



SAN FRANCISCO HUMAN SERVICES AGENCY
**Department of Disability
and Aging Services**

Dignity Fund Cycle-End Evaluation

FY 2019-20 to FY 2022-23 Funding Cycle

December 2024



Letter from the Executive Director

When San Franciscans voted to establish the Dignity Fund in 2016, we made history. Thanks to the efforts of tireless community advocates and visionary City leaders, San Francisco became the first major city in the United States to create a dedicated local resource to fund social services for older adults and adults with disabilities at this scale. The passage of the Dignity Fund affirmed San Franciscans' commitment to making our community an inclusive one, where diverse people with disabilities and seniors can thrive.

Now, following the end of our first planning and funding cycle since the Dignity Fund's passage — a rigorous process ensuring that we administer this resource effectively, equitably, and efficiently — this Cycle-End Evaluation represents the opportunity for holistic reflection on its impact over this period. I am pleased to share our findings with you.

Simply put, the Dignity Fund has lived out its promise to strengthen the City's capacity to support older and disabled adults to live safely and engage in their communities. The Fund's protected baseline grew by \$18M in the six years since its passage. Bolstered by this growth, the Department of Disability and Aging Services (DAS) strengthened existing services, developed new programs, and allocated funds to address the needs expressed by our community. And though we faced the unprecedented challenges of navigating a global pandemic and its aftermath during the FY 2019-20 to FY 2022-23 funding cycle, DAS served more clients across more program enrollments in the last year of the cycle than ever before.

I am so proud of all that we have accomplished together in this cycle — successes that are directly attributable to the contributions of DAS staff, service providers, partners, and other community stakeholders. Together, we invested in strategies to address the digital divide and boost social connection for seniors and people with disabilities. We expanded existing programs and launched new services tailored to LGBTQ+ identifying individuals. We laid the foundations to implement the nation's first municipally-funded Disability Cultural Center.

Looking back at these achievements and more, I know the Dignity Fund has helped make the lives of San Francisco seniors, people with disabilities, veterans, and caregivers better. I also know that there is more we must do to meet the needs of our communities, and that the work ahead of us won't be easy. Even so, I feel a renewed sense of vigor seeing how far we've come over the first Dignity Fund planning and funding cycle, and look forward to continuing our work together in the years ahead supported by this essential resource.



A blue ink handwritten signature of Kelly Dearman, written in a cursive style. The signature is positioned to the right of her portrait and above her name.

Kelly Dearman

Executive Director

San Francisco Department of Disability and Aging Services

Contents

Letter from the Executive Director.....	i
Contents.....	ii
Introduction.....	1
San Francisco Department of Disability and Aging Services	2
The Dignity Fund	3
Overview of the Dignity Fund Cycle	4
Key Priorities for FY 2019-20 to FY 2022-23	4
Dignity Fund Outcome and Evaluation Plan	5
Cycle-End Evaluation Findings by Service Area.....	7
All Services.....	7
Access & Empowerment.....	12
Caregiver Support	17
Case Management & Care Navigation.....	20
Community Connection & Engagement.....	24
Housing Support.....	29
Nutrition & Wellness.....	32
Self-Care & Safety.....	37
Administration.....	41
Conclusion	43
Appendix A: Funding Levels FY 2018-19 to FY 2022-23	44
Appendix B: Service Levels FY 2018-19 to FY 2022-23.....	47

This report was prepared by SFHSA Planning on behalf of the Department of Disability and Aging Services. Please contact Adithi Vellore (vellore.adithi@sfgov.org) with any questions.

Introduction

With the November 2016 passage of Proposition I, San Francisco voters established the **Dignity Fund**, creating protected funding for social services that support older people and adults with disabilities to safely live and engage in the community. The Dignity Fund is administered by the **San Francisco Department of Disability and Aging Services (DAS)**, the City's lead agency focused on older adults and adults with disabilities.

The Dignity Fund legislation guided DAS to **institute a rigorous planning and evaluation process** to ensure that funds are distributed responsibly and transparently to best address community needs. Every four years, this planning process **begins with a robust community needs assessment** to gather input from the community about areas of unmet need, review population and program data, and conduct an equity analysis to better understand patterns in differential service engagement across key subgroups within the broader population of older and disabled adults.

Following this information gathering process, DAS **prepares a four-year funding plan**, informed by the needs assessment findings and recommendations. This plan outlines how Dignity Fund money will be used to fund services that provide adults with disabilities and seniors the opportunity to live and age with dignity as an important part of the San Francisco community.

Once the funding cycle concludes, DAS completes an **evaluation of the full cycle**, as part of the Department's efforts to track program deliverables and outcomes to ensure that the Dignity Fund is achieving its intended impact in the community and making best use of available resources. This evaluation **builds on annual data and evaluation reports** that summarize information on our programs throughout the cycle, as well as **focus area reports** that delve more deeply into key issues of interest to DAS stakeholders.

DAS has prepared this first-ever **Dignity Fund Cycle-End Evaluation** for the **funding cycle from FY 2019-20 to FY 2022-23**. This document synthesizes key datapoints, major accomplishments, and notable challenges over this four-year period to illustrate the impact of the Dignity Fund over the funding cycle.

Background

San Francisco Department of Disability and Aging Services

Within the City and County of San Francisco, the **Department of Disability and Aging Services (DAS)** is the government agency charged with **coordinating services for older adults, veterans, people with disabilities, and their families to maximize safety, health, and independence.** As the state-designated Area Agency on Aging for San Francisco, DAS is responsible under the federal Older Americans Act to serve as the lead on local aging issues.

DAS is located within the San Francisco Human Services Agency, which delivers a safety net of services and public benefits to promote wellbeing and independence. Each year, **DAS serves over 70,000 unduplicated clients directly through our department programs and through partnerships with community-based organizations.** With an overall budget of \$483 million in FY 2022-23, DAS is supported by a staff of 439 employees and contracts with over 60 community organizations to deliver services.

Collectively, DAS services are organized into **seven service areas** based on their primary underlying goal. These service areas provide a higher-level conceptual framework for understanding the Department’s work and the impact of our services. These service areas are listed below in Table 1.

Table 1. DAS Service Areas

Service Area and Primary Goal
Access & Empowerment: Educate, empower, and support older adults and people with disabilities to access needed benefits and participate in services
Caregiver Support: Support the wellbeing of family and friend caregivers and their care recipients through education, counseling, resources, and connection
Case Management & Care Navigation: Facilitate service connections and support individuals with complex needs to navigate available resources and promote stability in the community
Community Connection & Engagement: Provide opportunities for older people and adults with disabilities to socialize, build community, and participate in a meaningful way in their community
Housing Support: Support seniors and adults with disabilities to maintain stable housing through service connection and community engagement
Nutrition & Wellness: Promote physical health and wellbeing for older adults and adults with disabilities by providing nutritious foods and supporting healthy lifestyles
Self-Care & Safety: Support older adults and people with disabilities to meet their needs in the most independent setting, safe from abuse and self-neglect

The Dignity Fund

The **Dignity Fund** was established via a charter amendment passed by San Francisco voters as Proposition I in 2016. The Dignity Fund has three key components:

- **Creates special fund:** Stabilizes funding for current services and support for older adults, veterans, adults with disabilities, and caregivers and provides additional set aside dollars each year to address the unmet and emerging needs of these communities. The initial baseline funding level of \$38 million in FY 2016-17 has grown to \$59 million in FY 2022-23.
- **Establishes a planning and funding process:** Requires DAS to follow a planning and funding cycle, beginning every four years with a **Community Needs Assessment** and followed in the next year by a **Services and Allocation Plan**, to ensure Dignity Fund money is appropriately and purposefully spent to address community needs.
- **Institutes an oversight body:** Creates an oversight body to ensure the Fund is administered in a manner accountable for the community. The **Oversight and Advisory Committee** is made up of representatives from several key advisory bodies on aging and disability, as well as members appointed by the Mayor. The Oversight and Advisory Committee is also advised by a **Service Provider Working Group**.

Overview of the Dignity Fund Cycle

The Dignity Fund charter amendment outlines a **four-year planning, funding, and evaluation cycle**. This process is intended to:

- Support transparency, accountability, and public engagement;
- Provide time and opportunities for community participation and planning;
- Promote program stability; and
- Maximize the effectiveness of the services funded.

The cycle begins with a **Community Needs Assessment** in the first year to identify equity issues and unmet needs that need to be addressed. This information supports the development of a **Services and Allocation Plan** in the second year of the cycle. This plan outlines how Dignity Fund money will be used to address community needs for a four-year period that begins in the subsequent year. The cycle ends with a **Cycle-End Evaluation**, to assess the impact of the Dignity Fund over the past four years of funding. This planning, funding allocation, and evaluation process is repeated every four years. This cycle is depicted in Figure 1 below.

Figure 1. Overview of Dignity Fund Cycle for FY 2019-20 to FY 2022-23



Key Priorities for FY 2019-20 to FY 2022-23

Driven by the findings of the Community Needs Assessment, DAS identified eight key priorities to address in the Services and Allocation Plan for FY 2019-20 to FY 2022-23 — the funding cycle being evaluated in this document. These priorities are listed below:



- 1. Increase Awareness and Accessibility of Services:** DAS must support consumers and service providers to develop awareness of the diverse range of DAS services, understand how to learn more about services, and access desired services.



2. Promote Inclusion of Seniors and Adults with Disabilities within the Broader City Community: DAS must bring community and other City agency stakeholders together to improve their sensitivity and responsiveness to the needs of seniors and adults with disabilities.



