

City and County of San Francisco*London Breed, Mayor***Human Services Agency**
 Department of Human Services
 Department of Disability and Aging Services
 Office of Early Care and Education
*Trent Rhorer, Executive Director***MEMORANDUM**

TO: DISABILITY AND AGING SERVICES COMMISSION

THROUGH: SHIREEN McSPADDEN, EXECUTIVE DIRECTOR

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

DATE: NOVEMBER 4, 2020

SUBJECT: NEW GRANT: **COMMUNITY LIVING CAMPAIGN (NON-PROFIT)**
FOR RESERVE (CRSF) EMPLOYMENT SERVICES FOR OLDER
ADULTS AND ADULTS WITH DISABILITIES

GRANT TERM: 1/1/2021-6/30/2024

GRANT AMOUNT:	<u>New</u>	<u>Contingency</u>	<u>Total</u>
	\$2,372,426	\$237,243	\$2,609,669

ANNUAL AMOUNT	<u>FY20/21</u>	<u>FY21/22</u>	<u>FY22/23</u>	<u>FY23/24</u>
	\$338,918	\$677,836	\$677,836	\$677,836

Funding Source	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
FUNDING:	\$2,372,426			\$237,243	\$2,609,669
PERCENTAGE:	100%				100%

The Department of Disability and Aging Services (DAS) requests authorization to enter into a new grant agreement with Community Living Campaign (CLC) for the period of January 1, 2021 and ending on June 30, 2024, in the amount of \$2,372,426 plus a 10% contingency for a total amount not to exceed \$2,609,669. This grant will develop and match older adults and adults with disabilities with subsidized job placements.

Background

Older adults and adults aged 18-59 with disabilities constitute nearly 25% of the City of San Francisco's population. These groups also comprise the largest portion of those living below the poverty level. Many older adults and adults with disabilities want to work; they have experience and skills which could be a great resource to employers. Yet, many face a myriad of barriers to meaningful employment.

In fiscal year 16/17, Community Living Campaign coordinated and launched a local model of the nationally known "ReServe" program which seeks to develop employment opportunities for

older adults and adults with disabilities. The ReServe model provides part-time employment opportunities to older adults and adults with disabilities by placing them at non-profit organizations and businesses in need of their unique experience and skills. The model subsidizes program participants' wages in order to incentivize placement opportunities.

In fiscal year 17/18, the Board of Supervisors hosted a public hearing on employment issues faced by older adults and adults with disabilities in the City of San Francisco. Community advocates, community based organizations, City departments, as well as older adults and adults with disabilities were able to provide feedback on this issue as well as give updates on services currently available. Subsequent to the hearing, additional funding was allocated through the annual budgeting process to support expansion and development of employment programs for older adults and adults with disabilities.

More recently, in fiscal year 18/19, the ReServe program was able to expand its footprint in the community by partnering with additional community agencies to reach older adults and adults with disabilities in providing job placement and job training. Through these new partnerships with Felton's Senior Community Service Employment Program (SCSEP) and JobsNOW, older adults and adults with disabilities gained access to a continuum of job assistance and job placement between ReServe and the partnering agencies. Also, through a partnership with the YWCA, participants, including older adult women and LGBT older adults, received access to job readiness trainings and assistance.

Services to be Provided

Through this grant agreement, Grantee will:

- 1) Educate employers on opportunities to hire older adults and adults with disabilities by developing part-time and project-based work arrangements;
- 2) Recruit, screen, and place older adults and adults with disabilities in these employment opportunities;
- 3) Develop payroll processing and employment guidelines for program participants and reimburse the full or partial cost of employment;
- 4) Provide job readiness training for older adults and adults with disabilities;
- 5) Coordinate monthly meetings between Community Living Campaign, Department of Disability and Aging Services, Human Services Agency and other invested parties to discuss coordination and collaboration components of the program.

Selection

Grantee was selected through Request for Proposals #867, which was competitively bid in January 2020.

Funding

Funding for this grant is provided by City and County General Funds.

Attachments

Appendix A, Scope of Services

Appendix B, Program Budget

APPENDIX A – SERVICES TO BE PROVIDED BY GRANTEE**Effective: January 1, 2021 – June 30, 2024****Program Title:****ReServe / Work Matters Employment Services for Older Adults and Adults with Disabilities****I. Purpose of Grant**

The purpose of this grant is to develop employment opportunities for older adults and adults with disabilities. Many older adults and adults with disabilities want to work; they have experience and skills that are a great resource. The opportunities funded through this grant provide older adults and adults with disabilities with added income, increased connections with others, and a renewed sense of purpose as they contribute to their communities.

