



MEMORANDUM

**TO:** AGING & ADULT SERVICES COMMISSION

**THROUGH:** SHIREEN MCSPADDEN, EXECUTIVE DIRECTOR

**FROM:** CINDY KAUFFMAN, DEPUTY DIRECTOR  
JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS *391*

**DATE:** SEPTEMBER 6, 2017

**SUBJECT:** NEW CONTRACT: RESOURCE DEVELOPMENT ASSOCIATES (FOR-PROFIT) TO PROVIDE DIGNITY FUND COMPREHENSIVE NEEDS ASSESSMENT

<b>CONTRACT TERM:</b>	8/17/17- 6/30/18	<u>Contingency</u>	<u>Total</u>		
<b>CONTRACT AMOUNT:</b>	\$249,920	\$24,992	\$274,912		
<b><u>Funding Source</u></b>	<b><u>County</u></b>	<b><u>State</u></b>	<b><u>Federal</u></b>	<b><u>Contingency</u></b>	<b><u>Total</u></b>
<b>FUNDING</b>	\$249,920			\$24,992	\$274,912
<b>PERCENTAGE:</b>	100%	0%	0%		100%

The Department of Aging & Adult Services (DAAS) requests authorization to enter into a contract with Resource Development Associates for the period of August 17, 2017 to June 30, 2018, in the amount of \$249,920 plus a 10% contingency of \$24,992 for a total contract amount not to exceed \$274,912. The purpose of this contract is to produce a comprehensive needs assessment that develops qualitative and quantitative datasets to identify areas of unmet service need and support DAAS strategic decision-making as required by the Dignity Fund legislation.

**Background**

The San Francisco Human Services Agency’s (SFHSA) Department of Aging and Adult Services (DAAS) plans and administers a variety of federal, state and local programs to assist older and functionally impaired adults and their families to maximize self-sufficiency, safety, health, and independence so that they can remain living in the community for as long as possible and maintain the highest quality of life.

On 11/8/16, voters approved an amendment to the Charter of the City and County of San Francisco to: 1) establish the Dignity Fund to support seniors and adults with disabilities; 2) require an annual contribution by the City to the Fund including a baseline of \$38 million, increasing by \$6 million for FY17/18, and increasing \$3 million each year for the next 9 years until FY26/27, and continuing at that amount, adjusted annually for changes in aggregate discretionary City revenues, for the next 10 years

until FY36/37; 3) establish a planning process for expenditures from the Fund; 4) create an oversight and advisory committee; set an expiration date of 6/30/27; and, 6) change the “Commission on Aging” to the “Aging & Adult Services Commission” and update its responsibilities.

Among the activities required by the Dignity Fund legislation is completion of a comprehensive needs assessment in FY 17/18 that develops qualitative and quantitative datasets to identify areas of unmet service need and support DAAS strategic decision-making. The culmination of this effort will be a comprehensive report that summarizes population trends and unmet needs to support a Service and Allocation Plan (SAP) in FY18/19.

**Services to be Provided**

Contractor activities associated with the comprehensive needs assessment will include, but not be limited to, the following:

1. In conjunction with and at the direction of DAAS staff and/or management and with input from the Dignity Fund Oversight and Advisory Committee (OAC), development of a plan for how to conduct the assessment.
2. Outreach for the DFCNA process that shall create opportunities for a robust cross section of stakeholders, including seniors, adults with disabilities, their caregivers, non-profit agencies, and other members of the public, to provide input.
3. Qualitative and quantitative data sets collected through interviews, focus groups, surveys, and / or other outreach mechanisms to determine service gaps and unmet needs for services in support of seniors and adults with disabilities.
4. A gap analysis comparing actual performance with potential or desired performance.
5. Development of a set of equity metrics to be used to establish a baseline of existing services and resources for seniors and adults with disabilities in low-income neighborhoods and disadvantaged communities, compared to services and resources available in the City as a whole. This equity analysis includes an examination of eligibility for existing programs and will seek to increase services and supports for low and modest income residents who are not currently eligible for home and community-based services.

For more specific detail regarding services to be provided, please refer to Appendix A (attached)

**Selection**

Contractor was selected through Request for Qualifications (RFQ) #726 which was released December 12, 2016. The Contractor was determined qualified by an impartial review panel.

**Funding**

Funding for this grant is provided by County General Fund.