3. Focus on Equity Factors: DAS must continue to provide quality, culturally responsive services to clients of all backgrounds and life circumstances, with a specific focus on the following target populations: those at risk of social isolation, low-income individuals, non-English speakers, people belonging to communities of color, and LGBTQ+ persons.



4. Improve Geographic Access to Services: DAS should develop programs and locate service sites strategically so that consumers living in all parts of the City, including the outer Districts, may utilize needed services with ease.



5. Boost Service Engagement for Adults with Disabilities: DAS must consider how to enhance service connection among adults with disabilities, while keeping in mind the particular needs and preferences of this population.



6. Make Decisions using Data: DAS should conduct robust data collection of service utilization and client outcomes to support a data-informed process for service design, implementation, and evaluation.



7. Collaborate with City and Community: DAS must support both formal and informal community provider partnerships at the neighborhood- and District-levels, and with other City agencies serving older and disabled adults, to enhance the quality, reach, and impact of services.



8. Strengthen Community-Based Provider Infrastructure: DAS should reinforce and strengthen the infrastructure of community-based agencies to improve the quality, reach, and impact of services.

Dignity Fund Outcome and Evaluation Plan

DAS uses a three-part framework for tracking outcomes and evaluating Dignity Fund services throughout the funding cycle, to ensure the Fund is achieving its intended impact and making best use of available resources. Established in the first funding cycle, these elements are:

- **Annual Data and Evaluation Report:** A fiscal year snapshot of service deliverables and outcomes for all Dignity-Fund eligible services. This snapshot includes metrics describing client demographic profile, service units provided, and program outcomes aggregated by service and grouped further by service area.
- **Focus Area Reports:** Program- or topic-specific analyses that examine key issues of interest DAS identifies through the Dignity Fund Community Needs Assessment, Data and Evaluation Reports, and with input from the Oversight and Advisory Committee. Reports completed in this cycle include equity analysis of service engagement among communities of color and LGBTQ+ populations, assessment of caregiver needs, and analysis of Legal Assistance program trends.
- **Cycle-End Evaluation Report:** A report synthesizing information from the Annual Data and Evaluation Reports and Focus Area Reports to analyze trends and impact of the Dignity Fund over a given cycle. **This document is the first-ever Cycle-End Evaluation Report, spanning the FY 2019-20 to FY 2022-23 funding cycle.**

Cycle-End Evaluation Findings by Service Area

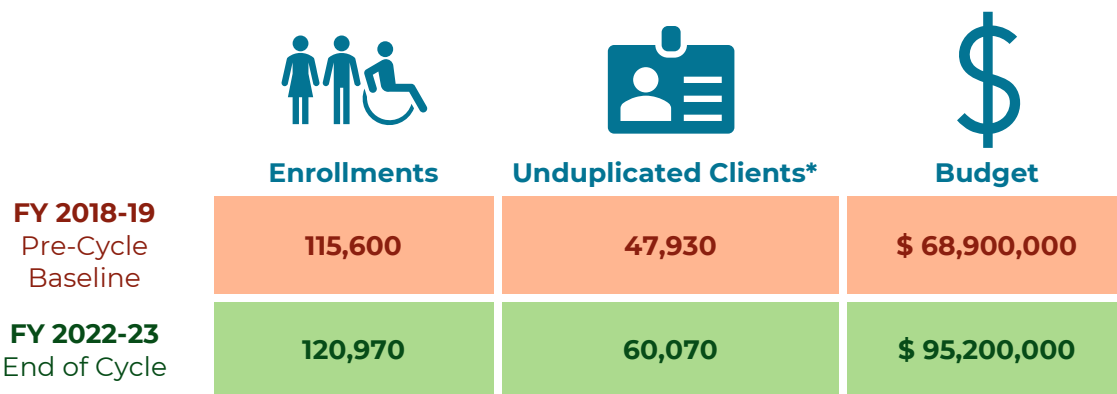
This Cycle-End Evaluation represents an opportunity to reflect on our many achievements, as well as some notable challenges, over the FY 2019-20 to FY 2022-23 funding cycle. During this four-year period, **DAS substantially strengthened and expanded our Dignity Fund-eligible services, in alignment with the programmatic and funding priorities outlined in our Services and Allocation Plan.** Supported by this expanded funding, DAS was able to facilitate more program enrollments and reach more unduplicated clients by the cycle's end in FY 2022-23 than ever before — really **living out the promise of the Dignity Fund since San Francisco voters established this resource in 2016.**

This section of the report summarizes our reflections on the impact of the Dignity Fund over the four-year funding cycle. We present this information first in a high-level overview across all Dignity Fund services, and then in greater detail organized by service area. Please see the *Appendices* for more detailed information on funding and service trends for each service.¹

All Services

The DAS budget for Dignity Fund-eligible services grew by almost 40% during the funding cycle, from more than **\$68.9 million dollars in FY 2018-19** (the pre-cycle baseline year) to just over **\$95.2 million dollars in FY 2022-23** (the final year of the cycle). The growth of the Dignity Fund baseline over this four-year span was an important driver of our overall budget growth, accounting for \$9M of this amount, with other revenue sources, including federal and state dollars, making up the difference.

Figure 2. Service Levels and Budget: All Dignity Fund-Eligible Services²



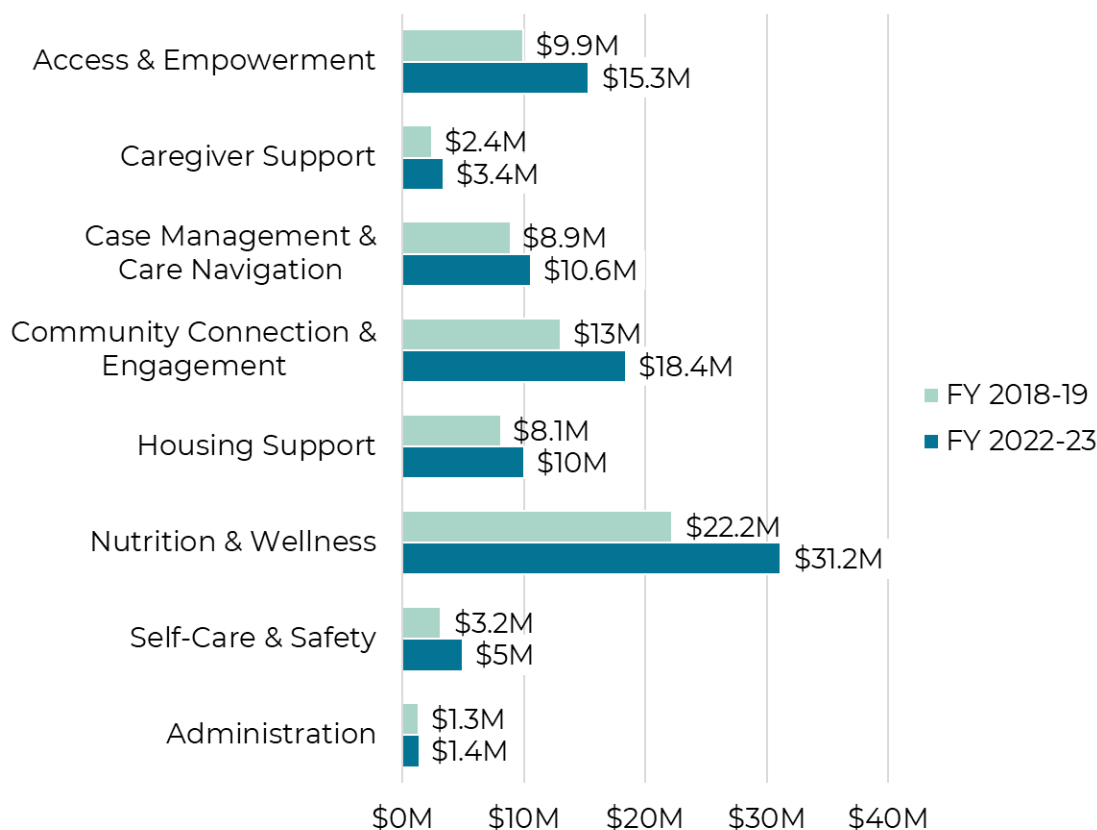
* Does not include services for which client-level data is not captured in DAS GetCare.

¹ Additional data and analysis from annual Data and Evaluation reports and focus area reports pertaining to the FY 2019-20 to FY 2022-23 funding cycle are available on the DAS website: <https://www.sfhsa.org/departments/department-disability-and-aging-services-das/dignity-fund>

² We have rounded data on service levels and budget data in this and similar figures for simplicity. Full detail is available in the *Appendices*.

DAS directed this funding growth to **reinforce and expand existing services, and launch new programs, to address service gaps identified in the 2018 Community Needs Assessment**. The figure below offers more detail about how funding levels changed by service area over the cycle.

Figure 3. Budget by Service Area, FY 2018-19 to FY 2022-23



Using this expanded funding, our Department was able to both deepen and extend the reach of our services over the four-year funding cycle. **By the end of the cycle in FY 2022-23, we facilitated more annual program enrollments and served more unduplicated clients than ever before:** we added nearly 5,400 enrollments and more than 12,100 unique clients.

It bears noting that **we accomplished these significant gains even in spite of the unexpected challenges posed by the outbreak of the coronavirus pandemic** in March 2020, not even a full year into the funding cycle. COVID-19 threw our well-laid plans into upheaval. We could not have conceived that a global pandemic would arrive in our city and so deeply upend the way we work with and on behalf of older people, adults with disabilities, veterans, and caregivers. However, DAS is fortunate to work alongside a network of community-based service providers and other partners who approached these unexpected challenges with flexibility, creativity, and vigor.

