



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

Department of Benefits  
and Family Support

**MEMORANDUM**

Department of Disability  
and Aging Services

**TO:** HUMAN SERVICES COMMISSION

**THROUGH:** TRENT RHORER, EXECUTIVE DIRECTOR

**FROM:** ANNA PINEDA, DEPUTY DIRECTOR  
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

**DATE:** APRIL 19, 2024

**SUBJECT:** GRANT MODIFICATION: **MULTIPLE PROVIDERS** (see table below) FOR PROVISION OF THE TRANSITIONAL EMPLOYMENT SUPPORT SERVICES (TESS) PROGRAM

DS  
EE

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

**GRANT TERM:** Current 7/1/2021 - 6/30/2024      Modification 7/1/2024 - 6/30/2026

**GRANT AMOUNTS** See Table Below

<u>Funding Source</u>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Total</u>	<u>Contingency</u>	<u>Not-to-Exceed</u>
<b>FUNDING:</b>	\$2,358,432	\$0	\$466,038	\$2,824,470	\$282,447	\$3,106,917
<b>PERCENTAGE:</b>	84%	0%	16%	100%		



**London Breed**  
Mayor

**Trent Rhorer**  
Executive Director

The Department of Benefits and Family Support requests authorization to modify the existing grants with Arriba Juntos and Young Community Developers for the provision of the Transitional Employment Support Services (TESS) program for the period of July 1, 2024 to June 30, 2026 in an additional amount of \$1,190,916 plus a 10% contingency for a total amount not to exceed \$3,106,917. The purpose of these grants is to provide Transitional Employment Support Services (TESS) for participants in the Public Service Trainee (PST) program.

Vendor	FY21/22	FY22/23	FY23/24	MOD FY24/25	MOD FY25/26	Grant Total	Contingency	Not to Exceed
Arriba Juntos	\$257,500	\$274,492	\$284,785	\$293,329	\$302,129	\$1,412,235	\$141,223	\$1,553,458
Young Community Developers	\$257,500	\$274,492	\$284,785	\$293,329	\$302,129	\$1,412,235	\$141,223	\$1,553,458
Total	\$515,000	\$548,984	\$569,570	\$586,658	\$604,258	\$2,824,470	\$282,447	\$3,106,917

### Background

The Department of Benefits and Family Support, in collaboration with 10 other city departments, operates a transitional subsidized employment program, known as the Public Services Trainee (PST) program. The PST program was designed to provide opportunities for trainees, with various levels of job and soft skills, to get training and work experience. PST participants are assigned to work at host sites under the supervision of City Departments. The Transitional Employment Support Services (TESS) program was developed in order to increase the success of PST participants at their host sites and move towards unsubsidized employment.

### Services to be Provided

The TESS program provides the opportunity for PSTs to receive training and employment services during their PST work experience. The Grantees will provide job readiness classes, barrier remediation, and employment support services to program participants including:

- 6 4-hour job readiness workshops with topics such as resume writing, workplace guidelines, digital literacy, and effective communication
- Job coaching to participants to train them on skills to be able to retain and excel at their work sites
- Case management and barrier remediation
- Job search and job placement services

Each provider will serve 170 participants annually.

Arriba Juntos will provide services at 1850 Mission Street, San Francisco.

Young Community Developers will provide services at 150 Executive Park Blvd, San Francisco.

Through this modification, we will extend the program for an additional two years.

**Selection**

Grantees were selected through Request for Proposals #891, which was competitively bid in May 2021.

**Funding**

Funding for this grant is provided by a combination of Federal and Local funds.

**ATTACHMENTS**

Arriba Juntos - Appendix A-1 – Services to be Provided

Arriba Juntos - Appendix B-1 – Budget

Young Community Developers - Appendix A-1 – Services to be Provided

Young Community Developers - Appendix B-1 – Budget

**Appendix A-1**  
**Services to be Provided**  
**Arriba Juntos**  
**Transitional Employment Support Services (TESS) for PST Participants**  
**July 1, 2021 – June 30, 2026**  
*Modified July 1, 2024*

**I. Purpose of Grant**

The San Francisco Human Services Agency (HSA), in collaboration with 10 other city departments, operates a transitional subsidized employment program, known as the Public Services Trainee (PST) program. The PST program was designed to provide opportunities for trainees, with various levels of job and soft skills, to get training and work experience. The Transitional Employment Support Services (TESS) program was developed in order to increase the success of PST participants at their host sites and move towards unsubsidized employment. The Grantee will provide job readiness classes, barrier remediation, and employment support services to program participants.

