



London Breed, Mayor

Department of Human Services  
 Department of Aging and Adult Services  
 Office of Early Care and Education

Trent Rhorer, Executive Director

**MEMORANDUM**

**TO:** AGING & ADULT SERVICES COMMISSION

**THROUGH:** SHIREEN MCSPADDEN, EXECUTIVE DIRECTOR

**FROM:** CINDY KAUFFMAN, DEPUTY DIRECTOR  
 JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS *JKI*

**DATE:** NOVEMBER 6, 2019

**SUBJECT:** GRANT MODIFCATION: **NEXT VILLAGE SAN FRANCISCO (NON-PROFIT)** TO PROVIDE THE VILLAGE MODEL

	<u>Current</u>	<u>Modification</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
<b>GRANT TERM:</b>	7/1/18 – 6/30/20	7/1/19- 6/30/20			
<b>GRANT AMOUNT:</b>	\$268,351	\$100,000	\$368,351	\$36,835	\$405,186
<b>ANNUAL AMOUNT:</b>	<u>FY 18-19</u> \$157,562	<u>FY 19-20</u> \$210,789			
<b>MODIFCATION FUNDING:</b>	<u>County</u> \$100,000	<u>State</u>	<u>Federal</u>	<u>Contingency</u> \$10,000	<u>Total</u> \$110,000
<b>PERCENTAGE:</b>	100%				100%

The Department of Aging and Adult Services (DAAS) requests authorization to modify the grant agreement with NEXT Village San Francisco for the time period from July 1, 2019 to June 30, 2020 in the amount of \$100,000 plus a 10% contingency for a total amount not to exceed \$405,186. The purpose of this grant is to fund the Community Services program model known as the Village Model.

**Background**

The Village program is a model that promotes independent living and aging in community. Villages are membership driven organizations through which paid staff, volunteers, and the members themselves coordinate a wide array of services for the purpose of supporting member independence. DAAS funded Village programs have a defined set of core elements. These core elements include an annual membership fee, a financial sustainability plan, membership services staff to assist with member requests, use of trained and vetted volunteers for provision of services, and educational activities

designed to promote awareness of aging and aging-in-place resources. Membership fees not only encourage the high engagement of members but also ensure that Villages are reactive to members input. There are currently two Villages in San Francisco.

### **Services to be Provided**

NEXT Village has traditionally focused its Village services on Supervisorial District 3, the Northeastern section of the City. (District 3 has the densest population of older adults in San Francisco.) Grantee will continue to operate its Village model program in accordance with the Description of Services included with this Memo.

### **Modification**

Through the Board of Supervisors add-back budgeting process, additional funding has been provided to support Village model programs in District 2 and 3. This additional funding will be used to support NEXT Village efforts in the following areas:

Infrastructure / Expansion of Existing Services: In order to support and enhance existing services, NEXT Village will look to secure its first permanent physical location in the form of a small office space. The space will be used as a working space for staff and as a meeting point for staff working directly with members. The funding will also support for increased staffing on the grant, with a net increase of approximately .78 FTE across the three staff positions working for NEXT Village. The increase in staffing will provide for increased programming and support for members.

Program Marketing / District 2 Outreach: With increasing membership in nearby District 2, NEXT Village will organize a series of activities in District 2 with a goal of increasing awareness of NEXT Village and increasing membership in the program. In preparation for these activities, NEXT Village will update program materials including brochures and outreach materials.

### **Selection**

Grantee was selected through Request for Proposal #786, which was competitively bid in February 2018.

### **Performance**

Program Monitoring: Program monitoring for fiscal year 2018-2019 took place via two monitoring visits, one in April and one in August 2019. Grantee is in compliance with contract terms for fiscal year 18/19.

Fiscal Monitoring: A Citywide Fiscal and Compliance Monitoring self-assessment was conducted in May of 2019. There were no findings identified in the monitoring. The grantee is in compliance with performance and monitoring requirements.

### **Funding**

Funding for this modification is provided by County General Funds.

### **ATTACHMENTS**

Appendix A-2 – Services to be Provided

Appendix B-2 – Budget Summary

## APPENDIX A-2 – SERVICES TO BE PROVIDED

### NEXT Village San Francisco Village Model

July 1, 2018 to June 30, 2020

*Updated November 6, 2019*

#### I. Purpose

The purpose of this grant is to fund the Community Services program model known as the Village model. The Village model is a membership driven organization through which paid staff, volunteers, and the members themselves coordinate a wide array of services for the purpose of supporting independence and aging in place.