Together, we were able to support our clients in the immediate aftermath of the emergency declaration, and develop ongoing strategies to ensure the continuity of our essential services

using new service models, such as fully remote and hybrid virtual/in-person approaches. **The pandemic reinforced the importance of the Dignity Fund as a vital resource** for our community, and we have ultimately carried many lessons learned during this period forward into our new normal.

Client Demographics

As we have stated above, DAS significantly expanded the reach of our services to a greater number of unduplicated clients by the end of this funding cycle than we have ever served before. **This growth in our overall caseload was not, however, accompanied by significant shifts in the demographic composition of clients served.** It is worth noting that while the makeup of our clients did not change much over the four-year cycle, we did see an **increase in rates of missing data**, which could be obscuring trends that we would otherwise observe if we had more complete information. This increase in rates of missing data may be attributable in part to our adoption of the new SF DAS GetCare database late in FY 2022-23, and related changes in data management and quality assurance. The growth of key Access & Empowerment services, and corresponding increases in missing data, may also play a role.

Our Department is deeply committed to equity, and ensuring that historically marginalized and excluded populations within our communities — such as people of color, LGBTQ+ identifying individuals, adults with disabilities, and people living in less central parts of San Francisco. **We invested in a variety of strategies and programs to engage these populations during this cycle**, and our successes in reaching them are often more apparent in client demographic data at the individual service level. Even so, we also know that **we have more work to do to maintain and expand our reach among underserved groups.**

Figure 4. Clients by Age Group: All Services

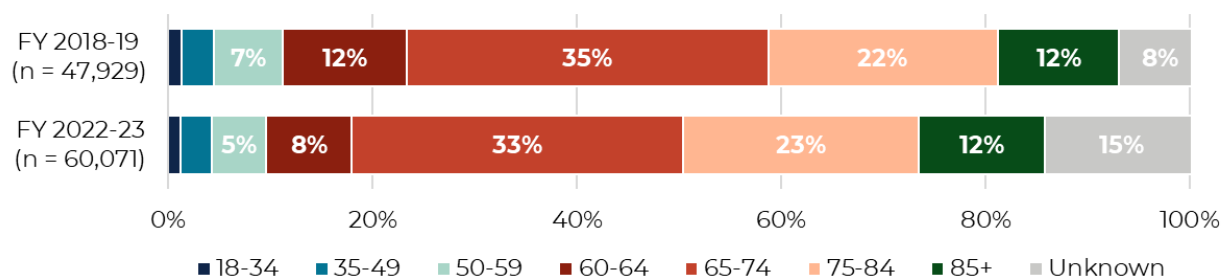
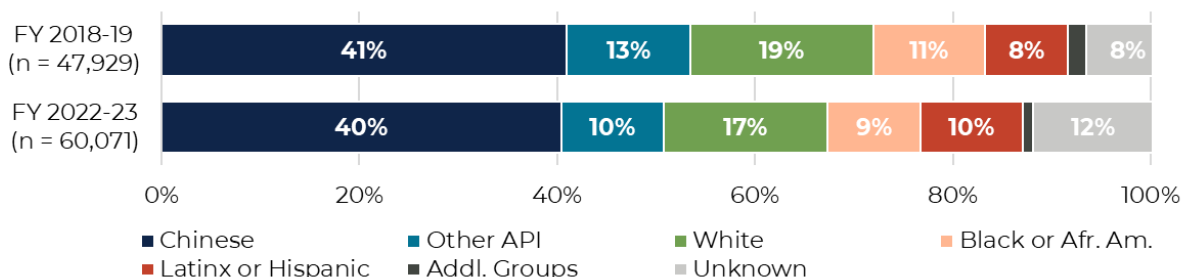


Figure 5. Clients by Race/Ethnicity: All Services



SPOTLIGHT: NEW SERVICES LAUNCHED SINCE DIGNITY FUND PASSAGE

Services launched prior to FY 2019-20 to FY 2022-23 funding cycle

DAS established the following services in the two fiscal years immediately following the 2016 passage of the Dignity Fund, leveraging the mandated growth in the Fund over this period. While we launched these programs before the FY 2019-20 to FY 2022-23 funding cycle that is the focus of this evaluation, it is nevertheless important to summarize the investments we made while DAS was preparing the first-ever Community Needs Assessment and Services and Allocation Plan that guided our work in this funding cycle.

- **Caregiver Respite:** Provides in-home and out-of-home respite care to unpaid caregivers of older and disabled adults, to mitigate caregiver burden.
- **Community Bridge:** A hybrid between the neighborhood-focused Village Model and site-based Community Service Centers, blends off-site service coordination, social network development, and volunteer recruitment with site-based activities.
- **Community Service Program Pilots:** Diverse pilot initiatives designed to reach new consumers, particularly underserved seniors and people with disabilities, at Community Service Centers. Following the pilot period, many programs have continued within the broader scope of Community Service Center services.
- **Intergenerational Programs:** Facilitates social engagement and exchange between older and disabled adults and people belonging to other generations.
- **LGBTQ+ Financial Literacy:** A recommendation of the LGBT Aging Policy Task Force, provides one-on-one counseling to empower LGBTQ+ clients to manage their finances and achieve financial goals.
- **LGBTQ+ Legal and Life Planning:** A recommendation of the LGBT Aging Policy Task Force, helps LGBTQ+ clients identify and document their end of life decisions.
- **Nutrition as Health:** Provides nutritious, medically-tailored meals for people with a chronic health condition (such as heart disease, diabetes, or HIV). Also offers one-on-one nutrition counseling, nutrition education classes, and cooking demonstrations to support client outcomes.
- **Peer Ambassadors:** Trains and coordinates people with disabilities and seniors to conduct outreach and share information about DAS programs in the community.
- **Technology at Home:** Provides participants with a long-term loan of a digital device, trains clients one-on-one to use these devices, and provides ongoing technical support, to reduce social isolation and support telehealth access.
- **Veterans Services Connect:** Provides outreach, engagement, and service connection to residents in veterans housing developments, to promote veterans' ability to remain safely in their homes and community.
- **Volunteer Visitors:** Matches volunteers with older adults and adults with disabilities who are socially isolated or at heightened risk of isolation, with the goal of reducing these individuals' feelings of loneliness and isolation.

SPOTLIGHT: NEW SERVICES LAUNCHED SINCE DIGNITY FUND PASSAGE

Services launched during FY 2019-20 to FY 2022-23 funding cycle

DAS established the following services during the FY 2019-20 to FY 2022-23 funding cycle. This list includes a small number of services for which funds were allocated by the end of the cycle in FY 2022-23, but did not begin delivering services until the following year.

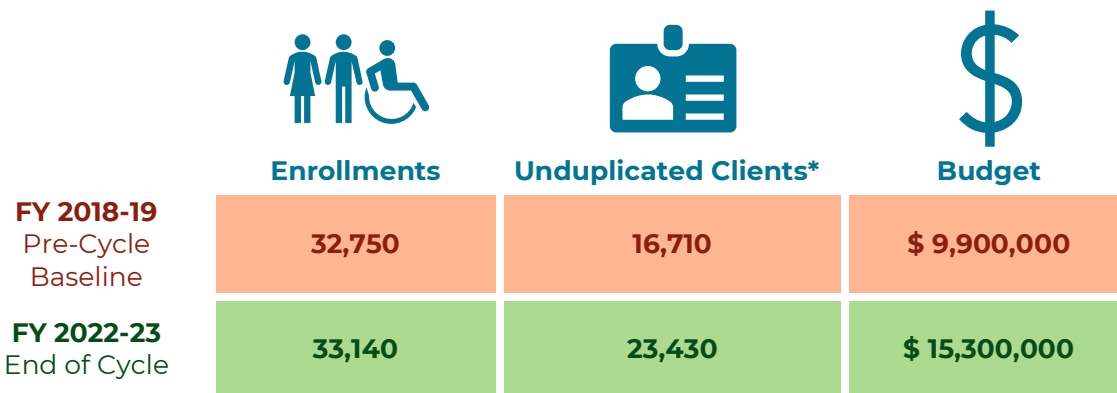
- **CalFresh Outreach:** Provides outreach and application assistance to encourage enrollment and participation in CalFresh benefits.
- **Culturally Responsive Nutrition Services:** Provides culturally responsive meals and groceries to enhance consumer choice and representation of cultural foods.
- **Employment Navigation & Benefits Support:** For people interested in working but unsure how it will impact their benefits, this program offers education and ongoing support in navigating means tested benefit rules.
- **LGBTQ+ Mental Health Connections:** Launched in response to the impact of COVID-19 on LGBTQ+ senior mental health, connects older adults and adults with disabilities to culturally competent mental telehealth services.
- **Neighborhood-Based Programs:** Initially launched as a variety of pilot programs, designed to engage older and disabled adults in underserved neighborhoods or districts. Programs include activities like interactive arts, field trips, reading groups, cooking classes, housing-based supports, and many more.
- **Neighborhood Choirs:** Neighborhood-focused or neighborhood-based choirs designed to socially engage older adults and adults with disabilities.
- **Senior Escorts:** Developed in response to the rise in anti-Asian and Pacific Islander hate violence during the COVID-19 pandemic, provides escort services to accompany seniors on trips to medical appointments, banks, and grocery stores.
- **Transgender and Gender Non-Conforming (TGNC) Supports:** Provide programming and social services in a supportive and gender affirming environment for TGNC adults with disabilities and seniors.
- **Veterans Services Linkages Pilot:** Provides information, referral, and assistance services for veterans at the War Memorial Veterans Building, in addition to facilitating support groups on many topics including mental health and housing.
- **Video Doorbells:** Provides for the acquisition, installation, and training on the use of residential video doorbells to enhance safety and security for clients citywide.
- **Wheelchair Repair:** Provides wheelchair repairs, preventative maintenance, and trainings on upkeep and basic repairs, to decrease lengthy wheelchair repair wait times and mitigate negative outcomes associated with out-of-service equipment.
- **Workforce Support:** Provides training on culturally competent caregiving skills, knowledge, and abilities to strengthen the competencies of paid caregivers and home care workers who provide care to older adults and adults with disabilities in San Francisco.

