programs	Connection & Engagement	Y
Nutrition as Health	Nutrition & Wellness	Y
Nutrition Counseling	Nutrition & Wellness	Y
Nutrition Education	Nutrition & Wellness	Y
Peer Ambassadors	Access & Empowerment	Y
Public Administrator	Self-Care & Safety	N
Public Conservator	Self-Care & Safety	N
Public Guardian	Self-Care & Safety	N
Rental Assistance Demonstration Project	Housing Support	Y
Representative Payee	Self-Care & Safety	N
Scattered Site Housing	Housing Support	Y
Senior Companion	Connection & Engagement	Y
Senior Escorts	Self-Care & Safety	Y
SF Connected	Connection & Engagement	Y
Short-Term Home Care for Seniors	Self-Care & Safety	Y
Suicide Prevention & Emotional Support	Self-Care & Safety	Y
Support at Home	Self-Care & Safety	Y
Support Services for People with Collecting Behaviors	Self-Care & Safety	Y
Technology at Home	Connection & Engagement	Y
Transgender and Gender Non-Conforming (TGNC) Supports	Connection & Engagement	Y
Transportation	Access & Empowerment	Y
Veterans Services Connect	Housing Support	Y
Village Programs	Connection & Engagement	Y
Volunteer Visitors	Connection & Engagement	Y
Workforce Support	Self-Care & Safety	Y

DAS Service Descriptions by Service Area

The following sections provide a brief description of DAS services, organized by seven broad service areas: (1) Access & Empowerment, (2) Caregiver Support, (3) Case Management & Care Navigation, (4) Community Connection & Engagement, (5) Housing Support, (6) Nutrition & Wellness, and (7) Self-Care & Safety.

Access & Empowerment

Access & Empowerment services educate, empower, and support older adults and adults with disabilities to access needed benefits and participate in services.

Table 14. Access & Empowerment Service Descriptions

Service	Description	DF Eligible
Advocacy: Home Care	Home care advocacy services provide systems-level advocacy to maintain a seamless and responsive home care system for meeting the in-home and personal care needs of older adults and people with disabilities. This includes facilitating a task force responsible for addressing issues such as systemic gaps in service access and coordinating responses to state policy and budget changes related to In-Home Supportive Services.	Y
Advocacy: Housing	Housing counseling and advocacy services help to improve housing conditions by providing both direct services, such as information and assistance for individuals at risk of eviction, and systems-level advocacy, such as training for individuals and groups to inform the public about the need for affordable and accessible housing in San Francisco.	Y
Advocacy: Long-Term Care	Long-term care advocacy services provide assistance and education to consumers to help them learn about long-term care services and understand the basic rights that are guaranteed to them by the various long-term care services in San Francisco.	Y
Aging and Disability Resource Centers (ADRCs)	ADRCs are centralized resources for free information, service referral, and assistance on issues affecting old adults and people with disabilities, regardless of their income. These hubs are located throughout the City, with at least one ADRC located in each Supervisorial District; information, referral, and assistance are offered in multiple languages to meet the needs of non-English speaking residents.	Y

Service	Description	DF Eligible
Community Liaisons	Community Liaisons are older adults and adults with disabilities who work in project based assignments to enhance accessibility and operation of services for older adults and adults with disabilities. This might include hosting activities, providing tech support, or translation of documents. In addition to improving the flow of service and client experience, the program provides a meaningful employment opportunity for seniors and disabled adults in the community.	Y
County Veterans Service Office (CVSO)	The CVSO supports veterans and their dependents to understand, apply for, and obtain benefits and entitlements from the U.S. Department of Veterans Affairs.	N
DAS Intake	The DAS Intake serves as a centralized hub for accessing Department services. Through a single call or visit to the DAS Benefits and Resource Hub at 2 Gough, older adults and adults with disabilities may receive information about and assistance applying for various services, including the Community Living Fund, In-Home Supportive Services, Home Delivered Meals, and Case Management. Information, referral, and assistance services are offered in multiple languages to meet the needs of non-English speaking residents.	Y
Empowerment Programs	Empowerment Programs provide trainings on organizing, leadership, and civic engagement and advocacy. Participants have the opportunity to build tangible skills like conducting effective meetings and resolving conflict, and also learn how to access essential benefits and services in the community.	Y
Health Insurance Counseling and Advocacy Program (HICAP)	HICAP services support San Francisco residents receiving Medicare to maximize their health benefits. HICAP Counselors provide consumers with information and counseling about Medicare, supplemental health policies, and long-term care insurance, in addition to assistance with filing insurance claims and preparing appeals if their claims are denied.	Y
Legal Assistance	Legal assistance provides legal representation, counseling on legal issues, and drafting of legal documents. These legal services may address a variety of topics such as eviction prevention, financial and consumer issues, preparation of wills, disability planning and advance directives, and immigration matters.	Y

