



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

Department of Benefits  
and Family Support

Department of Disability  
and Aging Services

P.O. Box 7988  
San Francisco, CA  
94120-7988  
[www.SFHSA.org](http://www.SFHSA.org)

**MEMORANDUM**

**TO:** DISABILITY AND AGING SERVICES COMMISSION  
**THROUGH:** KELLY DEARMAN, EXECUTIVE DIRECTOR  
**FROM:** CINDY KAUFFMAN, DEPUTY DIRECTOR  
 ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS DS  
EK  
**DATE:** July 19, 2023  
**SUBJECT:** NEW GRANT: **COMMUNITY MUSIC CENTER (NON-PROFIT)** FOR PROVISION OF NEIGHBORHOOD CHOIRS PROGRAM  
**GRANT TERM:** 07/01/23 – 06/30/27  
**GRANT AMOUNT:**

	New	Contingency	Total
	\$1,059,204	\$105,920	\$1,165,124

**ANNUAL AMOUNT**

	FY 23/24	FY 24/25	FY 25/26	FY 26/27
	\$264,801	\$264,801	\$264,801	\$264,801

**Funding Source**

	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>Funding:</b>	\$1,059,204			\$105,920	\$1,165,124
<b>Percentage:</b>	100%				100%



**London Breed**  
Mayor

**Trent Rhorer**  
Executive Director

The Department of Disability and Aging Services (DAS) requests authorization to enter into a new grant agreement with Community Music Center for the period of July 1, 2023 through June 30, 2027, in an amount of \$1,059,204 plus a 10% contingency for a total amount not to exceed \$1,165,124. The purpose of the grant is to provide neighborhood-based choir programs to older adults and adults with disabilities.

**Background**

Older adults and persons with disabilities experience a heightened risk for social isolation and loneliness. There are multiple causes of this, including reduced income levels, accessibility issues, and loss of social connections. Programs and services focusing on community connection and engagement are important links that provide meaningful connections between people and their communities.

An activity that creates social and community connection is a community choir. UCSF’s 2018 "Community of Voices" research study looked at community choir programs and their impact on participants. The study determined that singing in a choir reduced feelings of loneliness and increased interest in life. Researchers determined that singing in a choir

provided meaningful regular opportunities to meet new people, build social support, and increased sense of belonging for participants.

### **Services to be Provided**

Grantee will coordinate a network of neighborhood-based choir programs. Across multiple choirs, Grantee will institute a regular curriculum including regular rehearsals, coaching for participants, and organization of public performances. Grantee will outreach to host site participants and neighborhood residents to raise awareness and participation in choir programs.

Grantee will ensure that choir curriculum includes opportunities for participants to interact with one another, build social networks, and learn about other program offerings co-located at the community center hosting their choir. Each individual choir program will have flexibility and participant feedback mechanisms to ensure language and cultural preferences of potential program participants are represented.

Each choir program rehearses weekly, between 36 and 44 times per year. Rehearsals run for 90 to 120 minutes. Each choir will participate in 3-4 public performances per year, plus at least one larger gathering of choir programs for a shared performance.

This grant agreement will support choir programs at the following locations:

<b><u>Neighborhood</u></b>	<b><u>Center</u></b>
Bayview (D10)	Dr. George W. Davis Senior Center
Bernal Heights (D9)	Bernal Heights Neighborhood Center (Cortland)
Castro / Eureka Valley (D8)	Castro Senior Center
Castro / Eureka Valley (D8)	Openhouse
Mission District (D9)	Mission Neighborhood Center
Mission District (D9)	Centro Latino de San Francisco
Mission / Glen Park / Noe Valley (D8)	On Lok 30th Street Senior Center
North Beach / Marina (D2)	Aquatic Park Senior Center
Oceanside, Merced, Ingleside Heights (D11)	IT Bookman Community Center
OMI (D11)	OMI Senior Center
Richmond District (D1)	Richmond Neighborhood Center
South of Market (D6)	Bayanihan Equity Center
Visitacion Valley (D10)	Visitacion Valley Family Center
Tenderloin (D5)	Downtown Senior Center
Western Addition (D5)	Western Addition Senior Center

**Selection**

Grantee was selected through RFP #1068, which was issued in April 2023.

**Funding**

Funding for these grants is provided through County General Funds.

