



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

Department of Benefits  
and Family Support

Department of Disability  
and Aging Services

Office of Early Care  
and Education

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



**London Breed**  
Mayor

**Trent Rhorer**  
Executive Director

**MEMORANDUM**

**TO:** HUMAN SERVICES COMMISSION

**THROUGH:** KELLY DEARMAN, EXECUTIVE DIRECTOR

**FROM:** CINDY KAUFFMAN, DEPUTY DIRECTOR  
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

**DATE:** WEDNESDAY, NOVEMBER 3, 2021

**SUBJECT:** GRANT MODIFICATION: BAYANIHAN EQUITY CENTER (NON-PROFIT) FOR PROVISION OF COMMUNITY SERVICES

DS  
JG

	<u>Current</u>	<u>Modification</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
<b>GRANT TERM:</b>	01/01/21- 06/30/23	07/01/21- 6/30/23	01/01/21- 06/30/23		
<b>GRANT AMOUNT:</b>	\$1,079,265	\$198,130	\$1,277,395	\$127,740	\$1,405,135
<b>ANNUAL AMOUNT:</b>	<u>01/01/21- 06/30/21</u> \$278,265	<u>07/01/21- 6/30/22</u> \$499,565	<u>07/01/22- 6/30/23</u> \$499,565		
<b>Funding Source</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>FUNDING:</b>	\$1,110,457		\$166,938	\$127,740	\$1,405,135
<b>PERCENTAGE:</b>	87%		13%		100%

The Department of Disability and Aging Services (DAS) requests authorization to modify the existing grant with Bayanihan Equity Center (BEC) for the period of July 1, 2021 to June 30, 2023 in the additional amount of \$198,130 plus a 10% contingency for a revised total amount not to exceed \$1,405,135. The purpose of this modification is to add Housing Case Management (HCM) program for older adults and adults with disabilities.



SAN FRANCISCO  
HUMAN SERVICES AGENCY

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

### **Background**

Community connection and engagement is critical to the health, functioning, and increased quality of life for older adults and adults with disabilities in San Francisco. DAS funds Community Centers located throughout San Francisco to provide community services programming intended to maintain or improve the well-being of older adults and adults with disabilities through the provision of a variety of services and activities.

Community services program and activity offerings at DAS funded Community Centers are designed to engage with the community around them while enhancing the cultural, educational, mental, and physical well-being of participants. Community Centers are also the entry point for many older adults and adults with disabilities in need of information and support services, thus translation and social services are available through community services programming.

### **Services to be Provided**

Grantee will operate a Community Center space designed to engage with the surrounding community and be welcoming and accessible for older adults and adults with disabilities. Grantee will offer a variety of activities, social services, translation assistance, and outreach that are designed to maintain or improve the quality of life of program participants. While the Community Center serve as a hub for operations, services take place in the community, via telephone, virtually over the internet, and through other effective means of communication and connection.

### **Modification**

Under this modification, the grantee will provide the hiring of a 1.0 FTE housing caseworker who will focus on housing needs. This includes support for eviction defense in collaboration with legal organizations, tenant's rights, housing and post-lottery assistance, and advocacy with housing authority around vouchers. These funds will provide 600 hours of social services, 150 hours activity scheduling, 300 hours of translation, 35 hours of outreach, and reach 75 new consumers.



SAN FRANCISCO  
HUMAN SERVICES AGENCY

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

**Selection**

Grantee was selected through Request for Proposals #785 which was competitively bid in February 2018.

**Funding**

Funding for this grant is provided through Federal and County General Funds.

**ATTACHMENTS**

Appendix A-1, Scope of Services

Appendix B-1, Budget

**Appendix A-1 - Services to be Provided**  
**BAYANIHAN EQUITY CENTER**

**Community Services**

**January 1, 2021 to June 30, 2023**

**I. Purpose**

The purpose of this grant is to provide community services programming for older adults and adults with disabilities in the City and County of San Francisco through site based Community Centers. The programming will maintain or improve the well-being of older adults and adults with disabilities by providing activities and services designed to support individuals to live independently in their own homes and communities, reduce social isolation, and serve as an access point for other home and community-based services.