**II. Definitions**

City Departments	Department of Public Health (DPH), Department of Public Works (DPW), Office of Economic and Workforce Development (OEWD), (MOHCD) Mayor’s Office of Housing and Community Development, Recreation and Parks Department (RPD), San Francisco Police Department (SFPD), SF Metropolitan Transportation Agency (SFMTA), (SFFD) San Francisco Fire Department, SF Public Utilities Commission (SFPUC), (ASR) Assessor’s Office and others.
Grantee	Arriba Juntos
HSA, also Department	Human Services Agency of the City and County of San Francisco
Launchpad	A client database tracking system used by HSA
PST	Public Service Trainee
PST Liaison	Public Service Trainee Liaison – HSA staff responsible for PST host site monitoring and HSA payroll and Employee Relations
TESS	Transitional Employment Support Services

### **III. Target Population**

The target population for this program is Public Service Trainees (PSTs) who are in their 2nd month or further in the PST program.

### **IV. Description of Services**

Grantee shall provide the following services during the term of this grant:

#### **A. Intake and Enrollment of Participants Referred by HSA**

1. Conduct orientations and intake of PST participants. Report, within one business day of occurrence, to PST Liaisons which participants attended and didn't attend the orientation.
2. Serve an average of 35 participants at any given time. Actual number of enrollments could be more or less than the total of 35 as long as the average is maintained over the term of the grant.
3. Participate monthly meetings with HSA staff and partner agencies for case conferencing and coordination of services.
4. Communicate with partner agencies to work closely together to coordinate services for optimal outcomes for clients.
5. Participants will be paid wages for attendance to TESS workshops and services through their PST assignment.

#### **B. Job Readiness Services**

1. Provide 6 four-hour Job Readiness Training workshops to all participants in the following areas:
  - a. Career planning/goal setting
  - b. Effective communication practices/conflict resolution/problem solving
  - c. Workplace rules and guidelines (appropriate work behavior/sexual harassment; tardiness/drugs & alcohol, etc.)
  - d. Resume writing/interviewing Skills
  - e. Business writing such as letters, emails, memos
  - f. Typing and computer skills, including at minimum basic word processing and spreadsheet basics
  - g. Digital literacy, including at minimum navigating the internet and managing communications via technology including email and video.
2. Schedule attendance to workshops within the first two months of the PST assignment.
3. Provide Job Coaching to participants that will give them the skills needed to retain their jobs and excel at their work sites.

#### **C. Case Management and one-on-one assistance for any employment/ vocational barrier remediation, including but not limited to,**

1. Meet with participants a minimum of twice a month
2. Develop a customized service delivery plan and share with HSA staff
3. Driver license restoration
4. Possible criminal history expungement
5. Referral to short-term behavioral health services
6. Coordinate with Child Support Services to resolve outstanding child support issues

7. Address the lack of GED, or low foundational skills
8. Address housing instability
9. Tools, uniforms, transportation, etc.

**D. Job Search and Job Placement Services**

1. Provide Job Search and Job Placement services to participants. Place participants in unsubsidized employment after they successfully complete program activities
2. Assist participants in developing master employment application and resumes to use in post-program job search
3. Prepare participants to conduct their own effective job search
4. Refer participants to other vocational training providers
5. Coordinate with employers to develop job opportunities for participants
6. Connect participants to other employment programs and opportunities funded through the City's workforce development system
7. Connect participants with other City or private sector union pre-apprentice or apprentice programs

**E. Information and Referral**

Through Grantee's connections to the community, Grantee will refer potential clients to HSA to be screened for benefits eligibility.