II. Definitions

Adult with a Disability	A person 18-59 years of age living with a disability.
DAS	Department of Disability and Aging Services
CBO	Community Based Organization
DHS	San Francisco Department of Human Services, a division of HSA
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 is determined to be functionally impaired because the individual either: (a) Is unable to perform at least two activities of daily living, including bathing, toileting, dressing, feeding, breathing, transferring and mobility and associated tasks, 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 older individual behaves in a manner that poses a serious health or safety hazard to the individual or to others.
Grantee	Community Living Campaign
HSA	Human Services Agency of the City and County of San Francisco
JobsNow!	A job placement program through DHS that employs participants regardless of work experience, education, or job skills.
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.
OCP	Office of Community Partnerships
Older Adult	Person who is 60 years or older, used interchangeably with senior.
Partner	Organization participating in ReServe program, accepting ReServist placement within their organization
ReServist	Older adult or adult with a disability placed in employment through participation in this program
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)

III. Target Population

This grant will serve older adults (age 60 and over) and/or adults age 18-59 with disabilities who reside in the City and County of San Francisco with one or more of the following target priorities:

- Low-income
- Non or limited English speaking
- Minority
- Frail
- Lesbian/Gay/Bisexual/Transgender/Queer+

IV. Eligibility for Services

Eligibility criteria for services under this program:

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

V. Location and Time of Services

Community Living Campaign's Community Hub at 1663 Mission Street, Suite 525, San Francisco, and Felton's SCSEP office at 601 Van Ness, San Francisco, will serve as central locations during regular business hours. Other services will be provided by partnering agencies throughout San Francisco.

VI. Description of Services to be Provided

Grantee will develop the program with the following components:

Worksite Development:

- Provide outreach to CBOs and private businesses to develop an going, part-time (for example: 10 to 15 hours a week) placement or projects, which shall be no shorter than 12 weeks in duration.
- Develop guidelines whereby partners/placements will begin to take on part of the cost of ReServists, allowing for growth of the program. Financial contributions from partners/placements to help cover the cost of ReServist placement cannot be sourced from DAS contract funds.
- Develop in-house knowledge of the range of employment services already available to potential program participants in the City of San Francisco, and tap the expertise of new partners to increase successful training and placements.
- Develop marketing, outreach, and recruitment materials targeting potential participating employers.
- Develop a variety of worksites to accommodate participants' abilities.
- Develop and utilize practices and materials for contracting with employers for project-based and ongoing employment placement of clients.
- Develop and execute work experience agreements with the worksite agency, which should include job duties and supervision. ReServe agreements with partners/placements should also include language informing partner/placement worksites to contact DAS Program Analyst for authorization before using ReServist services to meet DAS contractual obligations.
- Provide training and technical assistance to work experience sites to ensure the quality of host site supervision and a positive experience for participants.
- Develop and implement other infrastructure as needed for program function including technical assistance and ongoing support to worksites.
- Develop, administer, and collect an annual satisfaction survey from employment partners and worksites.

Workforce Recruitment:

- Provide continuous outreach to CBOs, government agencies, and community partners in order to recruit participants.
- Develop program eligibility guidelines including maximum income levels for potential participants.
- Develop and implement accessible online, phone, and in person methods for potential clients to apply for program participation.
- Develop and implement infrastructure for background checks, assessment, and medical clearance for employment of clients. Partner sites or Grantee may cover the cost of background checks.
- Develop and implement infrastructure for evaluation, identification, and referral of program participants to other employment or vocational programs as appropriate.
- Place enrolled clients into employment opportunities which meet minimum part-time hourly (for example: 10-15 hours per week) and minimum duration (12 weeks) requirements.
- Develop and implement program guidelines designed to maximize unduplicated clients served. Mediate any disputes between worksites and participant, reassigning participant to another worksite if resolution cannot be reached.
- Perform other steps as needed to recruit and evaluate clients for placement in employment.
- Develop, administer, and collect an annual satisfaction survey from program participants.

Wage Subsidy and Payroll Processing*:

- Establish and implement payroll processing services appropriate to program function.