Service	Description	DF Eligible
LGBTQ+ Cultural Competency Trainings	DAS funds two LGBTQ+ trainings for service providers. One is a cultural sensitivity training, focused on improving awareness of current issues faced by LGBTQ+ seniors and adults with disabilities. This is provided to DAS community partners. The LGBTQ+ Dementia Care Training is focused more specifically on facilitating service provider efforts to assist LGBTQ+ persons with dementia and to connect these clients to needed services and supports.	Y
LGBTQ+ Financial Literacy	A recommendation of the LGBT Aging Policy Task Force, this program was created to provide one-on-one counseling to empower LGBTQ+ clients to manage their finances and achieve financial goals. Services are tailored to each client's needs and work toward countable outcomes, such as opening savings and/or checking accounts, establishing a safe and affordable banking account, decreasing debt by at least ten percent, and establishing or improving credit score.	Y
LGBTQ+ Legal & Life Planning	A recommendation of the LGBT Aging Policy Task Force, this program helps LGBTQ+ clients identify and memorialize their end of life decisions. The goal of this service is to support and protect chosen family relationships and individual preferences for care through formal legal documentation, such as wills and trusts, advanced care directives, and hospital visit authorizations.	Y
Naturalization	Naturalization services help older adults and adults with disabilities who are legal permanent residents to complete the process of becoming United States Citizens. Services include citizenship and English as a Second Language classes to help clients successfully pass their naturalization tests; one-on-one counseling and support to prepare naturalization documents and navigate the citizenship process; and assistance with applications for disability and/or language waivers so clients may access the accommodations to which they are entitled.	Y
Peer Ambassadors	Peer Ambassadors are older adults or adults with disabilities trained to conduct outreach and share information about DAS programs and services widely in the community. This program not only helps to raise consumer awareness of and connection to DAS services, but also offers seniors and disabled adults opportunities for meaningful employment.	Y

Service	Description	DF Eligible
Transportation	Transportation services increase the accessibility and participation in DAS-funded services. This primarily supports attendance at Community Service Center services for those unable to transport themselves or use public transit. This supplement to Community Service Center program also includes a small amount of Shopping Shuttle service that transports clients between certain Community Service sites and grocery stores.	Y

Caregiver Support

Caregiver Support services strengthen the wellbeing of family and friend caregivers and their care recipients through education, counseling, resources, and connection.

Table 15. Caregiver Support Service Descriptions

Service	Description	DF Eligible
Adult Day Programs (Adult Social Day and Alzheimer's Day Care Resource Centers)	These state-licensed, community-based centers provide social and recreational activities, nutrition, and personal care support for clients who require help with basic daily tasks. Serving clients who need supervision and thus are not able to independently participate in Community Service Centers, Adult Day Programs provide respite for family and friend caregivers during daytime hours. Some sites have specialized programs for persons with moderate-to-late stage dementia and Alzheimer's disease.	Y
Caregiver Respite	The Caregiver Respite program provides in-home and out-of-home respite care, such as attendance at an Adult Day Program, to unpaid caregivers of older adults and adults with disabilities. Respite services may be provided for intermittent periods and/or in the event of an emergency. The program seeks to reduce caregiver burden and prevent or delay institutionalization of the care recipient, thereby enabling care recipients to live safely in their own homes and communities.	Y
Family Caregiver Support Program	The Family Caregiver Support Program provides a variety of services to unpaid caregivers, including counseling, caregiver training, and respite care. The program also provides caregivers with referrals to other supportive services, such as case management.	Y

Case Management & Care Navigation

Case Management & Care Navigation services facilitate service connections and support individuals with complex needs to navigate available resources that promote stability in the community.