Access & Empowerment

Access & Empowerment services educate, empower, and support older adults and adults with disabilities to access needed benefits and participate in services.

Funding for Access & Empowerment services grew by over \$5.4 million over the FY 2019-20 to FY 2022-23 funding cycle, the vast majority of which we directed to DAS Intake and ADRCs to stabilize their funding, boost staff capacity, and promote increased language access across the network. Program enrollments in this area grew only slightly over this period, although we were serving nearly 7,000 more unique individuals annually by the end of the cycle — possibly due to the Department’s expanded profile and reach throughout the city resulting from our COVID-19 emergency response activities.

Figure 6. Service Levels and Budget: Access & Empowerment Services



* Does not include services for which client-level data is not captured in DAS GetCare (Advocacy Services, CalFresh Outreach, Employment Navigation and Benefits Support, HICAP, Legal Assistance, LGBTQ+ Cultural Competency Trainings, LGBTQ+ Legal & Life Planning, Naturalization, Peer Ambassadors, Transportation, and Veterans Service Linkages Pilot).

ACCESS & EMPOWERMENT SERVICES

- Advocacy (Home Care, Housing, Long-Term Care)
- Aging and Disability Resource Centers (ADRCs)
- CalFresh Outreach
- DAS Intake
- Employment Navigation and Benefits Support
- Empowerment Programs
- Health Insurance Counseling and Advocacy Program (HICAP)
- Legal Assistance
- LGBTQ+ Cultural Competency Trainings
- LGBTQ+ Financial Literacy
- LGBTQ+ Legal & Life Planning
- Naturalization
- Peer Ambassadors
- Transportation
- Veterans Service Linkages Pilot

Data Snapshot: Changes in Enrollment over the Cycle

Figure 7. Total Enrollments by Access & Empowerment Service

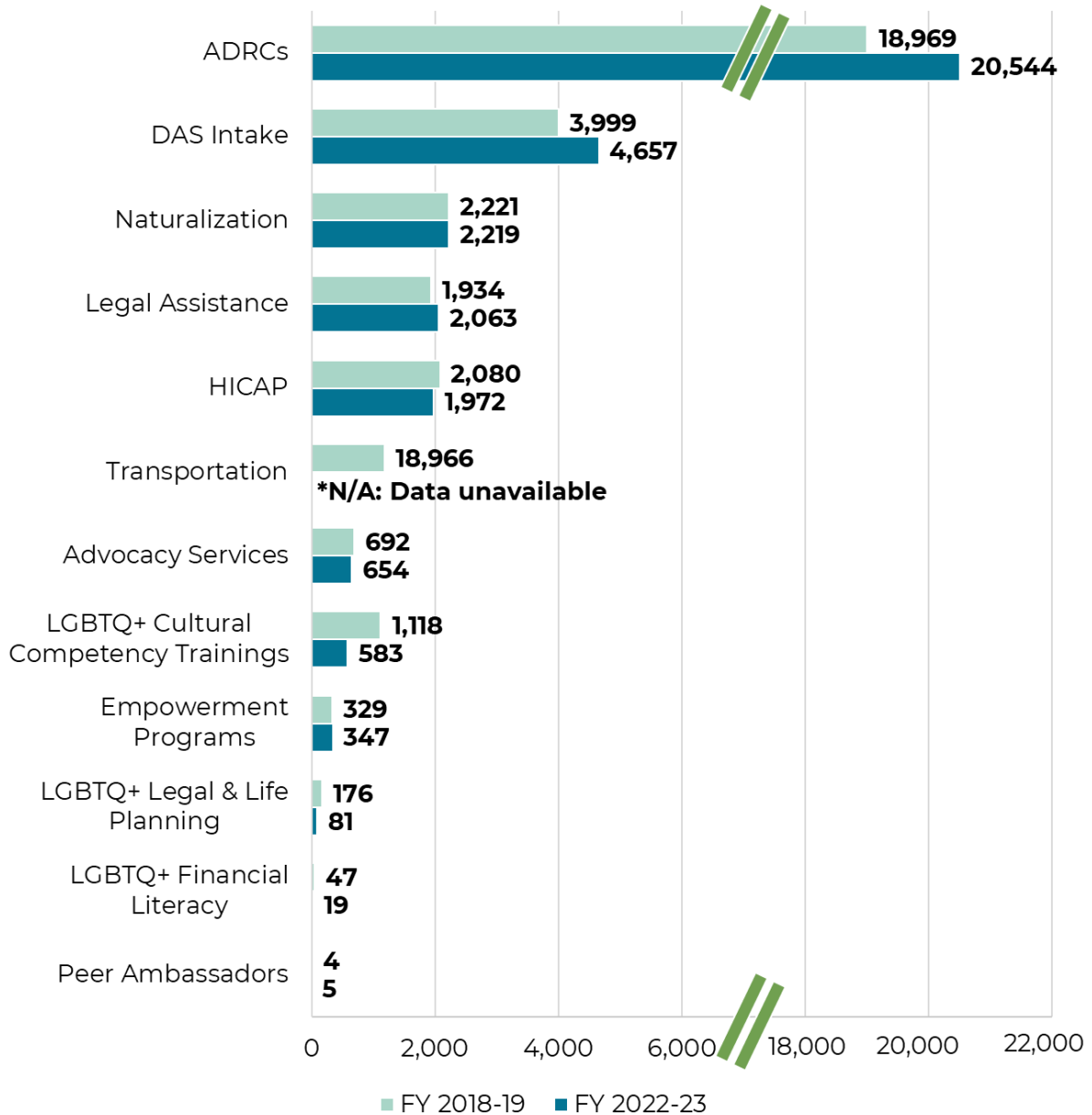


Figure 8. Clients by Age Group: Access & Empowerment Services

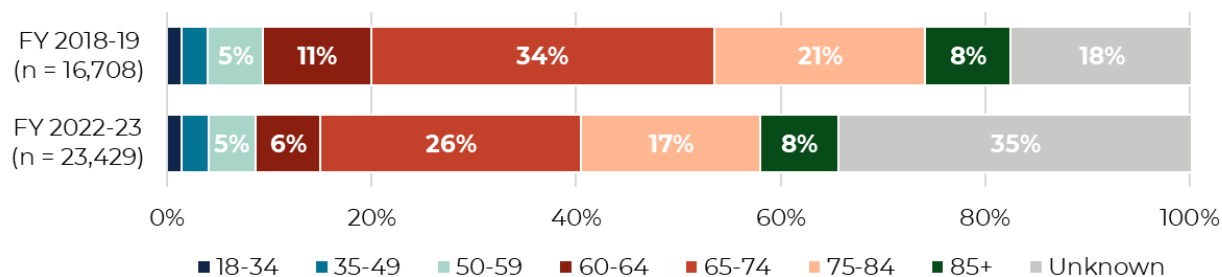
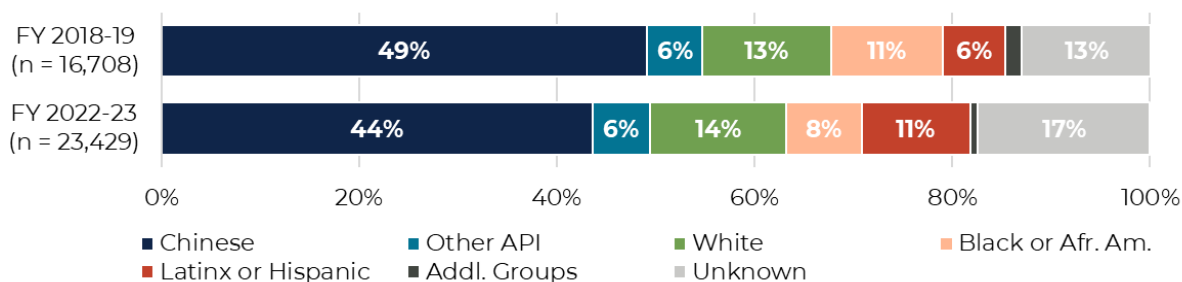


Figure 9. Clients by Race/Ethnicity: Access & Empowerment Services



Cycle Highlights: Achievements



Increase Awareness and Accessibility of Services

Improved staff capacity and language access for information, referral, and assistance services citywide:

DAS increased the budget for DAS Intake and our community-based Aging and Disability Resource Centers (ADRCs) by nearly \$5 million over the span of this funding cycle. DAS Intake and ADRCs host information and referral specialists located at one of 14 hubs throughout the city; they provide one-to-one support for adults with disabilities and older adults, including educating them about available resources and providing translation support. Leveraging Dignity Fund growth, we stabilized funding for these essential access services, boosted staff capacity, and promoted increased language access across the network.