**II. Definitions**

Adult with a Disability	A person 18 years of age or older living with a disability
CA-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.
CARBON	Contracts Administration, Reporting and Billing On Line System
City	City and County of San Francisco, a municipal corporation.
DAS	Department of Disability and Aging Services
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. Source: California Code of Regulations Title 22, Sec. 7630

Frail	An individual determined to be functionally impaired in one or both of the following areas: (a) unable to perform two or more activities of daily living (such as bathing, toileting, dressing, eating, and transferring) without substantial human assistance, including verbal reminding, physical cueing or supervision; (b) due to a cognitive or other mental impairment, requires substantial supervision because the individual behaves in a manner that poses a serious health or safety hazard to the individual or others. Source: California Code of Regulations Title 22, Sec. 7119
Grantee	Bayanihan Equity Center
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.
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. This is only to be used by consumers to self-identify their income status, not to be used as a means test to qualify for the program.
Minority	An ethnic person of color who is any of the following: a) Black – a person having origins in any of the Black racial groups of Africa, b) Hispanic – a person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish or Portuguese culture or origin regardless of race, c) Asian/Pacific Islander – a person whose origins are from India, Pakistan or Bangladesh, Japan, China, Taiwan, Korea, Vietnam, Laos, Cambodia, the Philippines, Samoa, Guam, or the United States Territories of the Pacific including the Northern Marianas, d) American Indian/Alaskan Native – an American Indian, Eskimo, Aleut, or Native Hawaiian. Source: California Code of Regulations Title 22, Sec. 7130.
OCP	Office of Community Partnerships
OCM	Office of Contract Management, San Francisco Human Services Agency.
Older Adult	Person who is 60 years or older, used interchangeably with “senior”
Senior	Person who is 60 years or older, used interchangeably with “older adult”
SF-HSA	Human Services Agency of the City and County of San Francisco.

SOGI	Sexual Orientation and Gender Identity; <i>Ordinance No. 159-16</i> 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 ( <i>Chapter 104, Sections 104.1 through 104.9.</i> )
Unit of Service	Defined as one hour of service
Unduplicated Consumer (UDC)	An individual who participates in community services and the grantee reflects consumer participation in CA-GetCare through enrollment.

### III. Target Population

The target population is older adults and adults with disabilities living in the City and County of San Francisco with the greatest economic and social need and with particular attention to the following individuals:

1. Low income
2. Limited or no English speaking proficiency
3. Minority populations
4. Frail
5. LGBTQ+

### IV. Eligibility for Services

- A person who is a resident of San Francisco *and*
- A person who is an older adult or an adult with a disability

### V. Location and Time of Services

The grantee will provide community services programming in the City and County of San Francisco. The details of the sites and operation hours are located in the site chart.

### VI. Description of Services and Program Requirements

1. Grantee will provide community services programming for older adults and adults with disabilities. Community services programming shall consist of activities and services that focus on the physical, social, psychological, economic, educational, recreational, and/or creative needs of older adults and adults with disabilities. Activities and services may be provided in the grantee's Community Center, in the community, via telephone, virtually over the internet, and through other effective means of communication and connection. There are four categories of community services programming:
  - i. Activity Scheduling: Activities may include educational presentations, workshops, trainings, cultural events, food bag programs, social events, exercise classes, arts and crafts classes, discussion groups, sports activities, support groups, field trips, and any other group activity that brings people together for

education or wellness purposes, provides opportunities for connection with other participants, and that help participants maintain or enhance their level of functioning.