Table 16. Case Management & Care Navigation Service Descriptions

Service	Description	DF Eligible
Case Management	Case Management services help navigating and coordinating the services needed to live safely in the community. Case managers provide a range of support to clients, including client needs assessment, service planning and monitoring, and coordination of services across providers.	Y
Community Living Fund (CLF)	CLF provides intensive case management and purchase of goods and services to support safety and stability in the community, as an alternative to institutionalization at a Skilled Nursing Facility.	Y
LGBTQ+ Care Navigation	This program helps LGBTQ+ older adults and adults with disabilities navigate service systems to access healthcare resources and social supports. Peer volunteers visit clients regularly to reduce isolation, also helping them overcome barriers that may inhibit accessing of needed services. Many clients have pets that represent the only consistent source of compassion and unconditional love in their lives; for those struggling to care for their animal companion, this program also provides pet care resources to maintain this important source of support.	Y
Money Management	A voluntary program that provides assistance to consumers in the management of income and assets. This may include, but is not limited to, payment of rent and utilities, purchase of food and other necessities, and payment of insurance premiums, deductibles and co-payments	Y

Community Connection & Engagement

Community Connection & Engagement services provide opportunities for older people and adults with disabilities to socialize, build community, and participate in a meaningful way in their community.

Table 17. Community Connection & Engagement Service Descriptions

Service	Description	DF Eligible
Adult Day Health Center (ADHCs)	ADHCs are state-licensed, community-based facilities that provide social and recreational activities, supervision, physical and occupational therapy, and personal care support for clients with skilled nursing level of care needs and/or cognitive impairment (e.g., dementia). This is a Medi-Cal benefit that also accepts private pay clients who can afford the daily rate.	Y
Community Bridge	Based out of a Community Service Center, the Community Bridge program blends off-site service coordination, development of social networks, and recruitment of volunteers with site-based activities. This program began as a pilot project 'hybrid' between the neighborhood-focused Village Model and site-based Community Service Center program.	Y
Community Connector	Community Connector services provide diffuse, neighborhood-based opportunities for community and social connection. These services are facilitated by a local resident and advisory board, and are an important means of supporting social engagement and inclusion in those neighborhoods not already being served by a Community Service Center.	Y
Community Service Centers	Community Service Centers provide a wealth of social activities and other programs to promote engagement and inclusion in the community. Across nearly 40 service sites scattered throughout the City, participants are invited to join in programs like tai chi, painting, computer access and literacy, English as a second language classes, exercise classes, and many other events to participate meaningfully in their communities.	Y

Service	Description	DF Eligible
Community Service Program Pilots	Community Service Program pilots are designed to engage underserved older adults and adults with disabilities. These pilots use diverse approaches across many different community service sites in the City to reach new consumers. These engagement strategies include (1) new activities such as exercise classes and leadership programming, (2) extended service hours for new evening or weekend programming, and (3) enhanced outreach through avenues such as community events, local health clinics, or social media.	Y
Employment Support	Employment Support services include subsidized job placements and other job-related supports to older adults and adults with disabilities seeking work. These services not only help to supplement participants' incomes, but also offer opportunities for social engagement and greater inclusion in the community.	Y
Intergenerational Programs	Intergenerational programs facilitate social engagement and exchange between older adults or adults with disabilities and individuals belonging to other generations.	Y
Neighborhood Choirs	Neighborhood-focused or neighborhood-based choirs designed to engage older adults and adults with disabilities. Participation is this program type has been shown to build social supports and connection, provide and increased sense of belonging, reduce feelings of loneliness, and increase interest in life.	Y
Neighborhood-Based Pilot Programs	Neighborhood-Based Pilot Programs are designed to engage older adults and adults with disabilities in underserved neighborhoods or districts. These pilots use diverse approaches in delivering services and activities to help increase awareness of services, foster empowerment, support engagement and socialization, and reduce social isolation. Programs vary by neighborhoods and can include activities like interactive arts, field trips, reading groups, cooking classes, housing-based supports, and many more.	Y
Senior Companion	The Senior Companion program provides low-to-moderate income older adults with the opportunity to volunteer at local community organizations. In addition to providing a small stipend, this program enhances participants' feelings of self-worth and connection with the community. The organizations where these volunteers are placed benefit from their expanded capacity to deliver needed services.	Y