Additionally, when the decennial Census prompted changes to San Francisco’s supervisorial district boundaries, DAS added a new ADRC site within the redrawn boundaries of District 6 to ensure that we continue to fund at least one ADRC in every supervisorial district. The Department was able to add this site without scaling back support for other existing sites.

As of the end of the FY 2019-20 to FY 2022-23 funding cycle, DAS supports nearly 25,200 service enrollments across DAS Intake and ADRCs annually.



Boost Service Engagement for Adults with Disabilities

Laid the groundwork to implement the nation's first municipally-funded Disability Cultural Center:

We made significant strides in increasing service offerings tailored to adults with disabilities, as part of our efforts to boost engagement of this population. Most notably, DAS entered into a partnership with Haven of Hope and the Longmore Institute on Disability at San Francisco State University to prepare to implement the nation's first City-funded Disability Cultural Center. This work built on community research supported by the Dignity Fund, and subsequent implementation planning carried out in close collaboration with City partners, service providers, and disability community members. The Center will be located in the Civic Center neighborhood, on the site of a new affordable housing development, a quarter of whose units are designated for low-income people with disabilities. Though the brick-and-mortar Center is still under construction and slated to open next year, DAS and our partners successfully launched virtual Center services in July 2024.

During this cycle, DAS also launched the Employment Navigation & Benefits Support pilot program, which provides comprehensive benefits counseling to help clients navigate the complex rules governing benefits eligibility and reduce potential barriers to employment. The first full year of the pilot was completed in FY 2023-24, and served 150 clients.



Strengthen Community-Based Provider Infrastructure

Boosted Legal Assistance staff salaries to make program

administration sustainable: DAS directed nearly \$620,000 in Dignity Fund growth to the Legal Assistance program in FY 2017-18 (prior to this funding cycle), leveraging the first year of this growth to support program infrastructure. This important investment helped us to bolster this critical program, which provides legal advice, counseling, and representation on a variety of issues including housing, immigration status, and public benefits. With this additional funding, service providers were able to offer more competitive salaries for staff attorneys, and boost hiring and retention due to the improved alignment with industry standards.

The Department increased funding for this program by another \$207,000 — an approximately 14% bump — during the FY 2019-20 to FY 2022-23 funding cycle, further reinforcing our providers' ability to effectively staff this program. Moreover, we used these funds to newly launch Legal Assistance services in District 4. This expansion of our service network has allowed us to better serve consumers who are less well represented in these services, such as older and disabled adults living in the western part of the city and Asian/Pacific Islander individuals.

Cycle Highlights: Challenges

During the FY 2019-20 to FY 2022-23 funding cycle, DAS procured a vendor to build and launch a publicly accessible online resource directory. This dynamic, searchable directory will allow users to identify the disability and aging resources, both within and beyond the DAS service network, that best meet their needs. This effort was the culmination of our longtime vision for coordinating a more seamless and easy-to-navigate service system, for direct consumers of services, their family members, and service providers alike. Our work built on robust best practices research and community input about how to shape tailored service navigation supports to the needs of our service population.




Unfortunately, despite the Department's steady guidance during this multi-year effort, the vendor was unable to design a directory that met our basic requirements, including those pertaining to disability access and user friendliness. DAS ultimately terminated our partnership with the vendor and is currently in the process of procuring another better able to satisfy our design requirements and meet the needs of our community.

Caregiver Support

Caregiver Support services strengthen the wellbeing of family and friend caregivers and their care recipients through education, counseling, resources, and connection.

DAS continued to build on early Dignity Fund investments in the historically smaller Caregiver Support service area during the four-year funding cycle, **adding another \$1 million in support for these programs.** We made these investments primarily to reinforce our capacity to deliver services across our Adult Day Programs and Family Caregiver Support Program. Even so, **service levels appear to have dipped slightly over this period,** primarily due to an FY 2022-23 change in Caregiver Respite service providers.

Figure 10. Service Levels and Budget: Caregiver Support Services

	 Enrollments	 Unduplicated Clients	 Budget
FY 2018-19 Pre-Cycle Baseline	1,170	940	\$ 2,400,000
FY 2022-23 End of Cycle	810	780	\$ 3,400,000

CAREGIVER SUPPORT SERVICES

- Adult Day Programs (Adult Social Day, Alzheimer’s Day Care Resource Centers)
- Caregiver Respite
- Family Caregiver Support Program

Data Snapshot: Changes in Enrollment over the Cycle

Figure 11. Total Enrollments by Caregiver Support Service

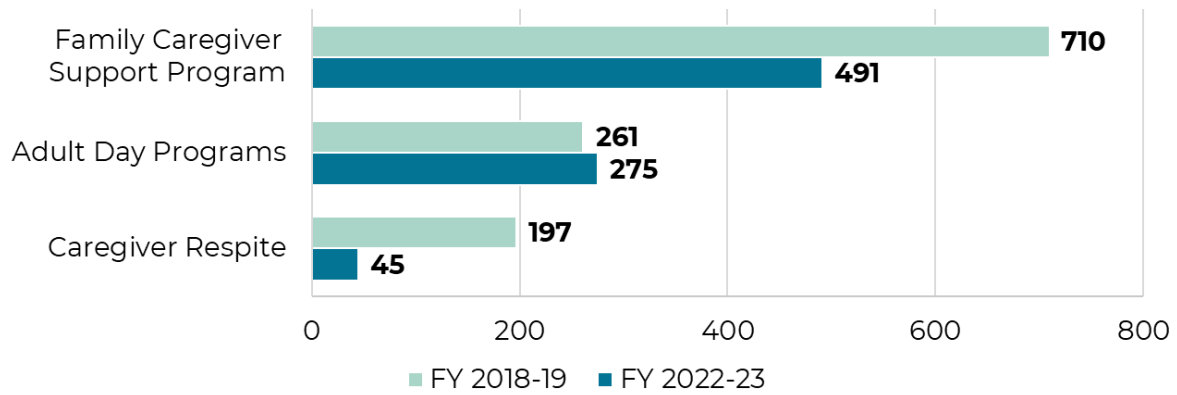


Figure 12. Clients by Age Group: Caregiver Support Services

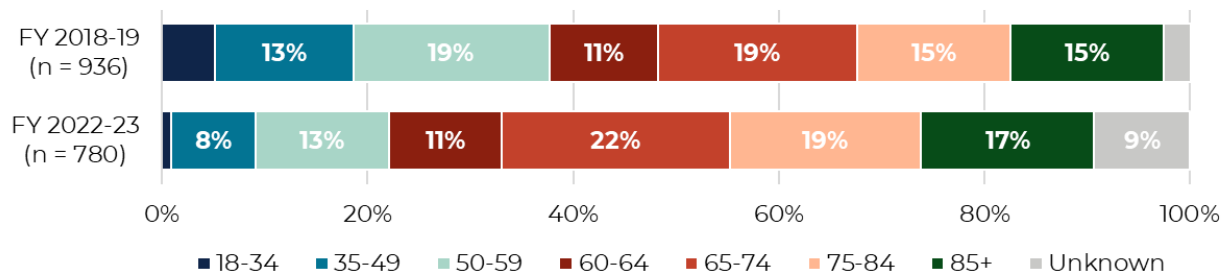
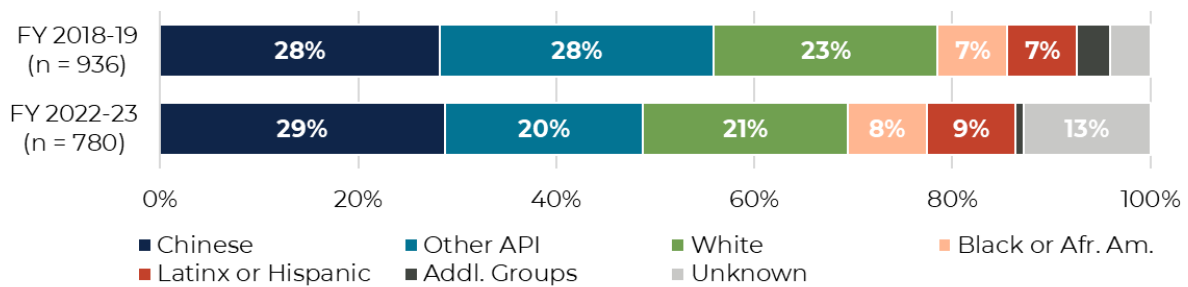


Figure 13. Clients by Race/Ethnicity: Caregiver Support Services



Cycle Highlights: Achievements



Strengthen Community- Based Provider Infrastructure

Enhanced Caregiver Support programs' capacity to address unmet needs among family caregivers and their care recipients:

Building on significant investments in this service area in the first year following the establishment of the Dignity Fund, DAS added another \$1 million in support for services in this area over the FY 2019-20 to FY 2022-23 period. Most of this growth — about \$600,000 — is attributable to investments in Adult Day Programs, which we expanded in response to unmet community needs pertaining to care support for low-income individuals with Alzheimer's and dementia, and related respite options for caregivers.




We also increased funding for the Family Caregiver Support Program by over 50% during this period. By the end of the cycle, this program was funded at over \$1.1 million annually. DAS directed a portion of the budget growth in this area to increase program capacity for individual counseling and support group services that help address issues of caregiver burden and mental health.

Case Management & Care Navigation

Case Management & Care Navigation services facilitate service connections and support individuals with complex needs to navigate available resources that promote stability in the community.