**Attachments**

Appendix A, Scope of Services

Appendix B, Budget

## APPENDIX A - SERVICES TO BE PROVIDED BY GRANTEE

### Community Music Center

#### Neighborhood Choirs for Older Adults and Adults with Disabilities

**July 1, 2023 – June 30, 2027**

### I. Purpose

Grantee will support a network of neighborhood choir programs operating at multiple locations in the City. Participants in the choir program shall benefit from opportunities to interact with others, build social networks, and learn more about other program offerings co-located at sites hosting choir programs.

### II. Definitions

<u>Term</u>	<u>Definition</u>
Adult with a Disability	A person 18 years of age or older living with a disability.
At Risk of Institutionalization	To be considered at risk of institutionalization, a person must have, at a minimum, one of the following: 1) functional impairment in a minimum of two Activities of Daily Living (ADL): eating, dressing, transferring, bathing, toileting, and grooming; or 2) a medical condition to the extent requiring the level of care that would be provided in a nursing facility; or 3) be unable to manage his/her own affairs due to emotional and/or cognitive impairment, evidenced by functional impairment in a minimum of three Instrumental Activities of Daily Living (IADLs): preparing meals, managing money, shopping for groceries or personal items, performing housework, using a telephone.
CARBON	Contracts Administration, Reporting and Billing Online System.
Celebration/Gathering	An event inclusive of all neighborhood choirs participating in this contract which highlights the program, celebrates the accomplishments of the various choirs, and includes performance(s).
Choir	An organized group of singers that gathers to practice regularly and may perform in public.
City	City and County of San Francisco, a municipal corporation.
Communities of Color	An inclusive term and unifying term for persons who do not identify as White, who have been historically and systemically disadvantaged by institutionalized and interpersonal racism

DAS	Department of Disability and Aging Services of the San Francisco Human Services Agency.
Disability	Mental, cognitive and/or physical impairments, including hearing and visual impairments, that result in substantial functional limitations in one (1) or more of the following areas of major life activity: self-care, receptive and expressive language, learning, mobility, and self-direction, capacity for independent living, economic self-sufficiency, cognitive functioning, and emotional adjustment.
Grantee	Community Music Center (“CMC”)
LGBTQ+	An acronym/term used to refer to persons who self-identify as non - heterosexual and/or whose gender identity does not correspond to their birth sex. This includes, but is not limited to, lesbian, gay, bisexual, transgender, genderqueer, and gender non-binary.
Limited English-Speaking Proficiency	Any person who does not speak English well or is otherwise unable to communicate effectively in English because English is not the person’s primary language.
Low Income	Having income at or below 300% of the federal poverty line defined by the federal Bureau of the Census and published annually by the U.S. Department of Health and Human Services. Used by consumers to self-identify their income status and is not used as a means test to qualify for the program.
OCP	Office of Community Partnerships
Older Adult	Person who is 60 years of age or older; used interchangeably with “senior”.
Senior	Person who is 60 years of age or older; used interchangeably with “older adult”.
SF DAS GetCare	A web-based application that provides specific functionalities for contracted agencies to use to perform consumer intake/assessment/enrollment, record service objectives, run reports, etc.
SF-HSA	San Francisco Human Services Agency.

SOGI	Sexual Orientation and Gender Identity; Ordinance No. 159-16 amended the San Francisco Administrative Code to require City departments and contractors that provide health care and social services to seek to collect and analyze data concerning the sexual orientation and gender identity of the clients they serve (Chapter 104, Sections 104.1 through 104.9).
Socially Isolated	Having few social relationships and few people to interact with regularly.
Unduplicated Consumer	A unique consumer receiving services in Grantee's Choir program and reflected via enrollment in SF DAS GetCare.

### III. Target Population

Program shall be designed to serve all ethnicities and populations, with focused expertise to serve the following target populations which have been identified as demonstrating the greatest economic and social need:

- Persons with low income
- Persons who are socially isolated
- Persons with limited English-speaking proficiency
- Persons from communities of color
- Persons who identify as LGBTQ+
- Persons at risk of institutionalization

### IV. Eligibility for Services

- Resident of San Francisco and
- Person aged 60 and above or
- Person 18 years of age or older with a disability

### V. Description of Services

Grantee shall develop and support a network of neighborhood choir programs designed to enhance the connection and engagement of its participants. Participation in the program shall give participant opportunities to meet new people, build social support, and increase a sense of belonging. Services provided by Grantee shall include:

#### 1. Program Structure, Staffing, Training and Support

- Grantee will maintain a detailed description of overall program structure and network, including identification of neighborhoods and specific locations where choir programs will be operated. This will include information and site chart identified in section VI (Location and Time of Services) below.