**ATTACHMENTS**

Appendix A – Services to be Provided

Appendix B – Calculation of Charges

**Appendix A: Services to be Provided  
Resource Development Associates  
Dignity Fund Comprehensive Needs Assessment  
August 17, 2017 – June 30, 2018**

**I. Background/Purpose of Contract**

The San Francisco Human Services Agency’s (SFHSA) Department of Aging and Adult Services (DAAS) plans and administers a variety of federal, state and local programs to assist older and functionally impaired adults and their families to maximize self-sufficiency, safety, health, and independence so that they can remain living in the community for as long as possible and maintain the highest quality of life.

On 11/8/16, voters approved an amendment to the Charter of the City and County of San Francisco to: 1) establish the Dignity Fund to support seniors and adults with disabilities; 2) require an annual contribution by the City to the Fund including a baseline of \$38 million, increasing by \$6 million for FY17/18, and increasing \$3 million each year for the next 9 years until FY26/27, and continuing at that amount, adjusted annually for changes in aggregate discretionary City revenues, for the next 10 years until FY36/37; 3) establish a planning process for expenditures from the Fund; 4) create an oversight and advisory committee; set an expiration date of 6/30/27; and, 6) change the “Commission on Aging” to the “Aging & Adult Services Commission” and update its responsibilities.

The Contractor will produce a comprehensive needs assessment that develops qualitative and quantitative datasets to identify areas of unmet service need and support DAAS strategic decision-making as required by the Dignity Fund legislation. The culmination of this effort will be a comprehensive report that summarizes population trends and unmet needs to support a Service and Allocation Plan (SAP) in the following year.

**II. Definitions**

**CARBON:** Contracts Administration Reporting & Billing Online database

**CITY:** City and County of San Francisco, a municipal corporation

**DAAS:** Department of Aging and Adult Services

**DF:** Dignity Fund

**DFCNA:** Dignity Fund Comprehensive Needs Assessment

**CONTRACTOR:** Resource Development Associates, Inc.

**OAC:** Oversight and Advisory Committee of the Dignity Fund

**OCM:** Office of Contract Management, Human Services Agency

**OOA:** Office on the Aging

**SAP:** Service and Allocation Plan

**SFHSA:** San Francisco Human Services Agency

**SPWG:** Service Providers Working Group

### **III. Target Population**

All residents of San Francisco that are eligible for services from the Department of Aging and Adult Services; those that are seniors aged 60 or better and individuals ages 18-59 with a disability(ies), including those with the greatest economic and /or social need.

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

Core duties associated with the DFCNA will include:

1. In conjunction with and at the direction of DAAS staff and/or management and with input from the Dignity Fund Oversight and Advisory Committee (OAC), development of a plan for how to conduct the assessment.
2. Outreach for the DFCNA process that shall create opportunities for a robust cross section of stakeholders, including seniors, adults with disabilities, their caregivers, non-profit agencies, and other members of the public, to provide input.
3. Qualitative and quantitative data sets collected through interviews, focus groups, surveys, and / or other outreach mechanisms to determine service gaps and unmet needs for services in support of seniors and adults with disabilities.
4. A gap analysis comparing actual performance with potential or desired performance.
5. Development of a set of equity metrics to be used to establish a baseline of existing services and resources for seniors and adults with disabilities in low-income neighborhoods and disadvantaged communities, compared to services and resources available in the City as a whole. This equity analysis includes an examination of eligibility for existing programs and will seek to increase services and supports for low and modest income residents who are not currently eligible for home and community-based services.

The table on pages 2-4 summarizes each primary DFCNA project component and the expected deliverable.