- ii. Translation: Translation assistance provided to consumers that cannot speak/read English. Translation may also include the use of American Sign Language, braille, or teleprompting. Services may include translation for an individual, such as translation of forms, letters, applications, or phone calls, and may also include written translation from English of monthly activity calendars, flyers, and verbal translation for group announcements or presentations.
- iii. Social Services: The provision of one-to-one assistance to individuals that enables them to resolve problems. Assistance may include information and referral, forms/application completion, home visits, medical escort services, and emotional support by phone or in person.
- iv. Enhanced Outreach: While there is an expectation that Community Centers will do outreach within their existing budgets to reach their target populations, some agencies may decide to propose more formal outreach plans or a specific campaign to address access barriers in the community. Examples of this may include working with a community collaborative group, designing and implementing an outreach plan for an underserved area, problem-solving certain barriers to service, i.e., safety issues, transportation needs, etc. Enhanced outreach efforts must receive prior review and approval from DAS OCP before commencing.

Enhanced outreach efforts under this specific grant:

Grantee will participate in multiple neighborhood organizing groups including SOMA Pilipinas Neighborhood Services and the SOMA Coordinating Committee. These groups focus on issues and seek solutions related to the immediate neighborhood including access to affordable and low-income housing, overcoming barriers to services, and inclusivity and representation of older adults and adults with disabilities in program services. These groups also coordinate and staff neighborhood events and celebrations.

2. Grantee will ensure that service offerings in the four categories of community services are designed to:
  - i. Provide quality services that attain a high satisfaction level from participants.
  - ii. Provide services that meet the needs of individual participants.
  - iii. Provide physical activities that may improve the health of participants.
  - iv. Increase access to information and educational materials that help enable individual consumers to maximize independence while living in the community.
  - v. Provide activities to increase socialization opportunities for individual consumers.
3. Grantee will develop and maintain policies and procedures that align with city, state, and local regulatory agencies, including the DAS OCP policy memoranda.
4. Grantee will administer an annual consumer satisfaction survey using a survey tool approved by DAS OCP. The grantee will share the survey results with DAS OCP by March 15<sup>th</sup> each grant year or on a mutually agreed upon date between DAS OCP and the grantee. At minimum, the consumer response rate shall be at least 35% of the annual

unduplicated consumers.

5. Grantee will ensure adequate and culturally competent staffing to administer the program, deliver quality services to meet the needs of the consumer, and adhere to all program standards.
6. Grantee will ensure that units of service provided are tracked and distinguishable.
7. Grantee will attend in-service trainings and meetings coordinated and provided by DAS OCP, and share the information with their staff and volunteers as needed.
8. Grantee shall follow guidance or instructions from the Centers for Disease Control and Prevention (CDC), California Department of Public Health (CDPH), and local health departments related to the provision of services in the community. If there are contradictory requirements between the most current CDC, CDPH, and local health department guidance or health orders, providers should follow the strictest requirements. The grantee shall follow the requirements with the intent to maximize the health and safety of their staff and clients receiving services.

## VII. Service Objectives

Grantee will enroll at minimum the number of unduplicated consumers and provide the units of service detailed in Table A below:

<b>Table A- Community Services</b>	01/01/2021- 6/30/2021	FY21/22	FY22/23
Unduplicated Consumers (UDC)	288	650	650
Activity Scheduling	2,025	4,200	4,200
Translation Services	750	1,800	1,800
Social Services	1,500	3,600	3,600
Enhanced Outreach	88	210	210
One (1) unit of service = one (1) hour of service provision			

## VIII. Outcome Objectives

### Community Services

1. Consumers receive the services and/or activities they need from the agency. Target: 80%
2. Consumers who participate in physical activity programming report a positive impact on their health. Target: 80%
3. Consumers who received social services or translation assistance, or participated in an educational program, report the services helped to improve their lives. Target: 80%
4. Consumers report an increase in their socialization opportunities and interaction with others. Target: 80%

Based on an annual satisfaction survey created by DAS OCP and with a sample size of at least 35% of the annual unduplicated consumers.