- Grantee will have a detailed staffing structure for provision of this service, including job descriptions, staffing qualifications, hiring and training processes, and use of any program manuals or guides.
- Grantee will develop and implement policies and practices for the recruitment, retention, and utilization of volunteers.

## **2. Engagement and Cultural Relevance**

- Grantee's program design will include policies and practices for consideration and incorporation of cultural relevance for participants, selection of music and repertoire.
- Grantee's program design will include outreach efforts to recruit and engage current and potential future choir participants.
- Grantee's program design will include description of how program is creating increased opportunities for social interaction and development of social networks.
- Grantee's program design will include description of how location of choir program offerings are co-located at community centers hosting other social service or support programs and how choir participants will be made aware of these other service offerings.

## **3. Ongoing Program Operations**

- Grantee will have a detailed description of program curriculum, frequency and duration of rehearsals. This shall include description of warm ups, training, rehearsal staging, infrastructure needs, and other assistance to be provided to participants.
- Each choir shall meet at least 36 times per year, which shall include both practices and public performances. Practices shall run at least 90 minutes per practice.
- Grantee shall develop and implement policies and practices for enrollment of choir participants, including collection of data needed for grant reporting.

## **4. Choir Performances**

- Grantee's program design shall include 'regular' performance opportunities for neighborhood choirs as well as one annual collaborative gathering and performance for neighborhood choirs operating under this program.

## **5. Sustaining the Choir Programs**

- Grantee shall have policies and practices designed to keep ongoing choir participants engaged in the program.

- These policies and procedures should include efforts to gauge interest level and retain program participants as well as identifying channels through which feedback can be gathered and then acted upon. This may include use of an annual client survey, which is required for Outcome Objective measurement (see section VIII, below).

## VI. Location and Time of Services

Effective July 1, 2023, Grantee will lead neighborhood choir programs in the following neighborhoods and locations:

<u>Neighborhood</u>	<u>Center</u>
Bayview (D10)	Dr. George W. Davis Senior Center
Bernal Heights (D9)	Bernal Heights Neighborhood Center (Cortland)
Castro / Eureka Valley (D8)	Castro Senior Center
Castro / Eureka Valley (D8)	Openhouse
Mission District (D9)	Mission Neighborhood Center
Mission District (D9)	Centro Latino de San Francisco
Mission / Glen Park / Noe Valley (D8)	On Lok 30 <sup>th</sup> Street Senior Center
North Beach / Marina (D2)	Aquatic Park Senior Center
Oceanside, Merced, Ingleside Heights (D11)	IT Bookman Community Center
OMI (D11)	OMI Senior Center
Richmond District (D1)	Richmond Neighborhood Center
South of Market (D6)	Bayanihan Equity Center
Visitacion Valley (D10)	Visitacion Valley Family Center
Tenderloin (D5)	Downtown Senior Center
Western Addition (D5)	Western Addition Senior Center

Choir practice times may vary throughout the contract year. Grantee will work with Office of Community Partnerships analyst to develop and maintain a regularly updated roster of neighborhood choir locations and schedules.

The above list of choirs may be amended based upon notice and agreement between Grantee and Office of Community Partnerships program analyst.

## VII. Service Objectives

On an annual basis, Grantee will meet the following service objectives in the noted fiscal years.



**For period July 1, 2023 – June 30, 2024**

1. Enroll at least **351** unduplicated consumers in the neighborhood choir program.
2. Provide at least **922** hours of choir practices and performances with choir members.
3. Coordination and completion of at least **52** public choir performances. In the event of multiple neighborhood choirs performing at the same event, each neighborhood choir's performance shall count as one public choir performance.
4. Coordination and completion of at least **one** collaborative celebration or gathering inclusive of neighborhood choirs participating in this DAS funded program.

**For period July 1, 2024 – June 30, 2025**

1. Enroll at least **388** unduplicated consumers in the neighborhood choir program.
2. Provide at least **922** hours of choir practices and performances with choir members.
3. Coordination and completion of at least **52** public choir performances. In the event of multiple neighborhood choirs performing at the same event, each neighborhood choir's performance shall count as one public choir performance.
4. Coordination and completion of at least **one** collaborative celebration or gathering inclusive of neighborhood choirs participating in this DAS funded program.

**For period July 1, 2025 – June 30, 2026**

1. Enroll at least **423** unduplicated consumers in the neighborhood choir program.
2. Provide at least **922** hours of choir practices and performances with choir members.
3. Coordination and completion of at least **52** public choir performances. In the event of multiple neighborhood choirs performing at the same event, each neighborhood choir's performance shall count as one public choir performance.
4. Coordination and completion of at least **one** collaborative celebration or gathering inclusive of neighborhood choirs participating in this DAAS funded program.