- Review work schedule and timesheets even if participants perform work at another agency.
- Ensure proper levels of workers compensation and other needed insurances for participants.
- Provide payroll reports for each pay date detailing each participant paid with participant name, check number, number of hours worked and paid time off hours paid, gross and net wages paid, and year-to-date gross wages and number of hours. Reports will be available within a week of the pay date.
- Issue paychecks and W-2s to participants through a third-party payroll.

*Participant wages at an hourly rate shall be in conformance with San Francisco Minimum Compensation Ordinance. Employer FICA, California Unemployment Insurance, and Workers Compensation insurance will be reimbursed as a part of the DAS contract. Only work experience hours actually worked are paid a wage. Paid time off that is in compliance with San Francisco Minimum Compensation ordinance will be paid to participants for work experience.

Job Readiness for Older Adults and Adults with Disabilities:

- Provide job readiness training and/or referrals through partnerships with community partners. (Examples may include: AARP’s “Smart Strategies for 50+ Jobseekers” and the YWCA’s “Taking Control of Your Job Search”).
- Provide computer lab support for resume writing, job searches, and for uploading documentation. Assist participants in submitting resumes with community-based partners.
- Facilitate job search clubs to support job seekers; including specialized groups as needed for women and LGBTQ+ participants.

Operational Meeting with Community Partners and JobsNow:

- Coordinate monthly meeting for representatives of CLC, DAS, JobsNow, and other invested parties to discuss progress around coordination and collaboration aspects of program.

VII. Service Objectives

On an annual basis, the Grantee will work toward creating employment opportunities for older adults and adults with disabilities by meeting the following service objectives:

	FY20/21	FY21/22	FY22/23	FY23/24
Provide a minimum of unduplicated ReServists	70	150	160	160
Provide a minimum of unduplicated ReServists with employment that will last at least 12 weeks	30	65	70	70
Provide a minimum of ReServists whose salaries will be at least partially paid by partners or other non-DAS sources.	18	40	45	50
Provide a minimum of hours of ReServe staffing, consisting of hours worked by program participants on job sites	11,000	23,500	25,000	26,500
Provide a minimum of recruiting events for ReServists and partners.	38	85	90	100

VIII. Outcome Objectives

On an annual basis and as needed, Grantee will meet the following outcome objectives:

A. Client Satisfaction Outcomes

- At least 80% of program participants will report that this program has helped remove/mitigate barriers to employment.
- At least 80% of program participants will report that this program has helped improve their lives (due to higher earnings, increased employability, meaningful work, less isolation, etc.).
- At least 80% of program participants placed in employment will report that their placement(s) helped them meet their goals for enrolling in the program.
- At least 80% of program participants will report that they would like to continue in this program.
- At least 80% of program participants placed in job readiness will report that their placement(s) helped them meet their goals for enrolling in the program.

B. Employer Satisfaction Outcomes

- At least 75% of Partners will report that Grantee has been reliable, responsive, supportive, and helpful.
- At least 75% of Partners will report being satisfied with the skills, experience, and knowledge of the participant placements.
- At least 75% of Partners will indicate they plan to continue participation in the program.
- At least 50% of Partners indicated that after their experience in this program, they would consider hiring more older adults and/or adults with disabilities.

C. Employment Retention Outcomes

- On an annual basis, at least 50% of ReServists placed in employment will stay employed during a 12-week period (10+ hours per week) or more.
- At least 40% of ReServists will be placed in a job setting.

IX. Reporting Requirements

- A. Grantee will enter into CA GetCare the consumer data including the Intake Form by the 5th working day of the month for the preceding month's services.
- B. Monthly reports must be entered into the Contracts Administration, Billing and Reporting Online (CARBON) system for each unit of service delivered during the reporting period for each service objective listed in Section VIII.
- C. 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.
- D. Grantee will be compliant with the Health Insurance Portability and Accountability Act of 1996 (HIPAA) privacy and security rules. For specific compliance requirements, please refer to Appendices F & G to the Grant Agreement.
- E. 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.
- F. Grantee will provide an annual consumer satisfaction survey report to OCP by March 15 each grant year.
- G. Grantee shall develop and deliver ad hoc reports as requested by HSA.