**V. Location and Time of Services**

Grantee services are provided at 1850 Mission Street, San Francisco, CA 94103. Work experience sites are with RPD, DPW, HSA, and other City Departments. Services will be Sunday through Saturday except on the following holidays: New Year's Day, Martin Luther King Jr. Day, President's Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Veteran's Day, Thanksgiving Day, Day after Thanksgiving, and Christmas Day.

**VI. Service Objectives**

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

- A. Enroll and serve a minimum of 170 participants for the workshops

**VII. Outcome Objectives**

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

- A. A minimum of 80% of participants will complete the 6 Job Readiness Workshops.
- B. A minimum of 60% of participants who complete the 6 Job Readiness Workshops will be connected to the City's workforce system or receive job placement services.

**VIII. Reporting Requirements**

- A. Communicate immediately via e-mail or telephone with HSA PST Liaison when a client is not participating. At a minimum, Grantee must report when a client has two unexcused absences, if attendance falls below 80% of the total program hours, or if the participant is being terminated from the program.
- B. Report Orientation Attendance within one business day after it occurs.

- C. Monthly Reports. HSA will generate monthly reports from Launchpad database by the 10th day following the reporting month. Grantee must review and make Launchpad data corrections in a timely manner.
1. Reports shall contain the following data:
    - Number of enrollments
    - Number of participants completing all workshops
    - Number of participants placed in an unsubsidized job
    - Number of positive and negative program exits
    - Number active or currently enrolled as of the last day of the month
    - Job placement information--job title, employer, wage, hours per week and benefit information (health, dental) for all participants placed unsubsidized employment
    - Demographic information on enrolled participants as prescribed by HSA
  2. Supporting documentation for the numbers presented in the reports must be maintained by the Grantee for a period of three years and must be available for auditing by the Department. Participant files shall be kept in a secure and confidential location at all times.
- D. Ad Hoc Reports. Grantee will develop and deliver ad hoc reports as requested by HSA.
- E. Grantee will collect SOGI data and enter data results twice per year in CARBON.
- F. Written communication that contains client confidential information shall be transmitted through a secured method approved by using ZixCorp.
- G. Annual Reports summarizing the contract activities referencing the tasks as described in the Service and Outcome Objectives will be submitted to HSA staff by Grantee. This report will also include accomplishments and challenges encountered by the Grantee.
- H. For assistance with reporting requirements or submission of reports, contact:
- Ken Ho, Community Services Specialist, E306  
[ken.ho@sfgov.org](mailto:ken.ho@sfgov.org)
  - or
  - Leslie Lau, Contract Manager, GB11  
[leslie.lau1@sfgov.org](mailto:leslie.lau1@sfgov.org)

## **IX. Monitoring Activities**

- A. Program Monitoring: Program monitoring will include review of client eligibility, and back-up documentation for reporting progress towards meeting service and outcome objectives, participant case files, training curricula, and program policies and procedures.
- B. 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.