Service	Description	DF Eligible
SF Connected	Located at sites throughout the City, including many DAS-funded Community Service Centers, this program provides customized training and educational programs specifically for older persons and people with disabilities to learn and grow familiar with basic computer and internet skills. A primary goal is to address barriers to social connection and provide social media tools to help individuals overcome isolation and access resources for healthy aging.	Y
Technology at Home	The Technology at Home program seeks to reduce isolation and support self-management of health through the use of technology. The program provides participants with a long-term loan of a tablet computer or similar devices, trains clients one-on-one to use these devices, and provides ongoing technical and troubleshooting to support clients' self-sufficiency and social engagement.	Y
Transgender and Gender Non-Conforming (TGNC) Supports	Transgender and Gender Nonconforming (TGNC) Supports provide programming and social services in a supportive and gender affirming environment. Activities are centered round creating social connections, building community, and addressing unmet social service needs for TGNC older adults and TGNC adults with disabilities living in San Francisco.	Y
Village Programs	Village Programs support members' ability to live independently in their homes, helping them to build and maintain meaningful relationships with other members of their community as part of a neighborhood network of support. These programs use a membership model in which paid staff and volunteers coordinate services and social activities for Village members.	Y
Volunteer Visitors	The Volunteer Visitors program matches volunteers with older adults and adults with disabilities who are socially isolated or at heightened risk of isolation, with the goal of reducing these individuals' feelings of loneliness and isolation. Volunteers visit client participants at least twice monthly for a period of six months or more, to support successful pairings and meaningful relationship building.	Y

Housing Support

Housing Support services help seniors and adults with disabilities to maintain stable housing through service connection and community engagement.

Table 18. Housing Support Service Descriptions

Service	Description	DF Eligible
Housing Subsidies	This program seeks to prevent loss of housing by identifying currently-housed persons facing imminent eviction and helping to stabilize their housing situation through the use of a housing subsidy payment. The subsidy amount varies based on client income and rent amount but with the universal goal to bring the rent burden to 30%. In addition to the rental subsidy, staff members provide clients with help connecting to other social services and resources that promote their housing stability.	Y
Rental Assistance Demonstration Project	The Rental Demonstration Assistance Project provides supportive services to public housing residents to promote housing retention and community connection. Outreach and engagement efforts, such as tenant newsletters, monthly meetings, and onsite activities, aim to develop a sense of community. This program also provides health and wellness support and directly promotes housing stability by helping tenants address issues related to their housing, such as safety concerns and delinquent rent payments.	Y
Scattered Site Housing	The Scattered Site Housing and Rental Subsidy Program provides rental subsidies in private market housing and ongoing housing retention services to ensure clients are able to stay housed. This program is focused on supporting persons transitioning out of institutional care, such as nursing homes; their needs tend to be complex, and they benefit from ongoing support and connection to resources to maintain their housing.	Y
Veterans Services Connect	Based out of veterans housing developments, this program promotes independence and aims to extend the capacity of veteran residents to remain at home and within their community safely. This includes help connecting to supportive services and resources, as well as outreach and engagement to develop a sense of community at these housing sites.	Y

Nutrition & Wellness

Nutrition & Wellness services promote physical health and wellbeing for older adults and adults with disabilities by providing nutritious foods and supporting healthy lifestyles.