#### II. Definitions

Adult with a Disability	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
DAAS	Department of Aging and Adult Services
Disability	A condition or combination of conditions that is attributable to a mental, cognitive or physical impairment, including hearing and visual impairments, that results in substantial functional limitations in one (1) or more of the following areas of major life activity: a) Self-care: activities of daily living (ADL), and instrumental activities of daily living (IADL); b) Capacity for independent living and self-direction; c) Cognitive functioning, and emotional adjustment
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.

Grantee	NEXT Village, San Francisco
HSA	Human Services Agency of the City and County of San Francisco
OCP	Office of Community Partnerships (formerly known as Office on the Aging / OOA)
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.
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.)
Unduplicated Consumer (UDC)	A unique consumer receiving services in Grantee's Community Service program and reflected via enrollment in CA GetCare.
Unit of Service	One hour of service
Village Model	The Village Model is a membership based organization through which paid staff, volunteers, and the members themselves coordinate a wide array of services for the purpose of supporting independence and aging in place.

### III. Target Population / Eligibility for Village Membership

- 1) A resident of San Francisco *and*
- 2) Aged 60 and above *or* adult aged 18-59 with a disability
- 3) Willing to pay annual membership fee in order to participate

### IV. Location and Time of Services

NEXT Village San Francisco serves older adults and adults with disabilities in the City's District 3 area. NEXT Village has no fixed location. Activities happen at local public spaces, the North Beach Library, Joe DiMaggio playground. NEXT Village staff work from home or in neighborhood locations.

### V. Description of Services

The Village model is a membership driven organization with the goal of allowing community members to reside in their own homes while being able to access services that address their changing lifestyles as they age.

Each Village model will contain the following five (5) core elements:

- 1) Financial Sustainability. A Village model program will be required to develop an organizational plan to demonstrate current as well as future financial sustainability. This may include City/DAAS funding, but should also include membership fees, fundraising, and other funding opportunities. During the annual monitoring process, DAAS Program Analyst will review financial sustainability plan to determine compliance with plan as well as barriers or other challenges faced by Village program.
- 2) Membership Fee. All Village programs will have a minimum membership fee of \$120 per year. In addition to supporting program self-sufficiency, an annual membership fee encourages engagement of the membership as well as close attention to service offerings and member satisfaction by Village leadership.

All membership fees will be paid by member, member spouse, children or household member. Acceptance of membership fees from sources other than these requires pre-approval from Office of Community Partnerships Analyst. Review of membership payment and sources will be part of the annual program monitoring process.

- 3) Volunteer Recruitment and Development. The Village model relies heavily on the volunteers that take the time to become trained and assigned to work with specific Village members. Each Village program will develop volunteer recruitment, training, and retention practices to maximize volunteer support of their Village.

- 4) Membership Services. The Village model will have a central contact point for coordination of membership services. Membership services will accept requests for services and then coordinate completion of those requests through paid staff, volunteers, or other members. Membership services will provide a “concierge-like service” which will include providing referrals to a vetted list of third party services such as gardeners, handypersons, legal services, and other services which may be central to the goals of the Village model.
- 5) Educational Activities. There is often a lack of knowledge within the aging and disability community regarding services available to provide support, encourage independence, and promote aging-in-place. Grantee will develop educational activities among their membership to help increase awareness around aging and aging-in-place services, including DAAS/OOA resources.

## **VI. Contractor Responsibilities / Units of Service and Definitions**

On an annual basis, the Grantee will provide the following services as part of the Village model:

- 1) Unduplicated Consumers. Grantee will provide service to unduplicated consumers which consist of the membership base.

UNIT: One unduplicated consumer who is also a member of the Village program.

- 2) Membership Growth. As a membership based program it is incumbent to increase and diversify the membership base. Increase outreach and expand respective Village model membership through specific outreach to the target population; making presentations at public forums, neighborhood associations, and other interested parties about the Village model.

UNIT: One new individual member.

- 3) Volunteer Recruitment and Development. The Village model relies on the volunteers recruited, trained, and assigned to work with specific Village members. Conduct outreach to draw volunteers that will commit to a minimum service requirement.