	A	D	G	J	K	L	M
1	Appendix B-1, Page 1						
2							
3	<b>HUMAN SERVICES AGENCY CONTRACT BUDGET SUMMARY</b>						
4							
5	Contractor's Name						
6	Arriba Juntos			July 1, 2021 - June 30, 2026			
7	(Check One) New <input type="checkbox"/> Renewal <input type="checkbox"/> Modification <input checked="" type="checkbox"/>						
8	If modification, Effective Date of Mod. 7/1/24 No. of Mod. 1						
9	Program: TESS-PST (Clean Streets)						
10	Budget Reference Page No.(s)						
11	Program Term	7/1/21-6/30/22	7/1/22-6/30/23	7/1/23-6/30/24	7/1/24-6/30/25	7/1/25-6/30/26	Total
12	<b>Expenditures</b>						
13	Salaries & Benefits	\$162,604	\$176,210	\$176,910	\$183,019	\$183,019	\$881,763
14	Operating Expense	\$61,304	\$62,474	\$70,724	\$72,050	\$79,702	\$346,254
15	<b>Subtotal</b>	\$223,908	\$238,684	\$247,634	\$255,069	\$262,721	\$1,228,017
16	Indirect Percentage (%)						15%
17	Indirect Cost (Line 16 X Line 15)	\$33,592	\$35,808	\$37,151	\$38,260	\$39,408	\$184,219
18	Capital Expenditure						
19	Total Expenditures	\$257,500	\$274,492	\$284,785	\$293,329	\$302,129	\$1,412,236
20	<b>HSA Revenues</b>						
21	General Fund	\$215,013	\$229,201	\$237,796	\$236,386	\$234,934	\$1,153,329
22	Federal	\$42,488	\$45,291	\$46,990	\$48,399	\$49,851	\$233,019
23	CODB FY25 3%				\$8,544	\$8,544	\$17,088
24	CODB FY26 3%					\$8,800	\$8,800
25							
26							
27							
28							
29	TOTAL HSA REVENUES	\$257,500	\$274,492	\$284,785	\$293,329	\$302,129	\$1,412,236
30	<b>Other Revenues</b>						
31							
32							
33							
34							
35							
36	Total Revenues	\$257,500	\$274,492	\$284,785	\$293,329	\$302,129	\$1,412,236
37							
39	Prepared by:						Date 4/15/24
40	HSA-CO Review Signature: _____						
41	HSA #1						

	A	B	C	D	E	H	K	N	O	P	Q
1	Appendix B-1, Page 2										
2											
3											
4	Program Name: TESS-PST										
5											
6											
7	<b>Salaries &amp; Benefits Detail</b>										
8											
9											
10											
11					7/1/21-6/30/22	7/1/22-6/30/23	7/1/23-6/30/24	7/1/24-6/30/25	7/1/25-6/30/26		
12		Agency Totals		For HSA Program							TOTAL
13	POSITION TITLE	Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE						
14	Director of Programs	\$54,080	100%	10%	10%	\$8,294	\$8,294	\$8,294	\$9,048	\$9,048	\$42,978
15	Program Coordinator	\$49,920	100%	50%	50%	\$25,580	\$28,122	\$23,122	\$27,040	\$27,040	\$130,904
16	Case Manager/Employment Specialist	\$40,560	100%	100%	100%	\$40,752	\$44,724	\$46,724	\$44,720	\$44,720	\$221,640
17	Case Manager-Work Readiness/Barrier R	\$40,560	100%	100%	100%	\$41,520	\$44,724	\$48,224	\$49,920	\$49,920	\$234,308
30	TOTALS		4.00	2.60	2.60	116,146	125,864	126,364	130,728	130,728	\$629,830
32	FRINGE BENEFIT RATE	40%									
33	EMPLOYEE FRINGE BENEFITS					\$46,458	\$50,346	\$50,546	\$52,291	\$52,291	\$251,933
36	TOTAL SALARIES & BENEFITS					162,604	176,210	\$176,910	183,019	183,019	\$881,763
37	HSA #2										

	A	B	C	D	G	H	K	L	O	P	Q	R	S	T	U
1															Appendix B-1, Page 3
2															
3															
4	Program Name: TESS-PST														
5															
6															
7	<b>Operating Expense Detail</b>														
8															
9															
10															
11															TOTAL
12	<u>Expenditure Category</u>					<u>TERM</u>	<u>7/1/21-6/30/22</u>	<u>7/1/22-6/30/23</u>	<u>7/1/23-6/30/24</u>	<u>7/1/24-6/30/25</u>	<u>7/1/25-6/30/26</u>				
13	Rental of Property														
14	Utilities(Elec, Water, Gas, Phone, Scavenger)						\$12,372	\$12,372	\$10,372	\$10,372	\$10,372				\$55,860
15	Office Supplies, Postage						\$4,036	\$4,636	\$4,636	\$4,660	\$4,660				\$22,628
16	Building Maintenance Supplies and Repair						\$6,237	\$6,237	\$10,737	\$10,737	\$10,737				\$44,685
17	Printing and Reproduction						\$1,668	\$1,668	\$1,668	\$1,670	\$1,670				\$8,344
18	Insurance						\$3,669	\$3,669	\$3,669	\$3,669	\$3,669				\$18,345
19	Staff Training														
20	Staff Travel-(Local & Out of Town)						\$1,019	\$519	\$519	\$519	\$521				\$3,097
21	Rental of Equipment						\$5,503	\$6,103	\$3,603	\$3,603	\$3,603				\$22,415
28	OTHER														
29	Ancillary Support Services						\$22,000	\$22,000	\$30,250	\$31,550	\$39,200				\$145,000
30	Client Supportive-Food CFET Ineligible						\$4,800	\$5,270	\$5,270	\$5,270	\$5,270				\$25,880
31															
34															
35	TOTAL OPERATING EXPENSE						\$61,304	\$62,474	\$70,724	\$72,050	\$79,702				\$346,254
36															
37	<b>HSA #3</b>														