Table 19. Nutrition & Wellness Service Descriptions

Service	Description	DF Eligible
Chronic Disease Management Programs	Chronic Disease Management Programs provide evidence-based education to older adults or adults with disabilities with ongoing health conditions that affect their quality of life, such as heart disease, chronic pain, depression, and HIV. Topics covered include setting achievable goals for managing chronic conditions; improving nutrition and eating healthier; relaxation and stress management skills; and communicating better with family, friends, and health care providers.	Y
Congregate Meals	Congregate Meals, sometimes known as community dining programs, provide lunch every day at various locations throughout the City. This program not only supports nutrition by providing healthy meals, but also offers diners with the opportunity to socialize with their peers and engage in community activities at meal sites.	Y
Food Pantry	Food Pantry programs provide supplemental grocery bags to low-income older adults and adults with disabilities for pick-up at various pantry sites located throughout the City. This program helps to reduce food insecurity among these populations, and to improve their access to nutritious foods.	Y
Health Promotion - Physical Fitness	Physical Fitness programs support older adults to exercise and maintain their health as they age. Using evidence-based programming, this service works to reduce risk of falls and prevent injury. Managed by a lead agency in the community, these classes are provided at various sites throughout the City and have a secondary effect of helping to build a sense of community among participants.	Y
Home-Delivered Groceries	The Home-Delivered Groceries program delivers groceries directly to the homes of older adults and adults with disabilities with limited mobility. This program not only helps seniors and people with disabilities to access fresh, nutritious produce, but also helps program participants to maintain their independence and quality of life.	Y

Service	Description	DF Eligible
Home-Delivered Meals	The Home-Delivered Meals program delivers meals to homebound seniors and adults with disabilities who are unable to shop or prepare their own meals due to a physical or mental impairment. Emergency home-delivered meals are also available to clients who may have immediate, short-term need for these meals, such as those individuals discharging from the hospital and returning to the community.	Y
Nutrition as Health	Nutrition as Health services provide nutritious meals designed to meet dietary recommendations for disease management for people who are food insecure and have a chronic health condition (such as heart disease, diabetes, or HIV). Additional, these meals are supplemented with supportive services such as one-on-one nutrition counseling, nutrition education classes, and cooking demonstrations to support client outcomes.	Y
Nutrition Counseling	For nutrition clients identified at high risk of poor nutrition status and/or with special diet requirements, nutrition counseling provides one-on-one support from a registered dietician to help individuals improve their nutrition status and maintain their health.	Y
Nutrition Education	Nutrition Education provides nutrition clients with information to promote healthy food selection and eating habits. This service is primarily provided at Congregate Meal sites as public presentations or demonstrations, as well as small group discussions.	Y

Self-Care & Safety

Self-Care & Safety services help older adults and people with disabilities to meet their needs in the most independent setting, safe from abuse and self-neglect.

Table 20. Self-Care & Safety Service Descriptions

Service	Description	DF Eligible
Adult Protective Services (APS)	APS investigates possible abuse or neglect of older adults and adults with disabilities, including self-neglect. Protective service workers provide short-term intensive case management and help connect clients to other supportive services to promote their stability and mitigate risk of harm. Additionally, APS collaborates with community and government partners to address individual cases and systemic trends in abuse.	N
Elder Abuse Prevention Services	The Elder Abuse Prevention program provides outreach and educational trainings to professionals and the general public to prevent and mitigate abuse of older adults and adults with disabilities. The community-based service is supported by the Adult Protective Services program. This also includes the Forensic Center, a multidisciplinary team of legal, medical, law enforcement, and social service professionals who meet regularly to collaborate on complex cases and share expertise and resources.	Y
In-Home Supportive Services (IHSS)	IHSS is a Medi-Cal benefit that funds home care workers to low-income seniors and people with disabilities to support clients to remain in their homes rather than reside in an institution. Homecare workers assist with household chores, non-medical personal care like bathing, grooming, feeding or dressing, cooking and more physically challenging home maintenance activities. IHSS consumers who are unable to oversee their own care are served through a home care agency.	N
Long-Term Care Ombudsman	The Long-Term Care Ombudsman is tasked to investigate allegations of abuse and neglect occurring in nursing homes, residential care facilities for the elderly, adult residential care facilities, and other settings in accordance with California Law.	Y