UNIT: One volunteer

- 4) Service Hours. One of the unique features of the Village model is the utilization of volunteers and the members themselves to provide services to the membership. Volunteer hours shall include: volunteer and member time spent providing Village services to members.

UNIT: One hour of service to Village members.

- 5) Educational Activities. There is often a lack of knowledge within the aging and disability community regarding services available to provide support, encourage independence, and promote aging-in-place. Grantee will develop educational activities among their membership to help increase awareness around aging and aging-in-place services, including DAAS/OOA resources.

UNIT: One hour of educational activity.

- 6) Annual Satisfaction Survey: Grantee will administer an annual consumer satisfaction survey, pre-approved by Office of Community Partnerships staff, to consumers with a response rate of **at least 50%** of the annual unduplicated consumer service objective as specified in the Service Objectives section below.

## VII. Service Objectives

### For Fiscal Year 2018-2019, Grantee will:

- Provide Village model services for 100 unduplicated consumers.
- Expand Village membership by adding 20 new individual members.
- Provide Volunteer Recruitment and Development services to 125 volunteers.
- Provide 900 service hours to Village members.
- Provide 50 hours of educational activities.

### For Fiscal Year 2019-2020, Grantee will:

- Provide Village model services for at least 150 unduplicated consumers.
- Expand Village membership by adding at least 30 new individual members.
- Provide volunteer recruitment and development services to 100 volunteers.
- Provide at least 950 service hours to Village members.
- Provide at least 70 hours of Educational Activities.
- At the end of the 19/20 Fiscal Year, Grantee will provide a narrative report summarizing outreach efforts in District 2 which were supported as a result of additional one-time funds received in FY 19/20. Narrative report will include:
  - Description of outreach and marketing strategy, as well as copies of any materials created and disseminated as a result of this strategy.

- Dates, times, location and description of events occurring in District 2 which were part of outreach efforts.
- Number of people reached at each event.
- New memberships which occurred as a result of outreach efforts in District 2.
- Challenges, successes, and any other relevant information from this effort.

**VIII. Outcome Objectives**

- At least 75% of survey respondents report via an annual consumer satisfaction survey that their Village membership has helped maintain or increase their independence and ability to live at home.
- At least 75% of survey respondents report via an annual consumer satisfaction survey that through their Village membership they learned about a new aging or aging-in-place related service they were not previously aware of.
- At least 75% of survey respondents report via an annual consumer satisfaction survey that through their Village membership they experience increased opportunities for socialization and interacting with others.
- Demonstrate at least a 5% increase in diversity among the membership over the term of the grant. This increase will be measured from membership demographics reported at the end of FY17/18.
- At least a 75% retention rate among current members on an annual basis. This measure will track all memberships which come up for renewal during each fiscal year and whether that membership was renewed or not.

**IX. Reporting Requirements**

Grantee will provide various reports during the term of the grant agreement.

- A. The grantee will enter consumers' date into the CA GetCare - Community Services module.
- B. The grantee will enter into the CA GetCare Service Unit section all the units of service by the 5th working day of the month for the preceding month.
- C. Monthly, quarterly, and annual reports must be entered into the Contracts Administration, Reporting, and Billing Online (CARBON) system as required by DAAS and Contracts Department staff.
- D. Grantee will submit response rates and aggregated data from annual consumer satisfaction survey to OCP staff by March 15<sup>th</sup> of each grant year.



- E. Grantee shall submit Community Services Block Grant (CSBG) time study to HSA/DAAS 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 and shall be entered on line to this website link:  
<https://sfhsa.hfa3.org/signin>
- F. 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 each grant year. This report must be submitted to the CARBON system.
- G. Grantee shall develop and deliver ad hoc reports as requested by HSA/DAAS/OOA.
- H. Grantee shall develop and deliver an annual summary report of SOGI data collected in the year as required by state and local law. The due date for submitting the annual summary report is July 10<sup>th</sup>.
- I. Grantee will develop and maintain with OOA's approval, an updated Site Chart (using OOA's format) with details about the program.
- J. Apart from reports requested to be sent via e-mail to the Program Analyst and/or Contract Manager, all other reports and communications should be sent to the following addresses:

Michael Zaugg  
 Program Director  
 DAAS, OCP  
 P.O. Box 7988  
 San Francisco, CA 94120  
 (415) 355-6784

Rocio Duenas  
 Contract Manager  
 Human Services Agency  
 P.O. Box 7988  
 San Francisco, CA 94120  
 (415) 557-5626

**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; financial sustainability plan; program operation, which includes a review of a written policies and procedures manual of all OOA 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; a board of director list and whether services are provided appropriately according to Sections VII and VIII.