**Appendix A-1**  
**Services to be Provided**  
**Young Community Developers**  
**Transitional Employment Support Services (TESS) for PST Participants**  
**July 1, 2021 – June 30, 2026**  
*Modified July 1, 2024*

**I. Purpose of Grant**

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[ken.ho@sfgov.org](mailto:ken.ho@sfgov.org)
  - or
  - Leslie Lau, Contract Manager, GB11  
[leslie.lau1@sfgov.org](mailto:leslie.lau1@sfgov.org)

## **IX. Monitoring Activities**

- A. Program Monitoring: Program monitoring will include review of client eligibility, and back-up documentation for reporting progress towards meeting service and outcome objectives, participant case files, training curricula, and program policies and procedures.
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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**

4/9/2024

Program Name: TESS PST

**Young Community Developers, Inc.**

(Check One) New  Renewal  Modification

If modification, Effective Date of Mod. 7/1/24

Program: YCD- Transitional Employment Support Services (TESS) for PST

Budget Reference Page No.(s)						Total
Program Term	7/1/21-6/30/22	7/1/22-6/30/23	7/1/23-6/30/24	7/1/24-6/30/25	7/1/25-6/30/26	7/1/21-6/30/26
<b>Expenditures</b>						
Salaries & Benefits	\$194,103	\$208,878	\$218,095	\$220,967	\$227,794	\$1,069,837
Operating Expense	\$29,810	\$28,941	\$29,544	\$34,102	\$34,928	\$157,325
<b>Subtotal</b>	<b>\$223,913</b>	<b>\$237,819</b>	<b>\$247,639</b>	<b>\$255,069</b>	<b>\$262,722</b>	<b>\$1,227,162</b>
Indirect Percentage (%)	15%	15%	15%	15%	15%	
Indirect Cost (Line 16 X Line 15)	\$33,587	\$35,673	\$37,146	\$38,260	\$39,408	\$184,074
Capital Expenditure	\$0	\$1,000	\$0	\$0	\$0	\$1,000
Total Expenditures	\$257,500	\$274,492	\$284,785	\$293,329	\$302,130	\$1,412,236
<b>HSA Revenues</b>						
General Fund	\$215,012	\$229,201	\$237,795	\$236,386	\$234,935	\$1,153,329
Federal	\$42,487	\$45,291	\$46,989	\$48,399	\$49,851	\$233,019
CODB FY25 3%				\$8,544	\$8,544	\$17,088
CODB FY26 3%					\$8,800	\$8,800
<b>TOTAL HSA REVENUES</b>	<b>\$257,500</b>	<b>\$274,492</b>	<b>\$284,785</b>	<b>\$293,329</b>	<b>\$302,130</b>	<b>\$1,412,236</b>
<b>Other Revenues</b>						
<b>Total Revenues</b>	<b>\$257,500</b>	<b>\$274,492</b>	<b>\$284,785</b>	<b>\$293,329</b>	<b>\$302,130</b>	<b>\$1,412,236</b>
Full Time Equivalent (FTE)						