**For period July 1, 2026 – June 30, 2027**

1. Enroll at least **440** unduplicated consumers in the neighborhood choir program.
2. Provide at least **922** hours of choir practices and performances with choir members.
3. Coordination and completion of at least **52** public choir performances. In the event of multiple neighborhood choirs performing at the same event, each neighborhood choir's performance shall count as one public choir performance.

4. Coordination and completion of at least **one** collaborative celebration or gathering inclusive of neighborhood choirs participating in this DAAS funded program.

### **VIII. Outcome Objectives**

On an annual basis, the grantee will measure and meet the following outcome objectives. Measurement data shall be collected via a client survey, administered by Grantee. OCP analyst shall provide approval of survey format and administration method in advance of survey administration. Grantee shall ensure a survey response rate of at least 50% of annual contracted unduplicated consumer level for that particular contract year.

1. Number of survey participants who report they are new to community center where they are a choir member. **Target 3%**
2. Clients learn of new services for older adults and adults with disabilities through their participation in the choir. **Target: 20%**
3. Choir participation makes participant feel balanced and peaceful. **Target: 90%**
4. Choir participation makes participant feel connected to their community. **Target: 90%**
5. Choir participation increased opportunities for meaningful interactions with others. **Target: 90%**

### **IX. Reporting and Other Requirements**

1. Grantee will enroll eligible consumers into the program funded through this grant agreement by entering the consumer data obtained from consumers using the DAS provided or DAS approved intake form into the SF DAS GetCare database in accordance to DAS policy.
2. Grantee will enter into the SF DAS GetCare Service Unit section all the units of service by the 5th working day of the month for the preceding month.
3. Grantee will enter monthly reports and metrics into the CARBON database system by the 15th of the following month that includes the following information:
  - Number of new unduplicated consumers served during the month.
  - Number of units of service provided during the month.
4. Grantee will provide an annual report summarizing the contract activities, referencing the tasks as described in Section VII and VIII, Service Objectives and Outcome Objectives, respectively. This report will also include accomplishments and challenges encountered by the Grantee. Grantee will enter the annual metrics in the CARBON database by the 15th of the month following the end of the program year.

5. Grantee shall issue a fiscal closeout report at the end of the fiscal year. The Grantee will submit the report to SF-HSA through CARBON system no later than July 31 each grant year.
6. Grantee will provide an annual satisfaction survey report to DAS by March 15 each grant year or a mutually agreed upon date between DAS and the Grantee.
7. Grantee shall develop and deliver a twice per year summary report of SOGI data collected in each grant year as requested by SF-HSA. The due date for submitting the annual summary report is no later than January 10 and July 10 each grant year.
8. Grantee program staff will complete the California Department of Aging (CDA) Security Awareness Training on an annual basis; Grantee will maintain evidence of staff completion of this training.
9. Grantee will be compliant with the Health Insurance Portability and Accountability Act of 1996 (HIPAA) privacy and security rules as applicable. For specific compliance requirements, please refer to Appendices within the Grant Agreement.
10. Grantee will develop and maintain with OCP's approval, an updated site chart using an approved OCP format, with details about the program.
11. Grantee shall develop and deliver ad hoc reports as requested by SF-HSA and/or DAS.

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

Ella Lee, Contract Manager  
Office of Contract Management, HSA  
[ella.lee@sfgov.org](mailto:ella.lee@sfgov.org)  
(415) 557-6134

Or

Michael Zaugg, Program Director  
Office of Community Partnerships, DAS  
[michael.zaugg@sfgov.org](mailto:michael.zaugg@sfgov.org)  
(415) 355-6790

## **X. Monitoring Activities**

1. Program Monitoring: Program monitoring will include review of compliance to specific program standards or requirements; client eligibility and targeted mandates, back up documentation for the units of service and all reporting, and progress of service and outcome objectives; how participant records are collected and maintained; reporting performance including monthly service unit reports on SF DAS GetCare, maintenance of service unit logs; agency and organization standards, which include current organizational chart, evidence of provision of training to staff regarding the Elder Abuse Reporting; program operation, which

includes a review of a written policies and procedures manual of all OCP funded programs, written project income policies if applicable, grievance procedure posted in the center/office, and also given to the consumers who are homebound, hours of operation are current according to the site chart; board of director list; and whether services are provided appropriately according to Sections III-VII.