- H. Grantee will develop and maintain with OCP's approval, an updated Site Chart (using OCP's format) with details about the program.
- I. For assistance with reporting requirements or submission of reports, please contact:

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Contracts Manager/HSA
P.O. Box 7988
San Francisco, CA 94120
Candace.gray@sfgov.org

Melissa McGee
DAS/Office of Community Partnerships
P.O. Box 7988
San Francisco, CA 94120
Melissa.mcgee@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; 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.
- 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 compliance.

	A	B	C	D	E	F
1	Appendix B, Page 1					
2						
3	HUMAN SERVICES AGENCY BUDGET SUMMARY					
4						
5	Name		Term			
6	Community Living Campaign		1/1/20-6/30/24			
7	(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>					
8	If modification, Effective Date of Mod.		No. of Mod.			
9	Program: SF Reserve Workforce Program					
10	Budget Reference Page No.(s)					
11	Program Term	1/1/21-6/30/21	7/1/21-6/30/22	7/1/22-6/30/23	7/1/23-6/30/24	Total
12	Expenditures					
13	Salaries & Benefits	\$101,892	\$203,784	\$203,784	\$203,784	\$713,244
14	Operating Expenses	\$21,732	\$43,465	\$43,465	\$43,465	\$152,127
15	Subtotal	\$123,624	\$247,249	\$247,249	\$247,249	\$865,371
16	Indirect Percentage (%) (insert Indirect %)	15%	15%	15%	15%	15%
17	Indirect Cost (Line 16 X Line 15)	\$18,544	\$37,087	\$37,087	\$37,087	\$129,805
18	Capital/Subcontractor Expenditures	\$194,750	\$393,500	\$393,500	\$393,500	\$1,375,250
19	Total Expenditures	\$336,918	\$677,836	\$677,836	\$677,836	\$2,370,426
20	HSA Revenues					
21						
22	General Fund	\$338,918	\$677,836	\$677,836	\$677,836	\$2,372,426
23						
24	TOTAL HSA REVENUES	\$338,918	\$677,836	\$677,836	\$677,836	\$2,372,426
25	Other Revenues					
26						
27						
28						
29						
30	Total Revenues	\$338,918	\$677,836	\$677,836	\$677,836	\$2,372,426
31	Full Time Equivalent (FTE)					
32						
34	HSA-CO Review Signature:					
35	HSA #1					

	A	B	C	D	E	F	G	H	I
1	Appendix B, Page 2								
2	Program: SF Reserve Workforce Program								
3	(Same as Line 9 on HSA #1)								
4									
5	Salaries & Benefits Detail								
6									
7					1/1/21-6/30/21	7/1/21-6/30/22	7/1/22-6/30/23	7/1/23-6/30/24	1/1/20-6/30/24
8		HSA Program							TOTAL
9	POSITION TITLE	New Salary	Total FTE	New FTE					Budgeted Salary
10	Executive Director	\$89,625	100%	0.16	\$7,170	\$14,340	\$14,340	\$14,340	\$50,190
11	Deputy Director	\$85,325	100%	0.16	\$6,826	\$13,652	\$13,652	\$13,652	\$47,782
12	Director of SF ReServe	\$75,000	100%	1.00	\$37,500	\$75,000	\$75,000	\$75,000	\$262,500
13	Director of Operations	\$78,000	100%	0.40	\$15,600	\$31,200	\$31,200	\$31,200	\$109,200
14	Program Support & Finance	\$65,520	100%	0.13	\$4,194	\$8,387	\$8,387	\$8,387	\$29,355
15	Assistant Bookkeeper	\$52,000	100%	0.18	\$4,784	\$9,568	\$9,568	\$9,568	\$33,488
16	Community Tech Connect Manager	\$63,000	100%	0.17	\$5,440	\$10,880	\$10,880	\$10,880	\$38,080
17									
18									
19									
20									
21									
22									
23									
24									
25									
26									
27									
28									
29	TOTALS		7.00	2.20	\$81,514	\$163,027	\$163,027	\$163,027	\$570,595
30									
31	FRINGE BENEFIT RATE	25%							
32	EMPLOYEE FRINGE BENEFITS				\$20,378	\$40,757	\$40,757	\$40,757	\$142,649
33									
34									
35	TOTAL SALARIES & BENEFITS				\$101,892	\$203,784	\$203,784	\$203,784	\$713,244
36	HSA #2								10/25/2016