Project Component	Deliverables
<p><b>DFCNA Project Plan:</b> With input from DAAS and SFHSA staff and the OAC, Contractor will prepare a DFCNA project plan that outlines the strategy for completing the project, including each of the key deliverables described in this section. This project plan will include a timeline that identifies a task initiation date and completion date for each deliverable. This timeline will account for the mandated deadlines described in the Dignity Fund charter amendment and visually depicted in the attached legislated timeline. The project plan should include a regular meeting schedule to keep internal project team apprised of project progress and to provide opportunities for input.</p>	<ol style="list-style-type: none"> <li>1) <b>DFCNA project plan memo:</b> Plan will be a public document and shared with the DAAS Commission, OAC, SPWG and Board of Supervisors.</li> <li>2) <b>Present draft plan to OAC;</b> Solicit input into draft Project Plan.</li> </ol>
<p><b>Literature Review:</b> Research literature and existing reports relevant to the work of the department can provide insight into population needs and support strategies. Working with DAAS and SFHSA, the Contractor will review relevant literature and reports to inform the overall needs assessment and support development of population survey and forum/focus group questions.</p>	<ol style="list-style-type: none"> <li>1) <b>Summary document:</b> Contractor will prepare a summary document that lists research literature and reports reviewed for the DFCNA with key highlights from each. Document will be shared publicly to serve as an information resource for department partners.</li> </ol>
<p><b>Population Survey:</b> As part of the DFCNA, the Contractor will complete a survey of the DAAS client populations: older adults, persons with disabilities, and caregivers. The purpose of the survey is to learn about unmet needs and utilization of city services (primarily services provided by DAAS) to inform the department’s strategic planning. Past needs assessment efforts have been limited to samples of convenience, such as existing senior center clients. The DFCNA population survey should be a random, representative sample to reach a broader cross-section of individuals, including persons not currently connected to DAAS services. Contractor will propose a methodology appropriate for the DAAS client populations (e.g., phone, online, paper survey) and will work with DAAS and SFHSA to develop survey questionnaire.</p>	<ol style="list-style-type: none"> <li>1) <b>Standalone report:</b> Contractor will prepare a written summary report to highlight key trends and findings from the population survey. This will be shared publicly and with the OAC.</li> <li>2) <b>Present findings to OAC:</b> Contractor will attend an OAC meeting and present key findings from population survey.</li> <li>3) <b>Dataset:</b> The respondent-level dataset from the population survey, as well as a codebook, will be made available to DAAS and SFHSA for internal use.</li> </ol>

Project Component	Deliverables
<p><b><u>Community Research:</u></b> It is critical to provide adequate opportunities for community members and service providers to give input during the assessment. Contractor will propose a methodology that accounts for the geographic and ethnic diversity of the DAAS client populations, providing opportunities for input from a broad cross-section of stakeholders. This may include: community forums, focus groups (e.g., to target harder-to-reach populations), and/or a service provider survey. Respondent may wish to review the process employed by the Department of Children, Youth, and their Families in completing the Children’s Fund Community Needs Assessment. This community input will be incorporated into the gaps analysis and strategic recommendations in the final DFCNA report.</p>	<ol style="list-style-type: none"> <li>1) <b>Summary memos:</b> Contractor will document feedback/input from each forum and provide summary of each forum to DAAS and SFHSA within two weeks of each event.</li> <li>2) <b>Standalone report:</b> Contractor will prepare a standalone report consisting of summary memos and executive summary highlighting themes and findings from community input research.</li> <li>3) <b>Present findings to OAC:</b> Contractor will attend an OAC meeting and present key findings from community input research.</li> </ol>
<p><b><u>Equity Analysis:</u></b> Per the Dignity Fund charter amendment, the DFCNA will include a set of equity metrics to establish a baseline of existing services and resources for seniors and adults with disabilities. This equity analysis will identify low-income and disadvantaged communities and assess resource distribution to these populations compared to the resources available in the city as a whole. This analysis will be informed by qualitative information and draw on quantitative datasets (e.g., Census, California Health Interview Survey, administrative database extracts). Contractor will work with DAAS and SFHSA to define these metrics and complete the analysis.</p>	<ol style="list-style-type: none"> <li>1) <b>Standalone report:</b> The consultant shall prepare a summary document that describes the equity metrics and shares key findings. This document will be shared publicly and with the OAC.</li> <li>2) <b>Present findings to OAC:</b> The consultant will attend an OAC meeting and present key findings from the equity analysis.</li> </ol>
<p><b><u>Gaps Analysis:</u></b> Integrating information from the project components listed above, Contractor will work with DAAS and SFHSA to complete a gaps analysis that compares actual performance with potential or desired performance. This is a distinct project component that will require adequate time and deliberation with DAAS and SFHSA staff. This work will be incorporated into the Comprehensive DFCNA Report described below.</p>	<ol style="list-style-type: none"> <li>1) <b>Section in Comprehensive DFCNA Report:</b> The gaps analysis will be integrated into the comprehensive DFCNA report and inform recommendations for strategic planning.</li> </ol>

## V. Location and Time of Services

The bulk of Contractor's work shall be done at their own location. When necessary, Contractor will work directly with staff, such as attending face-to-face meetings, at locations to be determined.