Over the FY 2019-20 to FY 2022-23 funding cycle, **funding for Case Management & Care Navigation services grew by nearly \$1.7 million.** This increase was due most significantly to the growth of the LGBTQ+ Care Navigation program, whose annual budget nearly tripled over this period. Funding for other services in this area also increased modestly, primarily to bolster existing service capacity. **Service levels increased slightly over the cycle,** driven by increased enrollments in LGBTQ+ Care Navigation and traditional community-based Case Management.

Figure 14. Service Levels and Budget: Case Management & Care Navigation Services

	 Enrollments	 Unduplicated Clients*	 Budget
FY 2018-19 Pre-Cycle Baseline	2,170	1,750	\$ 8,900,000
FY 2022-23 End of Cycle	2,280	1,960	\$ 10,600,000

* Does not include services for which client-level data is not captured in DAS GetCare (Community Living Fund).

CASE MANAGEMENT & CARE NAVIGATION SERVICES

- Case Management
- Community Living Fund (CLF)
- LGBTQ+ Care Navigation (including Pet Support)
- Money Management

Data Snapshot: Changes in Enrollment over the Cycle

Figure 15. Total Enrollments by Case Management & Care Navigation Service

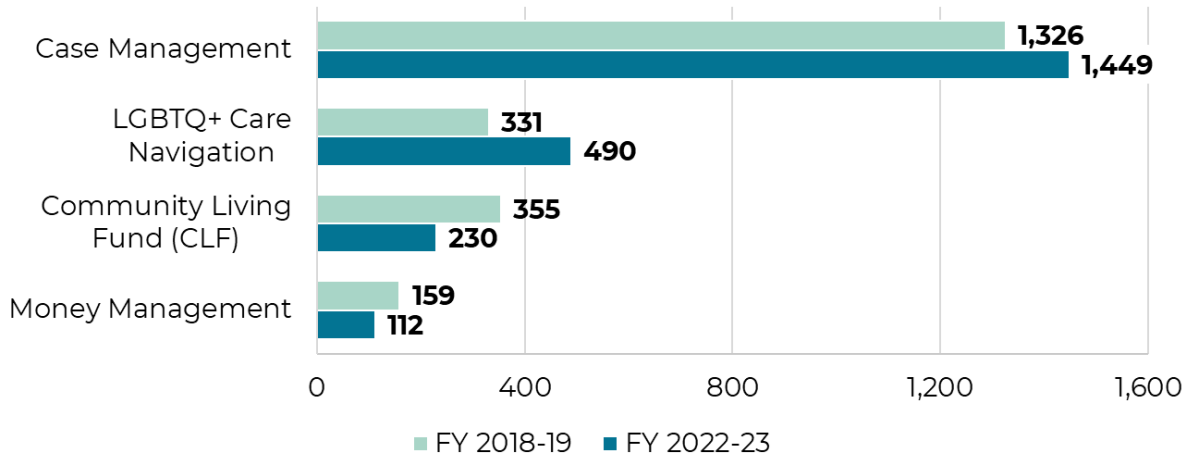


Figure 16. Clients by Age Group: Case Management & Care Navigation Services

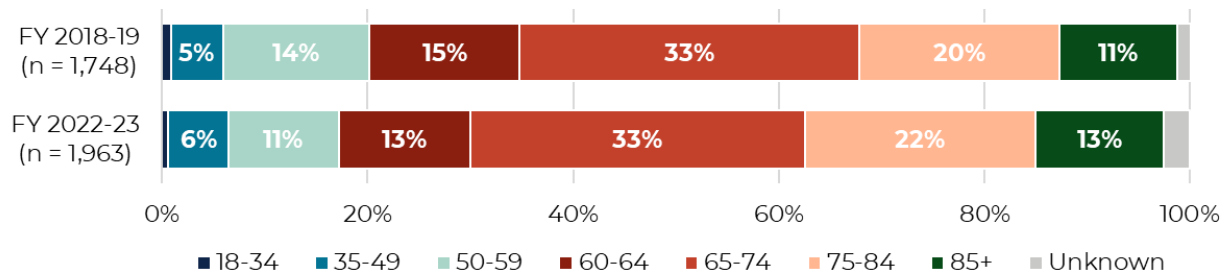
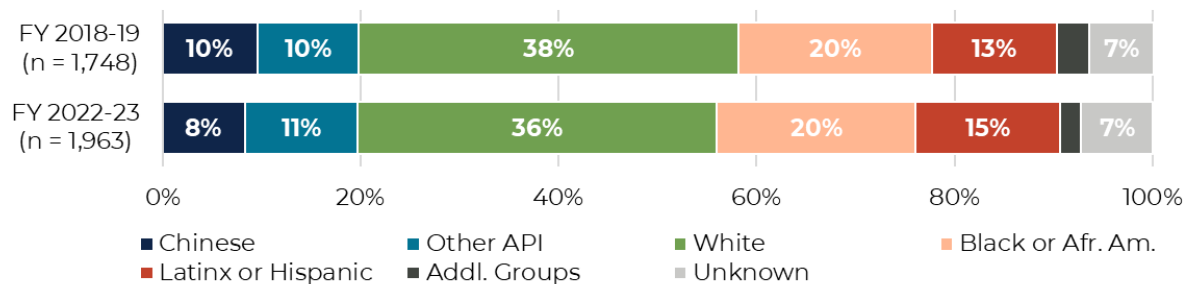


Figure 17. Clients by Race/Ethnicity: Case Management & Care Navigation Services



Cycle Highlights: Achievements



Focus on
Equity
Factors

Expanded tailored care navigation and related supports for LGBTQ+ clients:

DAS nearly tripled the annual LGBTQ+ Care Navigation budget over the last four-year funding cycle, from \$740,000 in FY 2018-19 to over \$2 million in FY 2022-23. This increase in funding has enabled us to expand the reach of our tailored support for queer and transgender clients, including social isolation prevention and pet support, to navigate services that meet their unique needs. As of the end of the cycle, LGBTQ+ Care Navigation provides approximately 12,550 care navigation hours to more than 470 unduplicated clients annually.



Make
Decisions
Using Data

Implemented data-informed strategies to strengthen Case Management program capacity, service delivery, and data tracking:

We completed a Case Management System Assessment in April 2021, which reaffirmed findings from past research highlighting the importance of community-based case management services for many older and disabled San Franciscans. The Department boosted case manager salaries in response to these findings and broader recommendations to strengthen service provider capacity to address persistent community demand and increasing client complexity. The assessment also included a recommendation and strategies to bolster data collection, monitoring, and sharing. DAS has already implemented some of these strategies, such as strengthening data collection protocols and centralized waitlist management. Even so, more work remains to be done in this service area.



Collaborate
with City
and
Community

Developed new partnerships to expand intensive case management and other supports that promote community stability:

In FY 2022-23, the final year of the funding cycle, DAS partnered with the San Francisco Health Plan to leverage new state funds available through the CalAIM initiative to enhance access to and streamline service delivery of Medi-Cal services. Recognizing how these funds could be used to bolster our services that promote community living, we prepared to launch CalAIM-supported Enhanced Care Management services within our existing Community Living Fund program — which provides intensive case management and purchase of goods and services to support safety and stability in the community, as an alternative to institutionalization at a skilled nursing facility.

Following these preparations, we successfully launched Enhanced Care Management services in FY 2023-24, helping nearly 140 people live in the community instead of institutional settings. Our strategic engagement with CalAIM funding opportunities has allowed us to enhance available supports for vulnerable San Franciscans even given the protracted challenges of navigating our post-COVID-19 budget climate.

Cycle Highlights: Challenges

Case Management services were an important area of focus for the DAS over the FY 2019-20 to FY 2022-23 funding cycle. In response to the findings of the 2021 Case Management System Assessment, we made critical investments to reinforce program capacity to address persistent community demand for services and the growing complexity of client needs. We also implemented strategies to strengthen management of the program's centralized waitlist and improve data tracking for better visibility into program trends and performance — with more work in these areas to come.

Even so, we have faced (and continue to face) challenges in effectively administering this service, often due to systemic factors not entirely within our control. For example, our Case Management service providers tend to experience high rates of staff turnover and long periods of staff vacancy. These trends are particularly acute for multilingual positions, which are essential for ensuring we can serve diverse older and disabled adults with limited English-speaking proficiency. Moreover, during this cycle, two of our service providers withdrew from our Case Management provider network altogether. Each had a single Case Manager on staff, and may have found it unsustainable to continue offering the service in light of the administrative burdens of doing so — particularly when juggling staff vacancies.




Despite these and other challenges, DAS remains committed to providing this essential service. In the years to come, we will continue to pursue strategies to strengthen provider capacity so that we are able to serve diverse clients citywide.

Community Connection & Engagement

Community Connection & Engagement services provide opportunities for older people and adults with disabilities to socialize, build community, and participate in a meaningful way in their community.

Collectively, Community Connection & Engagement services saw some of the most substantial funding growth during the four-year funding cycle — nearly \$5.4 million, an increase of more than 40%. This increase was attributable in large part to the growth of the SF Connected technology program, whose role in promoting digital access and literacy among older and disabled adults became more critical than ever following the outbreak of the COVID-19 pandemic. DAS also launched a number of new programs in this service area over the funding cycle, including various Neighborhood-Based Program pilots, tailored social programming for Transgender and Gender Non-Conforming individuals, and LGBTQ+ Mental Health Connections services. These investments contributed to significant growth in service levels: by the cycle’s end in FY 2022-23, we facilitated nearly 5,000 more program enrollments and served about 3,000 more unique clients annually.