2. Fiscal Compliance and Contract Monitoring: Fiscal monitoring will include review of the Grantee's organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting documentation for selected invoices, cash receipts and disbursement journals. The compliance monitoring will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

**HUMAN SERVICES AGENCY BUDGET SUMMARY  
BY PROGRAM**

Name Community Music Center					Term 7/1/23 - 6/30/27
(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>					
If modification, Effective Date of Mod.		No. of Mod.			
<b>Program: Neighborhood Choirs</b>					
Budget Reference Page No.(s)					7/1/23 - 6/30/27
Program Term	7/1/23 - 6/30/24	7/1/24 - 6/30/25	7/1/25 - 6/30/26	7/1/26 - 6/30/27	Total
<b>Expenditures</b>					
Salaries & Benefits	\$240,729	\$240,729	\$240,729	\$240,729	\$962,916
Operating Expenses					
<b>Subtotal</b>	\$240,729	\$240,729	\$240,729	\$240,729	\$962,916
Indirect Percentage (%)	10%	10%	10%	10%	10%
Indirect Cost (Line 16 X Line 15)	\$24,072	\$24,072	\$24,072	\$24,072	\$96,288
Subcontractor/Capital Expenditures					
Total Expenditures	\$264,801	\$264,801	\$264,801	\$264,801	\$1,059,204
<b>HSA Revenues</b>					
Local Fund	\$264,801	\$264,801	\$264,801	\$264,801	\$1,059,204
<b>TOTAL HSA REVENUES</b>	\$264,801	\$264,801	\$264,801	\$264,801	\$1,059,204
<b>Other Revenues</b>					
Private foundation revenue	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
Unrestricted contributions and earned income from tuition bearing programs	\$116,202	\$116,202	\$116,202	\$116,202	\$464,808
Total Revenues	\$481,003	\$481,003	\$481,003	\$481,003	\$1,924,012
Full Time Equivalent (FTE)					
Prepared by:					Telephone No.:
HSA-CO Review Signature:	_____				
<b>HSA #1</b>					<b>6/20/2018</b>

Community Music Center  
 Program: Neighborhood Choirs

**Salaries & Benefits Detail**

POSITION TITLE	Agency Totals		HSA Program		7/1/23 - 6/30/24	7/1/24 - 6/30/25	7/1/25 - 6/30/26	7/1/26 - 6/30/27	7/1/23 - 6/30/27
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	DAAS	DAAS	DAAS	DAAS	TOTAL
					Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary
Choir director: weekly instruction, meetings and prep for 36 weeks	\$5,400	10.85	100%	10.85	\$58,563	\$58,563	\$58,563	\$58,563	\$234,252
Choir accompanist: weekly instruction, meetings and prep for 36 weeks	\$5,076	10.85	100%	10.85	\$55,049	\$55,049	\$55,049	\$55,049	\$220,196
Choir coordinator	\$46,772	0.80	100%	0.80	\$37,417	\$37,417	\$37,417	\$37,417	\$149,668
Choir administrators/registars (4)	\$67,790	0.60	100%	0.60	\$40,674	\$40,674	\$40,674	\$40,674	\$162,696
Program director	\$95,605	0.08	100%	0.08	\$7,878	\$7,878	\$7,878	\$7,878	\$31,512
Programming coordinator	\$46,738	0.08	100%	0.08	\$3,739	\$3,739	\$3,739	\$3,739	\$14,956
Staff accountant	\$64,200	0.08	100%	0.08	\$5,136	\$5,136	\$5,136	\$5,136	\$20,544
Director of finance and operations	\$112,476	0.07	100%	0.07	\$8,417	\$8,417	\$8,417	\$8,417	\$33,668
				-					
				-					
<b>TOTALS</b>	<b>\$444,057</b>	<b>1.72</b>	<b>600%</b>	<b>1.72</b>	<b>\$216,873</b>	<b>\$216,873</b>	<b>\$216,873</b>	<b>\$216,873</b>	<b>\$867,492</b>
FRINGE BENEFIT RATE	11.00%								
EMPLOYEE FRINGE BENEFITS	\$48,846				\$23,856	\$23,856	\$23,856	\$23,856	\$95,424
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>\$492,903</b>				<b>\$240,729</b>	<b>\$240,729</b>	<b>\$240,729</b>	<b>\$240,729</b>	<b>\$962,916</b>
<b>HSA #2</b>									<b>6/20/2018</b>