## VI. Schedule for Project Deliverables

Deliverable	Estimated Date of Completion
Project launch	August 2017
DFCNA project plan memo	September 2017
Present draft project plan to OAC	September 2017
Summary document of literature review	September 2017
Summary of findings from population survey	December 2017
Present population survey findings to OAC	January 2018
Dataset and codebook from population survey	January 2018
Summary memos from each community forum	January 2018
Community input standalone report	January 2018
Present community research findings to OAC	February 2018
Summary of equity metrics and key findings	February 2018
Present key findings of equity analysis to OAC	February 2018
Gaps analysis to be included in final report	February 2018
Submit DFCNA report to DAAS	March 2018
Revise and deliver final DFCNA	April 2018
DFCNA presentations	May 2018
Post-presentation follow-up, if needed; Project closeout	June 2018

## VII. Reporting Requirements

- A. Contractor will provide a **monthly** report of activities. Grantee will enter the monthly metrics in the CARBON database by the 15<sup>th</sup> of the following month.
- B. Contractor will provide a **final** report summarizing the contract activities. This report will also include accomplishments and challenges encountered by the Grantee. Grantee will enter the annual metrics in the CARBON database by the 15<sup>th</sup> of the month following the end of the program year.
- C. Contractor will provide Ad Hoc reports as requested by the Department.
  - This may include progress reports for stakeholders and agency staff.

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

David.Flores@sfgov.org

Principal Administrative Analyst, Office of Contract Management

or

Melissa.McGee@sfgov.org

Dignity Fund Manager, Department of Aging and Adult Services



**Appendix B – Calculation of Charges**  
**Resource Development Associates**  
**Dignity Fund Comprehensive Needs Assessment**  
*Effective August 17, 2017 – June 30, 2018*

**I.** The contract term for the Dignity Fund Comprehensive Community Needs Assessment under this Agreement will begin effective August 17, 2017 and end June 30, 2018.

**II.** Contractor will be compensated on an hourly basis in accordance with the terms of the agreement and the budget specified in Attachment 1 to Appendix B, at the hourly rates for each individual participating in the project identified therein, for an approximate total of 1,691 hours during the term of the Agreement.

Total contract amount for the period of August 17, 2017 through June 30, 2018 is not to exceed **\$249,920**. This amount includes \$17,000 in allowable project expenses as identified in the project budget.

**III.** Contractor shall submit invoices upon completion of task/deliverable outlined in Appendix A, Section VI. Invoices shall document the number of hours spent on the associated deliverable/task as outlined in Appendix A, and any additional work outside of the deliverable/task authorized in writing by DAAS staff or management. The Contractor further understands that payment will be made only upon DAAS staff and/or management confirmation of completion of each deliverable/task and will cover only those costs specifically associated with completion of that task/deliverable.

**IV.** Contractor understands that, of the maximum dollar obligation listed in Section 4 of this Agreement, **Twenty Four Thousand, Nine Hundred Ninety Two Dollars (\$24,992)** is included as a contingency amount and is neither to be used in the Program Budget, nor available to Contractor without a modification to this Agreement executed in the same manner as this Agreement or a revision to the Program Budgets of Appendix B, which has been approved by Contract Manager. Contractor further understands that no payment of any portion of this contingency amount will be made unless and until such modification or budget revision has been fully approved and executed in accordance with applicable City and Human Services Agency laws, regulations and policies/procedures and certification as to the availability of funds by Controller. Contractor agrees to fully comply with these laws, regulations, and policies/procedures.

**V.** A final closing invoice, clearly marked "FINAL," shall be submitted no later than forty-five (45) calendar days following the closing date of the Agreement, and shall include only those Services rendered during the referenced period of performance. If Services are not invoiced during this period, all unexpended funding set aside for this Agreement will revert to City. City's final reimbursement to the Contractor at the close of the Agreement period shall not exceed the total amount authorized and certified for this Agreement.