Service	Description	DF Eligible
Public Administrator	The Public Administrator investigates and resolves the estate of persons who die with no known next of kin able to administer the estate, or who die without a will. In the event that attempts to locate next of kin or a will are unsuccessful, the Public Administrator will serve as the Court-appointed representative of the estate. The Public Administrator may also act as a neutral stakeholder in contested estates.	N
Public Conservator	The Public Conservator provides mental health conservatorship, a legal procedure that authorizes psychiatric treatment of a person who is found by the Court to be gravely disabled due to mental disease, and who is unable or unwilling to accept voluntary treatment. In addition to supervising treatment of conservatees and providing reports for Court hearings related to conservatorship and placement, the Public Conservator serves as an advocate for the least restrictive placement of the conservatee.	N
Public Guardian	The Public Guardian provides conservatorship to people who are frail, elderly, and/or disabled, and who are substantially unable to provide for their own personal needs, manage their finances, or resist fraud or undue influence. The Public Guardian develops and executes a care plan for immediate and long-term care of conservatees. These tasks include procuring appropriate housing, medical, and social service supports for the conservatee, and managing their finances and estate to protect their assets.	N
Representative Payee	The Representative Payee manages money for older adults and adults with disabilities who cannot manage their own funds to ensure their daily living needs are met. The Representative Payee supports clients' wellbeing and independence by helping them to apply for and maintain government benefits and by collaborating with case managers to issue appropriate spending allowances to clients for their personal use.	N
Short-Term Home Care for Seniors	This program provides time-limited help at home with personal care, homemaker, and chore needs to allow older adults to live safely in the community, thereby preventing premature institutionalization. A program model outlined by the California Department of Aging, this is focused on older adults discharging from hospital and/or applying for In-Home Supportive Services (a Medi-Cal benefit).	Y

Service	Description	DF Eligible
Suicide Prevention & Emotional Support	Suicide Prevention and Emotional Support services include a variety of supports, such as peer and professional psychological counseling, and grief counseling and support groups, as well as information and referral services to help connect clients with other needed supportive services. The program also provides the Friendship Line, which serves as an emergency telephone hotline for crisis intervention services, and as a warmline to reduce callers' feelings of loneliness and social isolation.	Y
Support at Home	Support at Home provides home care subsidies for people who have too much income to qualify for IHSS but not enough to afford to privately pay for home care.	Y
Support Services for People with Collecting Behaviors	This program facilitates support groups and psychoeducation for individuals who compulsively acquire possessions and are unable to discard them. It also coordinates a citywide task force and provides education and training to professionals working with people with collecting behaviors (i.e., hoarding and cluttering).	Y
Workforce Support	The Workforce Support program is designed to strengthen the competencies of paid caregivers and home care workers who provide care to older adults and adults with disabilities in San Francisco. In addition to building basic caregiving skills, knowledge, and abilities, the training offered by the program includes education on cultural sensitivity so that caregivers may serve diverse clients, such as those with limited English-speaking proficiency.	Y

Appendix B: Historic Funding Trends

The table below provides past and current budgets for services eligible to receive Dignity Fund money.

Service Area	Service	FY 2018-19	FY 2022-23
Access & Empowerment	Advocacy: Home Care	N/A	$140,642
	Advocacy: Housing	$367,665	$178,992
	Advocacy: Long-Term Care	N/A	$161,381
	Aging and Disability Resource Centers (ADRCs)	$1,146,052	$2,131,779
	Community Ambassadors	$158,812	$134,007
	Community Liaisons	N/A	$74,787
	DAS Intake	$3,428,465	$3,261,387
	Empowerment Programs	$458,251	$758,223
	Health Insurance Counseling and Advocacy Program (HICAP)	$399,692	$431,338
	Housing Resource List	N/A	$36,071
	Legal Assistance	$1,507,216	$1,902,939
	LGBTQ+ Cultural Competency Trainings	$254,260	$305,953
	LGBTQ+ Financial Literacy	N/A	$95,995
	LGBTQ+ Legal & Life Planning	$153,588	$81,955
	Naturalization	$727,458	$807,259
	Peer Ambassadors	N/A	$351,700
	Transportation	$1,328,034	$528,516
	Veterans Services: Access & Empowerment	N/A	$159,007
	Wheelchair Repair	N/A	$249,007
	ACCESS & EMPOWERMENT TOTAL	**$9,929,493**	**$11,790,930**
Caregiver Support	Adult Day Programs	$907,741	$1,650,656
	Caregiver Respite	$775,000	$729,022
	Family Caregiver Support Program	$731,835	$1,365,144
	CAREGIVER SUPPORT TOTAL	**$2,414,576**	**$3,744,823**
Case Management & Care Navigation	Case Management	$3,195,163	$3,381,169
	Clinical Supervision Collaborative	N/A	$380,220
	Community Living Fund (CLF)	$4,867,704	$4,899,153
	LGBTQ Care Navigation	$736,325	$2,048,103
	Money Management	$116,349	$263,063
	CASE MANAGEMENT TOTAL	**$8,915,541**	**$10,971,707**