- 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, and HIPAA

	A	D	G	H	I	J
1	Appendix B-2, Page 1					
2	Date: 10/19/18					
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>					
4	<b>BY PROGRAM</b>					
5	Name:					Term:
6	<b>NEXT Village San Francisco</b>					7/1/18-6/30/20
7	(Check One) New <input type="checkbox"/> Renewal <input type="checkbox"/> Modification <input checked="" type="checkbox"/>					
8	If modification, Effective Date of Mod. 7/1/19 No. of Mod. 2					
9	Program: Village Model					
10	Budget Reference Page No.(s)			Modification	Revised	Total
11	Program Term	7/1/18-6/30/19	7/1/19-6/30/20	7/1/19-6/30/20	7/1/19-6/30/20	7/1/18-6/30/20
12	<b>Expenditures</b>					
13	Salaries & Benefits	\$110,864	\$82,469	\$66,329	\$148,798	\$259,661
14	Operating Expense	\$30,895	\$18,249	\$24,580	\$42,829	\$73,724
15	<b>Subtotal</b>	<b>\$141,759</b>	<b>\$100,718</b>	<b>\$90,909</b>	<b>\$191,626</b>	<b>\$333,385</b>
16	Indirect Percentage (%)	11%	10%	10%	10%	10%
17	Indirect Cost (Line 16 X Line 15)	\$15,803	\$10,072	\$9,091	\$19,163	\$34,966
18	Capital Expenditure					
19	Total Expenditures	\$157,562	\$110,789	\$100,000	\$210,789	\$368,351
20	<b>HSA Revenues</b>					
21	General Fund	\$157,562	\$110,789	\$100,000	\$210,789	\$368,351
22						
23						
24						
25						
26						
27						
28						
29	TOTAL HSA REVENUES	\$157,562	\$110,789	\$100,000	\$210,789	\$368,351
30	<b>Other Revenues</b>					
31						
32						
33						
34						
35						
36	Total Revenues	\$157,562	\$110,789	\$100,000	\$210,789	\$368,351
37	Full Time Equivalent (FTE)					
39	Prepared by: Gail Switzer		415-218-9271		10/12/2019	
40	HSA-CO Review Signature: _____					
41	HSA #1					10/25/2016



Program Name: Village Model

**Operating Expense Detail**

12	Expenditure Category	TERM	7/1/18-6/30/19	7/1/19-6/30/20	Modification 7/1/19-6/30/20	Revised 7/1/19-6/30/20	TOTAL 7/1/18-6/30/20
13	Rental of Property				\$10,500	\$10,500	\$10,500
14	Utilities(Elec, Water, Gas, Phone, Garbage)		\$810				\$810
15	Office Supplies, Postage		\$2,467	\$2,541	\$3,000	\$5,541	\$8,008
16	Building Maintenance Supplies and Repair						
17	Printing and Reproduction		\$5,180	\$4,975		\$4,975	\$10,155
18	Insurance		\$2,842	\$2,927		\$2,927	\$5,769
19	Staff Training						
20	Staff Travel-(Local & Out of Town)						
21	Rental of Equipment						
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE						
23	Bilingual Consultant		\$3,600				\$3,600
24	Outreach/Planning Consultant(s)		\$1,754				\$1,754
25	Graphics Designer		\$750		\$2,500	\$2,500	\$3,250
26	IT Consultant		\$250		\$3,000	\$3,000	\$3,250
27	Systems Analysis Consultant				\$3,000	\$3,000	\$3,000
28	OTHER						
29	Data Base Costs		\$4,800	\$4,944		\$4,944	\$9,744
30	Program Expenses		\$7,630	\$2,861	\$2,580	\$5,441	\$13,071
31	Employee Reimbursed Expenses		\$539				\$539
32	Volunteer Background Checks		\$273				\$273
33							
34	TOTAL OPERATING EXPENSE		\$30,895	\$18,249	\$24,580	\$42,829	\$73,724

HSA #3