Figure 18. Service Levels and Budget: Community Connection & Engagement Services

	 Enrollments	 Unduplicated Clients*	 Budget
FY 2018-19 Pre-Cycle Baseline	21,350	17,370	\$ 13,000,000
FY 2022-23 End of Cycle	26,080	20,360	\$ 18,400,000

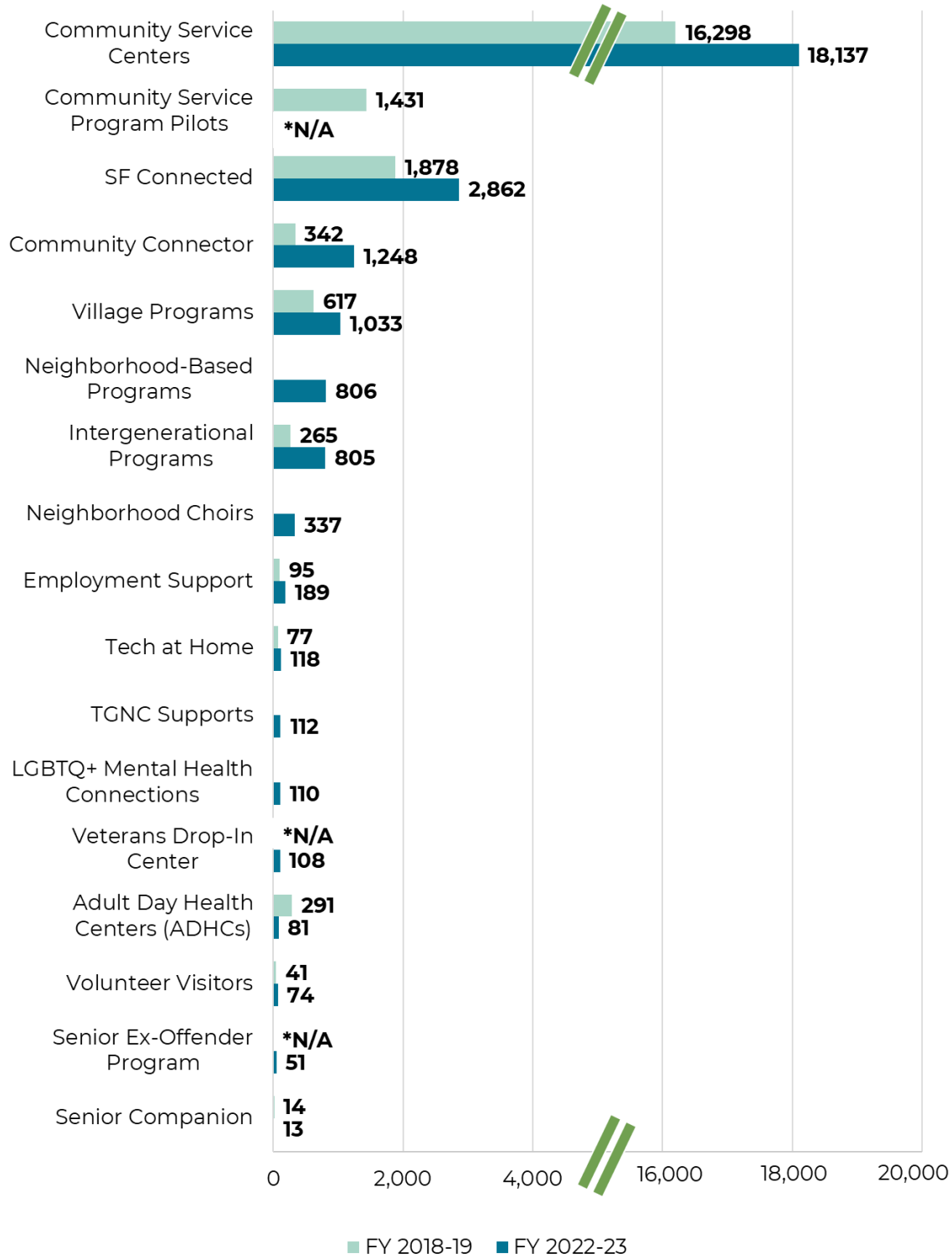
* Does not include services for which client-level data is not captured in DAS GetCare (ADHCs and Senior Companion).

COMMUNITY CONNECTION & ENGAGEMENT SERVICES

- Adult Day Health Centers (ADHCs)
- Community Bridge
- Community Connector
- Community Service Centers
- Employment Support
- Intergenerational Programs
- LGBTQ+ Community Services in ADHCs
- LGBTQ+ Mental Health Connections
- Neighborhood Choirs
- Neighborhood-Based Programs
- Senior Companion
- Senior Ex-Offender Program
- SF Connected
- Technology at Home
- Transgender and Gender Non-Conforming (TGNC) Supports
- Veterans Drop-In Center
- Village Programs
- Volunteer Visitors

Data Snapshot: Changes in Enrollment over the Cycle

Figure 19. Total Enrollments by Community Connection & Engagement Service



* Note: Enrollments reported with another service. See Appendix B for more information.

Figure 20. Clients by Age Group: Community Connection & Engagement Services

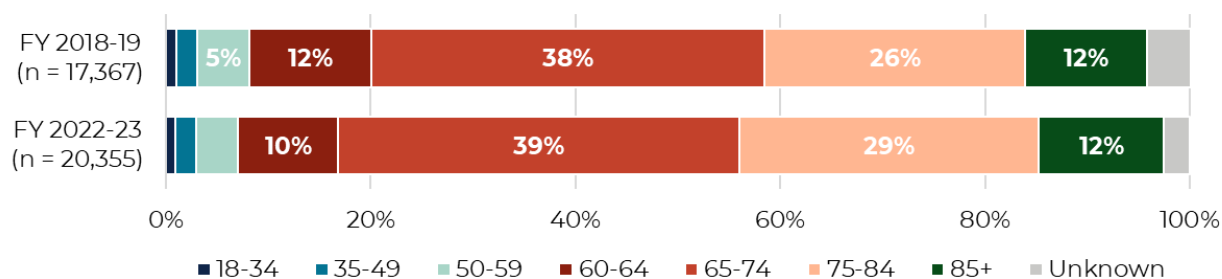
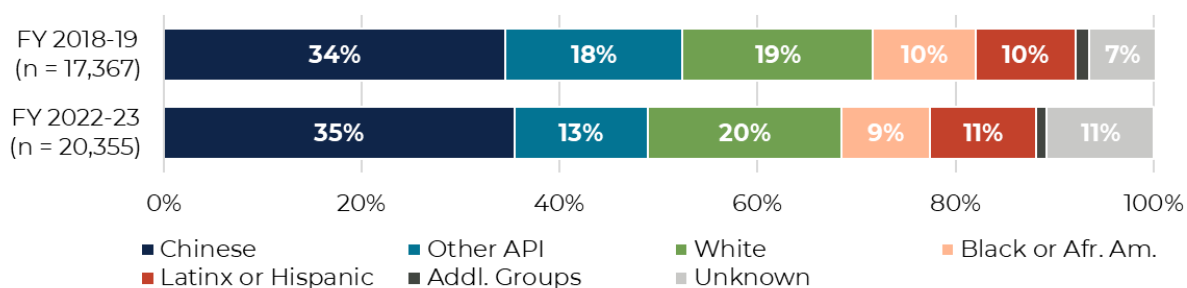


Figure 21. Clients by Race/Ethnicity: Community Connection & Engagement Services



Cycle Highlights: Achievements



Promote Inclusion of Seniors and Adults with Disabilities

Invested in strategies that promote digital access and social inclusion:

Over the four-year funding cycle from FY 2019-20 to FY 2022-23, DAS made major investments in programs that promote digital access and literacy among seniors and adults with disabilities — most significantly the SF Connected technology program, which saw its annual budget more than double to \$1.9 million over this period. These resources proved to be more important than ever following the outbreak of COVID-19, particularly as a means of supporting social connectedness and inclusion among populations at heightened risk of social isolation while sheltering in place. In addition to this investment to expand our technology programs, DAS also worked closely with the San Francisco Tech Council, City agencies, and local internet service providers to improve broadband internet access for underserved communities, including low-income older and disabled adults.

The Department also used Dignity Fund growth during this period to stabilize funding for our popular and high-impact Intergenerational Programs, which facilitate seniors and people with disabilities to engage socially across generational lines. In FY 2022-23, approximately 99% of more than 230 surveyed clients reported feeling like valued community members due to opportunities to share their knowledge, skills, stories, etc., through the program.



Focus on Equity Factors

Developed new programs focused on transgender social engagement and LGBTQ+ mental health: During this cycle, DAS launched two new social connectivity programs tailored to LGBTQ+ identifying seniors and people with disabilities. We developed the Transgender and Gender Non-Conforming (TGNC) Supports program in 2019, in response to the findings of the 2018 Dignity Fund Community Needs Assessment and follow-up listening sessions we conducted with TGNC community leaders and service providers to better understand this population's needs. As of FY 2022-23, we provide a safe and affirming space for about 100 unduplicated TGNC clients to make social connections and build community with each other through this program every year.

The Department also launched the LGBTQ+ Mental Health Connections senior telehealth program in FY 2021-22, in response to the findings of a citywide LGBTQ+ Older Adult Survey funded in part by DAS. Survey results brought to light the severity of depression, loneliness, isolation, and stress experienced by LGBTQ+ seniors during the COVID-19 pandemic. The program provides short-term counseling and therapy services to LGBTQ+ individuals and HIV long-term survivors ages 50 and older who self-report serious depression, anxiety, and trauma. It also offers technology support to break down the digital divide. This program serves about 110 clients annually.