**City and County of San Francisco Human Services Agency**  
*Dignity Fund Comprehensive Needs Assessment Fee Proposal*

Activity	#	Project Director	Project Manager	Outreach Lead	Analytic Lead	Research Associates (2)	Total Hours	Total Cost
		(\$200/hr)	(\$165/hr)	(\$150/hr)	(\$135/hr)	(\$120/hr)		
<b>Phase I: Project Launch and Initial Research</b>								
Task 1.1: Project Launch		4	6		4		14	\$2,330
<b>Task 1.2: DFCNA Project Plan Finalization</b>		2	4				6	\$1,060
Task 1.3: DFCNA Project Plan report to OAC	1	2	4				6	\$1,060
Task 1.4: Administrative Data & Documentation Inventory			2	2	2	6		\$1,620
Task 1.5: Interview DAAS Leadership (6)	6	2	8	10		14	34	\$4,900
<b>Task 1.6: Special Meeting of the OAC</b>	1		5	5		8	18	\$2,535
Deliverables: Final workplan; DFCNA project plan memo and presentation								
<b>Phase II: Population Data Collection and Initial Analysis</b>								
<b>Task 2.1: Literature Review</b>			4			16	20	\$2,580
Task 2.2: Outreach and Engagement Planning		2	6			12		\$2,830
Task 2.3: Community Forums Meetings (11)	11		37	42.5		53.5	133	\$18,900
Task 2.4: Population Data Analysis (Census, CHS)			2		24		26	\$3,570
Task 2.5: Request and Analyze Administrative Data from DF eligible programs			1		6	218	225	\$27,135
<b>Task 2.6: Population Survey (See expenses for CATI survey)</b>								\$26,150
Task 2.6a Develop and administer Web-based Population Survey			2	12		16	30	\$4,050
Task 2.6bc Population survey analysis			8		24	54		\$11,040
<b>Task 2.6c Develop Population Survey Report</b>		4	6		18	36		\$9,540
<b>Task 2.6d Present: Population Survey to OAC</b>			6		6	6		\$2,520
<b>Task 2.7 Community Research</b>								\$85,860
Task 2.7a Plan, Conduct, and Report on Focus Groups (30)	30		2	147		353		\$64,740
Task 2.7b Analyze Community Research Data		8	12	36	12	36		\$14,920
<b>Task 2.7c Develop Community Research Report</b>		2	4	24		4		\$5,140
<b>Task 2.7d Present Community Research Report to OAC</b>		2	4					\$1,060
<b>Task 2.8 Monthly Community Outreach Reports</b>			4			8.5	12.5	\$1,680
Deliverables: Literature summary; Population survey report, dataset, and presentation; Community Research memos, report, and presentation								
<b>Phase III: Equity and Gaps Analyses</b>								
<b>Task 3.1: Equity Analysis</b>								\$14,000
Task 3.1a: Conduct and Develop Equity Analysis		2	4		80		86	\$11,860
<b>Task 3.1b: Present Equity Analysis to OAC</b>		2	4	4		4	14	\$2,140
<b>Task 3.2: Gaps Analysis</b>		10	12		12	54	88	\$12,080
Deliverables: Equity Analysis report and presentation; Gaps Analysis report and presentation								
<b>Phase IV: DFCNA Development &amp; Submission</b>								
Task 4.1: Develop and Submit DFCNA Report to DAAS		10	12	12	12	42	88	\$12,440
Task 4.2: Revise and Deliver Final DFCNA and DFCNA Summary Presentation		2	6			12	20	\$2,830
<b>Task 4.3: DFCNA Presentations</b>		4	6	6		8	24	\$3,650
Deliverables: DFCNA and DFCNA Summary Presentation, related presentation support								
<b>Phase V: Communication and Project Management</b>								
Task 5.1 Monthly progress calls with DAAS project team		2	10			4	16	\$2,530
Task 5.2 Project Management and Communication		6	12				18	\$3,180
Deliverables: Progress call agendas and notes								
<b>RDA Services Subtotal</b>		<b>58</b>	<b>171</b>	<b>300.5</b>	<b>200</b>	<b>961</b>	<b>1690.5</b>	<b>\$232,920</b>
<b>Expenses</b>								
Administer Computer-Assisted Telephone Interview (CATI) Survey								\$12,000
Provide Translation and Interpretation Services								Provided by Lan Do & Associates, LLC \$5,000
<b>Dignity Fund CNA Engagement Total</b>								<b>\$249,920</b>