## **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 OCP approved intake form, into the CA-GetCare database in accordance to DAS OCP policy memorandum.
2. Grantee will enter into the CA-GetCare Service Unit section all service objectives 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 unduplicated consumers served
  - Number and type of service units provided
4. Monthly, quarterly, and annual reports must be entered into the Contracts Administration, Reporting, and Billing Online (CARBON) system as required by DAS and Contracts Department staff.
5. Grantee will submit response rates and aggregated data from the annual participant survey to OCP staff by March 15th of each grant year or on a mutually agreed upon date between DAS OCP and the grantee.
6. Grantee shall submit Community Services Block Grant (CSBG) time study to HSA/DAS for the months of February, May, August and November. The time study is due on the 10<sup>th</sup> day following the time study month.
7. Grantee shall issue a Fiscal Closeout Report at the end of the fiscal year. The report is due to HSA no later than July 31<sup>st</sup> of each grant year. The grantee must submit the report in the CARBON system.
8. Grantee shall develop and deliver ad hoc reports as requested by SF-HSA, DAS, and OCP.
9. Grantee shall develop and deliver a bi-annual summary report of SOGI data collected as requested by SF-HSA, DAS, and OCP. The due dates for submitting the bi-annual summary reports are January 10<sup>th</sup> (June-December data) and July 10<sup>th</sup> (January-June data).
10. Grantee will maintain an updated site chart, using the DAS OCP approved form, with details about the program.
11. Grantee program staff will complete an Elder Abuse Mandated Reporter Training and the California Department of Aging (CDA) Security Awareness Training on an annual basis. The grantee will maintain evidence of staff completion of these trainings.
12. Grantee shall be compliant with the Health Insurance Portability and Accountability Act of 1996 (HIPAA) privacy and security rules to the extent applicable and to take all reasonable efforts to implement HIPAA requirements.
13. Grantee will develop a grievance policy consistent with DAS OCP policy memorandum.
14. For assistance with reporting and contract requirements, please contact:

Paulo Salta  
Program Analyst  
San Francisco, CA 94120  
(415) 355-3551  
Paulo.Salta@sfgov.org

Or

Patrick Garcia  
Contract Manager  
Human Services Agency  
San Francisco, CA 94120  
(415) 557-5597  
Patrick.Gracia@sfgov.org

**X. Monitoring Activities**

- A. 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 CA-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; evidence that program staff have completed the California Department of Aging (CDA) Security Awareness Training; review of 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; a board of director list and whether services are provided appropriately according to Sections VI and VII, the log of service units which are based on the hours of scheduled activities; sign-in sheets of consumers who participated in each activity; documentation that shows reported units of service are based on scheduled activities at the site, not activities that are always available at the facility such as cards or pool, translation and social services are based on staff hours.
- 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.

**HUMAN SERVICES AGENCY BUDGET SUMMARY  
BY PROGRAM**

Name <b>BAYANIHAN EQUITY CENTER</b>		Term 1/1/21 - 6/30/23						
(Check One) New <input type="checkbox"/> Renewal <input type="checkbox"/> Modification <input checked="" type="checkbox"/>								
If modification, Effective Date of Mod. 7/1/21 No. of Mod. 1								
<b>Program: Community Services</b>								
Budget Reference Page No.(s)								
Program Term	1/1/21 - 6/30/21	7/1/21 - 06/30/22	(Modification) 7/1/21 - 06/30/22	7/1/21 - 06/30/22	7/1/22 - 6/30/23	(Modification) 7/1/22 - 6/30/23	7/1/22 - 6/30/23	(TOTAL) 1/1/21 - 6/30/23
<b>Expenditures</b>								
Salaries & Benefits	\$183,565	\$349,714	\$35,260	\$384,974	\$349,714	\$52,890	\$402,604	\$971,143
Operating Expenses	\$94,700	\$50,786	\$19,530	\$70,316	\$50,786	\$16,530	\$67,316	\$232,332
<b>Subtotal</b>	<b>\$278,265</b>	<b>\$400,500</b>	<b>\$54,790</b>	<b>\$455,290</b>	<b>\$400,500</b>	<b>\$69,420</b>	<b>\$469,920</b>	<b>\$1,203,475</b>
Indirect Percentage (%)				10%			6%	
Indirect Cost			\$44,275	\$44,275		\$29,645	\$29,645	\$73,920
Subcontractor/Capital Expenditure								
<b>Total Expenditures</b>	<b>\$278,265</b>	<b>\$400,500</b>	<b>\$99,065</b>	<b>\$499,565</b>	<b>\$400,500</b>	<b>\$99,065</b>	<b>\$499,565</b>	<b>\$1,277,395</b>
<b>HSA Revenues</b>								
General Funds	\$177,822	\$355,645		\$355,645	\$355,645		\$355,645	\$889,112
Federal Funds (CFDA 93.778)	\$22,428	\$44,855		\$44,855	\$44,855		\$44,855	\$112,138
CODB	\$12,015		\$26,565	\$26,565		\$26,565	\$26,565	\$65,145
Housing Case Management (HCM)			\$72,500	\$72,500		\$72,500	\$72,500	\$145,000
Grocery Delivery (20/21 OTO)	\$66,000							\$66,000
<b>Total HSA Revenue</b>	<b>\$278,265</b>	<b>\$400,500</b>	<b>\$99,065</b>	<b>\$499,565</b>	<b>\$400,500</b>	<b>\$99,065</b>	<b>\$499,565</b>	<b>\$1,277,395</b>
<b>Other Revenues</b>								
<b>TOTAL DAS AND NON DAS REVENUE</b>	<b>\$278,265</b>	<b>\$400,500</b>	<b>\$99,065</b>	<b>\$499,565</b>	<b>\$400,500</b>	<b>\$99,065</b>	<b>\$499,565</b>	<b>\$1,277,395</b>
Full Time Equivalent (FTE)								
Prepared by:								
HSA-CO Review Signature: _____								
HSA #1								