Prepared by: Hyun IM

Telephone No.: 415-822-3491

Revised Date: 04/09/24

HSA-CO Review Signature: \_\_\_\_\_

**HSA #1**

Young Community Developers, Inc.										Appendix B-1 P.2
Program Name: TESS for PST										4/9/2024
<b>Salaries &amp; Benefits Detail</b>										
	Agency Totals		For HSA Program		7/1/21-6/30/22	7/1/22-6/30/23	7/1/23-6/30/24	07/01/24-06/30/25	07/01/25-06/30/26	7/1/21 - 6/30/26
POSITION TITLE	Annual Full Time Salary	Total % FTE	% FTE	Adjusted FTE	For HSA Program Budgeted Salary	For HSA Program Budgeted Salary	For HSA Program Budgeted Salary	For HSA Program Budgeted Salary	For HSA Program Budgeted Salary	TOTAL 7/1/21 - 6/30/26
Program Manager	\$75,000	100%	100%	100%	\$64,480	\$72,800	\$52,644	\$25,020	\$30,271	\$245,215
Program Coordinator II	\$67,995	100%	100%	100%	\$62,400	\$67,995	\$69,915	\$74,235	\$74,235	\$348,780
Education and Employment Specialist	\$64,480	100%	100%	37.34%	\$23,587	\$21,126	\$45,207	\$70,720	\$70,720	\$231,360
TOTALS		3.00	3.00	2.37	\$150,467	\$161,921	\$167,766	\$169,975	\$175,226	\$825,355
FRINGE BENEFIT RATE	29%				29.00%	29.00%	30.00%	30.00%	30.00%	
EMPLOYEE FRINGE BENEFITS					\$43,635	\$46,957	\$50,329	\$50,992	\$52,568	\$244,481
TOTAL SALARIES & BENEFITS	\$0				\$194,103	\$208,878	\$218,095	\$220,967	\$227,794	\$1,069,837
<b>HSA #2</b>										

4/9/2024

Program Name: TESS for PST  
(Same as Line 9 on HSA #1)

**Operating Expense Detail**

Expenditure Category	TERM						TOTAL
		7/1/21-6/30/22	7/1/22-6/30/23	7/1/23-6/30/24	7/1/24-6/30/25	7/1/25-6/30/26	7/1/21-6/30/26
Rental of Property		\$8,838	\$8,000	\$8,000	\$8,000	\$8,826	\$ 41,664
Utilities(Elec, Water, Gas, Phone, Scavenger)		\$3,800	\$2,800	\$2,800	\$2,000	\$2,000	\$ 13,400
Office Supplies, Postage		\$2,646	\$1,731	\$727	\$1,347	\$1,347	\$ 7,798
IT Subscriptions		\$0	\$0	\$704	\$705	\$705	\$ 2,114
Office Equipment		\$0	\$0	\$300	\$300	\$300	\$ 900
Program Supplies		\$0	\$1,500	\$350	\$500	\$500	\$ 2,850
CFET Food Ineligible		\$0	\$0	\$1,360	\$2,000	\$2,000	\$ 5,360
Equipment(Computer)		\$0	\$0	\$1,000	\$2,000	\$2,000	\$ 5,000
Building Maintenance Supplies and Repair		\$500	\$1,500	\$0	\$0	\$0	\$ 2,000
<b>Printing and Reproduction</b>		\$1,278	\$510	\$0	\$0	\$0	\$ 1,788
Insurance		\$1,823	\$2,500	\$2,500	\$2,500	\$2,500	\$ 11,823
Staff Training		\$300	\$500	\$500	\$5,000	\$5,000	\$ 11,300
Staff Travel-(Local & Out of Town)		\$375	\$500	\$300	\$500	\$500	\$ 2,175
Rental of Equipment(Copier)		\$2,750	\$1,750	\$1,250	\$1,250	\$1,250	\$ 8,250
Telecommunications & IT (comcast, AT&T, Verizon)					\$1,000	\$1,000	\$ 2,000
OTHER							\$ -
Ancillary Support Services		\$7,500	\$7,650	\$9,753	\$7,000	\$7,000	\$ 38,903
<b>TOTAL OPERATING EXPENSE</b>		\$29,810	\$28,941	\$29,544	\$34,102	\$34,928	\$ 157,325
<b>HSA #3</b>							