	A	B	C	D	E	F	G	H	I	J	K	L
1	Appendix B, Page 3											
2												
3	Program: SF Reserve Workforce Program											
4	(Same as Line 9 on HSA #1)											
5												
6	Operating Expense Detail											
7												
8												
9	<u>Expenditure Category</u>		<u>TERM</u>		<u>1/1/21-6/30/21</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>	
10	Rental of Property				\$2,019		\$4,038		\$4,038		\$4,038	
11	Utilities				\$855		\$1,710		\$1,710		\$1,710	
12	Office Supplies, Postage				\$1,080		\$2,160		\$2,160		\$2,160	
13	Software Systems License											
14	Printing and Reproduction				\$2,125		\$4,250		\$4,250		\$4,250	
15	Insurance											
16	Staff Training											
17	Staff Travel-(Local & Out of Town)				\$750		\$1,500		\$1,500		\$1,500	
18	Rental of Equipment											
19												
20	CONSULTANTS											
21	Employment Consultant				\$1,000		\$2,000		\$2,000		\$2,000	
22	Ageism/Ableism Assesments & Workshops (SDA)				\$5,000		\$10,000		\$10,000		\$10,000	
23												
24												
25	OTHER											
26	Marketing Materials Text & Design				\$500		\$1,000		\$1,000		\$1,000	
27	Website and Database				\$1,500		\$3,000		\$3,000		\$3,000	
28	Advertising, Outreach, & Job Postings				\$350		\$700		\$700		\$700	
29	Background Checks for Social Impact Projects				\$125		\$250		\$250		\$250	
30	Computer Software				\$303		\$607		\$607		\$607	
31	Program Supplies				\$3,125		\$6,250		\$6,250		\$6,250	
32	Meeting Expenses				\$3,000		\$6,000		\$6,000		\$6,000	
33												
34												
35												
36	TOTAL OPERATING EXPENSE				\$21,732		\$43,465		\$43,465		\$43,465	
37												

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7	
8	TOTAL
9	1/1/20-6/30/24
10	\$14,133
11	\$5,985
12	\$7,560
13	
14	\$14,875
15	
16	
17	\$5,250
18	
19	
20	
21	\$7,000
22	\$35,000
23	
24	
25	
26	\$3,500
27	\$10,500
28	\$2,450
29	\$875
30	\$2,124
31	\$21,875
32	\$21,000
33	
34	
35	
36	\$152,127
37	

	A	B	C	D	E	F	G
1	Appendix B, Page 4						
2							
3							
4	Program: SF Reserve Workforce Program						
5	(Same as Line 9 on HSA #1)						
6	Program Expenditure Detail						
7	SUBCONTRACTORS		1/1/21-6/30/21	7/1/21-6/30/22	7/1/22-6/30/23	7/1/23-6/30/24	1/1/20-6/30/24
8		ReServist Wages, FICA, WC Insurance, etc.	\$167,500	\$335,000	\$335,000	\$335,000	\$1,172,500
9		ReServist Affiliate Set-up/Annual Fee	\$2,250	\$4,500	\$4,500	\$4,500	\$15,750
10		Felton Institute - Job Development (.56 FTE)	\$25,000	\$50,000	\$50,000	\$50,000	\$175,000
11							
12	TOTAL SUBCONTRACTOR COST		\$194,750	\$389,500	\$389,500	\$389,500	\$1,363,250
13							
14							
15	EQUIPMENT		1/1/21-6/30/21	7/1/21-6/30/22	7/1/22-6/30/23	7/1/2023-6/30/24	1/1/20-6/30/24
16	No.	ITEM/DESCRIPTION					
17		Laptop Computers (staff & training)	\$2,000	\$4,000	\$4,000	\$4,000	\$14,000
18							
19							
20	TOTAL EQUIPMENT COST		\$2,000	\$4,000	\$4,000	\$4,000	\$14,000
21							
22	R E M O D E L I N G						
23	Description:		1/1/21-6/30/21	7/1/21-6/30/22	7/1/22-6/30/23	7/1/2023-6/30/24	1/1/20-6/30/24
24							
25							
26							
27	TOTAL REMODELING COST		\$0	\$0	\$0	\$0	\$0
28							
29	TOTAL CAPITAL/SUBCONTRACTOR EXPENDITURE		\$196,750	\$393,500	\$393,500	\$393,500	\$1,377,250
30							
31	HSA #4						10/25/2016