Program: Community Services  
(Same as Line 11 on HSA #1)

Appendix B-1, Page 2  
Document Date: November 2021

**Salaries & Benefits Detail**

Position	Agency Totals		HSA Program		DAS salary		Agency Totals		HSA Program		DAS salary		DAS salary		DAS salary		DAS salary		
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	1/1/21 - 6/30/21	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	7/1/21 - 06/30/22	7/1/21 - 06/30/22	7/1/21 - 06/30/22	7/1/22 - 6/30/23	7/1/22 - 6/30/23	7/1/22 - 6/30/23	7/1/22 - 6/30/23	7/1/22 - 6/30/23	7/1/22 - 6/30/23	
Executive Director	\$70,000	1.00	73%	0.73	\$25,400	\$70,000	1.00	60%	0.60	\$42,000		\$42,000	\$42,000		\$42,000		\$42,000		\$109,400
Community Service Worker #1	\$40,080	1.00	100%	1.00	\$20,040	\$40,080	1.00	100%	1.00	\$40,080		\$40,080	\$40,080		\$40,080		\$40,080		\$100,200
Community Service Worker #2	\$40,080	1.00	100%	1.00	\$20,040	\$40,080	1.00	100%	1.00	\$40,080		\$40,080	\$40,080		\$40,080		\$40,080		\$100,200
Community Service Worker #3	\$40,080	1.00	100%	1.00	\$20,040	\$40,080	1.00	100%	1.00	\$40,080		\$40,080	\$40,080		\$40,080		\$40,080		\$100,200
Community Service Worker #4	\$42,000	1.00	100%	1.00	\$21,180	\$42,000	1.00	100%	1.00	\$42,000		\$42,000	\$42,000		\$42,000		\$42,000		\$105,180
Community Service Worker #5	\$40,080	1.00	100%	1.00	\$20,040	\$40,080	1.00	100%	1.00	\$40,080		\$40,080	\$40,080		\$40,080		\$40,080		\$100,200
Data Collection Specialist Housing Case Worker (FY 21/22 only 8 months = \$28,667)	\$50,000	1.00	90%	0.90	\$22,500	\$50,000	1.00	80%	0.80	\$40,000		\$40,000	\$40,000		\$40,000		\$40,000		\$102,500
						\$43,000	1.00	100%	1.00		\$28,667	\$28,667		\$43,000		\$43,000		\$71,667	
<b>Totals</b>	<b>\$322,320</b>	<b>7.00</b>	<b>662.57%</b>	<b>6.63</b>	<b>\$149,240</b>	<b>\$365,320</b>	<b>8.00</b>	<b>740.00%</b>	<b>7.40</b>	<b>\$284,320</b>	<b>\$28,667</b>	<b>\$312,987</b>	<b>\$284,320</b>	<b>\$43,000</b>	<b>\$327,320</b>	<b>\$789,547</b>			
Fringe Benefits Rate	23%						23%												
Employee Fringe Benefits	\$74,134				\$34,325	\$84,024				\$65,394	\$6,593	\$71,987	\$65,394	\$9,890	\$75,284	\$181,596			
<b>Total Salaries and Benefits</b>	<b>\$396,454</b>				<b>\$183,565</b>	<b>\$449,344</b>				<b>\$349,714</b>	<b>\$35,260</b>	<b>\$384,974</b>	<b>\$349,714</b>	<b>\$52,890</b>	<b>\$402,604</b>	<b>\$971,143</b>			
HSA #2																			