Service Area	Service	FY 2018-19	FY 2022-23
Community Connection & Engagement	Adult Day Health Center (ADHCs)	$646,272	$692,867
	Community Bridge	N/A	$195,214
	Community Connectors	$199,225	$681,935
	Community Service Centers	$8,376,355	$9,846,553
	Digital Programs: Learning & Training	N/A	$126,257
	Digital Programs: LGBTQ+ Mental Health	N/A	$223,006
	Digital Programs: SF Connected	$741,524	$2,278,934
	Digital Programs: Technology at Home	$360,000	$623,006
	Disability Community Cultural Center (DCCC)	N/A	$423,006
	Employment Support	$837,656	$1,024,223
	Intergenerational Programs	$633,000	$621,695
	LGBTQ+ Program Pilot	N/A	$250,243
	Neighborhood Choirs	N/A	$43,006
	Neighborhood-Based Pilot Programs	N/A	$1,002,944
	Senior Companion	$87,300	$118,402
	Senior Ex-Offender	N/A	$135,000
	Transgender and Gender Non-Conforming (TGNC) Supports	N/A	$563,597
	Veterans Services: Community Connection & Engagement	N/A	$135,557
	Village Programs	$588,812	$598,781
	Volunteer Visitors	$100,000	$119,963
	COMMUNITY CONNECTION TOTAL	**$12,570,144**	**$19,704,182**
Housing Support	Housing Subsidies	$3,086,660	$4,778,099
	Rental Assistance Demonstration Project	$1,619,177	$1,694,660
	Scattered Site Housing	$3,075,814	$3,163,974
	Veterans Services Connect	$300,000	$402,533
	HOUSING SUPPORT TOTAL	**$8,081,651**	**$10,039,268**
Nutrition & Wellness	Congregate Meals	$7,277,512	$10,275,057
	Culturally Responsive Nutrition Support	N/A	$205,795
	Food Pantry	$475,000	$95,795
	Health Promotion - Management of Chronic Health Conditions	$231,296	$266,620
	Health Promotion - Physical Fitness	$415,290	$452,947
	Home-Delivered Groceries	$2,740,804	$1,987,222
	Home-Delivered Meals	$10,683,235	$14,395,537
	Nutrition as Health	$500,000	$602,159
	Nutrition Education	$139,352	$294,367
	NUTRITION & WELLNESS TOTAL	**$22,462,489**	**$28,575,495**

Service Area	Service	FY 2018-19	FY 2022-23
Self-Care & Safety	Elder Abuse Prevention Services	$238,086	$111,688
	LTC Ombudsman	$473,755	$773,546
	Senior Escorts	N/A	$600,000
	Short-Term Home Care for Seniors	$75,554	$135,919
	Suicide Prevention & Emotional Support	$425,274	$486,615
	Support at Home	$1,650,000	$1,872,591
	Support Services for People with Collecting Behaviors	$290,089	$329,382
	Video Doorbells	N/A	$46,688
	Workforce Support	N/A	$12,776
	SELF-CARE & SAFETY TOTAL	**$3,152,758**	**$4,369,203**
Administrative Services	Administration – Staff	$329,830	$883,782
	Consultant Support	$464,025	$30,000
	Contracted Data Services	$482,750	$474,280
	ADMINISTRATIVE SERVICES TOTAL	**$1,276,605**	**$1,388,062**
GRAND TOTAL		**$68,803,257**	**$90,583,670**