Program: Community Services  
(Same as Line 11 on HSA #1)

Appendix B-1, Page 3  
Document Date: November 2021

Expenditure Category	Operating Expense Detail							
	1/1/21 - 6/30/21	7/1/21 - 06/30/22	(Modification) 7/1/21 - 06/30/22	7/1/21 - 06/30/22	7/1/22 - 6/30/23	(Modification) 7/1/22 - 6/30/23	7/1/22 - 6/30/23	(TOTAL) 1/1/21 - 6/30/23
Rental of Property	\$3,248	\$3,313		\$3,313	\$3,379		\$3,379	\$9,940
Utilities (Elec, Water, Gas, Phone, Garbage)	\$4,050	\$6,840	\$600	\$7,440	\$6,840	\$600	\$7,440	\$18,930
Office Supplies, Postage	\$6,400	\$1,017	\$965	\$1,982	\$783	\$965	\$1,748	\$10,130
Building Maintenance Supplies and Repair			\$5,000	\$5,000		\$2,000	\$2,000	\$7,000
Printing and Reproduction	\$900	\$500	\$500	\$1,000	\$500	\$500	\$1,000	\$2,900
Insurance	\$1,120	\$7,700	\$500	\$8,200	\$7,700	\$500	\$8,200	\$17,520
Staff Training			\$1,000	\$1,000		\$1,000	\$1,000	\$2,000
Staff Travel-(Local & Out of Town)	\$2,933	\$8,232	\$800	\$9,032	\$8,400	\$800	\$9,200	\$21,165
Rental of Equipment	\$1,150	\$4,100		\$4,100	\$4,100		\$4,100	\$9,350
<u>Consultant</u>								
<u>Other</u>								
Bookkeeping	\$2,500	\$6,000		\$6,000	\$6,000		\$6,000	\$14,500
Audit		\$9,000		\$9,000	\$9,000		\$9,000	\$18,000
Payroll Processing	\$1,645	\$3,084		\$3,084	\$3,084		\$3,084	\$7,813
Seniors Activity	\$750	\$1,000		\$1,000	\$1,000		\$1,000	\$2,750
Stipends	\$4,752		\$5,100	\$5,100		\$5,100	\$5,100	\$14,952
Equipment	\$5,500		\$3,565	\$3,565		\$3,565	\$3,565	\$12,630
Subscriptions (Mailchimp)			\$1,000	\$1,000		\$1,000	\$1,000	\$2,000
Shredding Services			\$500	\$500		\$500	\$500	\$1,000
CAM Fee	\$1,500							\$1,500
Gift Cards for Volunteers	\$1,100							\$1,100
Food Supplies	\$55,500							\$55,500
Packing Supplies	\$1,000							\$1,000
Refreshement	\$652							\$652
<b>Total Operating Expenses</b>	<b>\$94,700</b>	<b>\$50,786</b>	<b>\$19,530</b>	<b>\$70,316</b>	<b>\$50,786</b>	<b>\$16,530</b>	<b>\$67,316</b>	<b>\$232,332</b>
<b>HSA #3</b>								