Improve Geographic Access to Services

Invested in new and existing neighborhood-level programs that promote social connection: DAS made a variety of notable investments to expand diverse and diffuse neighborhood-based service offerings across San Francisco throughout this funding cycle. For example, we:

- Launched Neighborhood-Based Programs, which began in FY 2019-20 as a diverse array of small-scale social engagement pilots in historically underserved neighborhoods or supervisorial districts. As of FY 2022-23, this program serves more than 800 clients annually.
- Launched Neighborhood Choirs, a series of neighborhood-focused choir programs offered at multiple sites throughout the city and designed to promote social connection, increase clients' sense of belonging, and reduce their feelings of loneliness.
- Expanded Community Connector services, which provide an important means of providing neighborhood-level opportunities for community and social connection in those neighborhoods not already being served by a Community Service Center. We more than tripled the annual budget for this program to \$710,000 during this funding cycle.
- Added new Community Service Center sites in the city's outer supervisorial districts, which tend to have lower levels of service engagement, including Districts 4, 7, and 11.

Cycle Highlights: Challenges

In the first several months following the outbreak of the COVID-19 pandemic, DAS staff and community-based service providers worked closely together to shift our in-person Community Connection & Engagement services to fully remote service delivery. This approach allowed our clients to continue accessing our programs and remain socially engaged while complying with public health guidance to shelter in place. Despite the challenges of making this shift, including limited provider infrastructure for virtual service delivery and lower rates of digital access and literacy among our clients, we were able to successfully ensure service continuity. We even expanded service enrollment in some cases.




However, we did not anticipate that a similar degree of technical assistance to providers may be necessary to resume in-person programs and adopt hybrid service models, once it became safe again for clients to access services on site. For example, DAS staff often supported providers to interpret vague public health guidance and establish their own policies on client vaccination and masking requirements, balancing safety considerations with service access priorities. In other instances, Department staff provided coaching to service providers staffed primarily by individuals hired during the lockdown on how to operate in-person services — like technology labs or community center activities — in alignment with DAS program guidelines and reporting requirements.

Housing Support

Housing Support services help seniors and adults with disabilities to maintain stable housing through service connection and community engagement.

DAS funding for Housing Support services increased by nearly \$2 million over the four-year funding cycle from FY 2019-20 to FY 2022-23. This growth was driven primarily by significant investments — almost \$1.7 million — in the Housing Subsidies program, which provides rental subsidies and other supportive resources to help mitigate rent burden and retain housing for seniors and people with disabilities. We distributed the remaining funding growth in this area across the other Housing Support services, mostly to reinforce service capacity. **Service levels in this area remained largely steady over the funding cycle,** perhaps reflecting the challenges of keeping pace with the depth of unmet housing needs among our populations, particularly as housing and related costs continue to rise.

Figure 22. Service Levels and Budget: Housing Support Services

	 Enrollments	 Unduplicated Clients*	 Budget
FY 2018-19 Pre-Cycle Baseline	3,030	700	\$ 8,100,000
FY 2022-23 End of Cycle	2,910	710	\$ 10,000,000

* Does not include services for which client-level data is not captured in DAS GetCare (Rental Assistance Demonstration).

HOUSING SUPPORT SERVICES

- Housing Subsidies
- Rental Assistance Demonstration Project
- Scattered Site Housing
- Veterans Services Connect

Data Snapshot: Changes in Enrollment over the Cycle

Figure 23. Total Enrollments by Housing Support Service

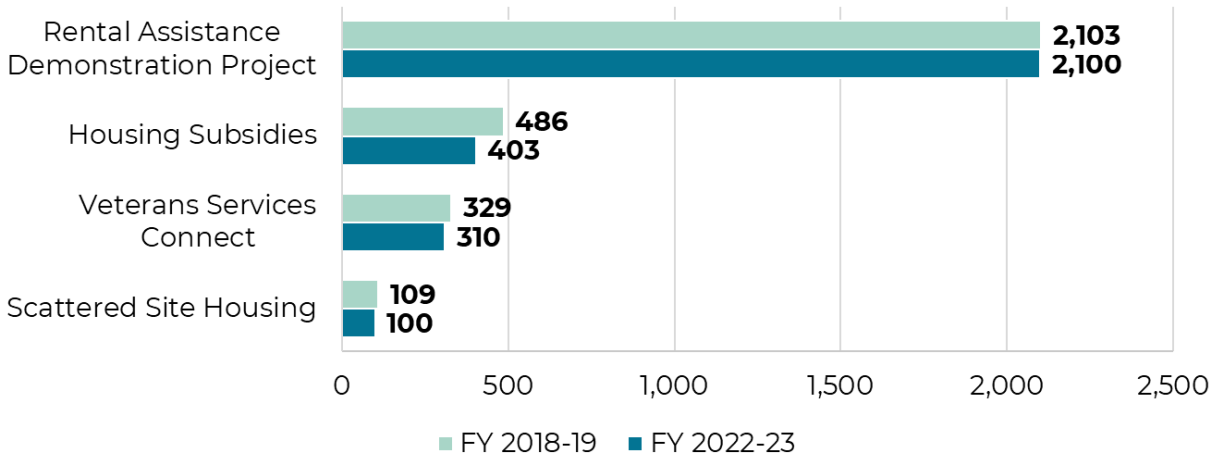


Figure 24. Clients by Age Group: Housing Support Services

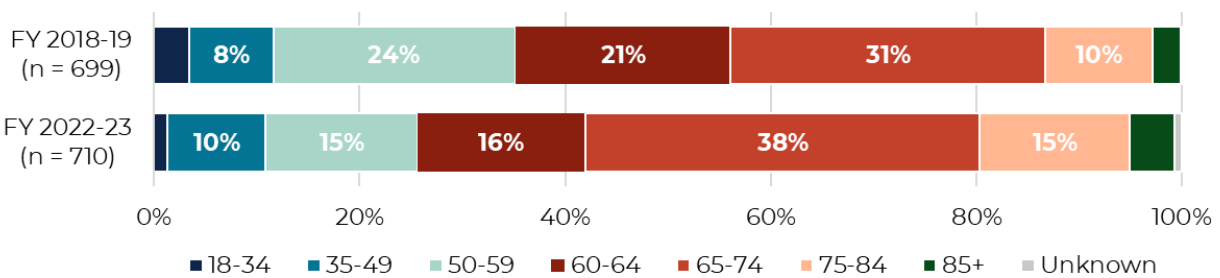
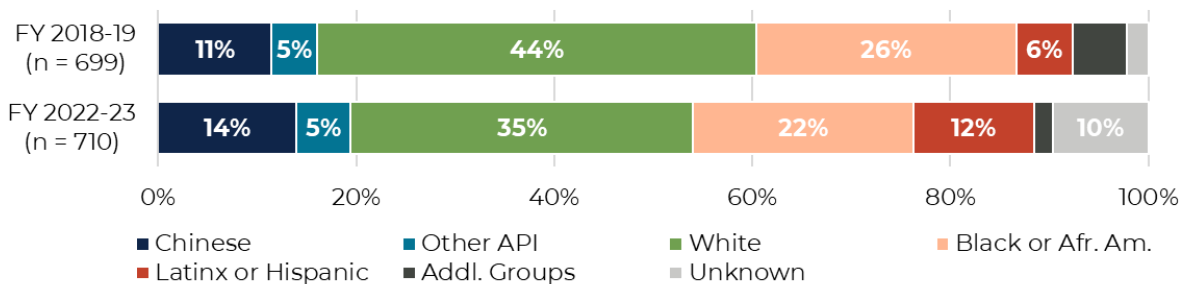


Figure 25. Clients by Race/Ethnicity: Housing Support Services



Cycle Highlights: Achievements



Increase
Awareness
and
Accessibility
of Services

Reinforced information, referral, and assistance services for residents in veterans housing developments: During the FY 2019-20 to FY 2022-23 funding cycle, DAS expanded funding for Veterans Services Connect by nearly a third, to over \$390,000 annually by the cycle's end. Based out of veterans housing developments, this program promotes independence and supports more than 300 veteran residents to remain safe and stably housed in their communities each year. The program also supports outreach, engagement, and connection to available resources to help foster a sense of community at these sites. In a client survey administered during the cycle, 91% of the nearly 140 residents surveyed reported developing new knowledge of services that help them live independently.



Make
Decisions
Using Data

Conducted a deep-dive analysis of Housing Subsidies program trends and outcomes: DAS increased funding for the Housing Subsidies program by almost \$1.7 million this funding cycle, enabling us to offer more and deeper subsidies to our clients. Near the end of the cycle, we carried out an assessment of this service expansion, using program administrative data and qualitative information gathered through interviews with clients and service providers to better understand the program's strengths and areas for growth. Notably, we discovered a need to standardize program administration across service providers to address potential inequities in service delivery, including how subsidy amounts are determined. Implementation of these data-informed changes is now underway.



Collaborate
with City
and
Community

Facilitated citywide assessment of senior and disability affordable housing needs: During this funding cycle, DAS took on a new role facilitating the development of the 2022 Aging and Disability Affordable Housing Needs Assessment — the City's first such assessment of affordable housing needs focused on our population, which was prompted by the passage of a local ordinance by the Board of Supervisors in late 2020. We convened five San Francisco agencies to carry out this work: the Department of Homelessness and Supportive Housing, the Mayor's Office of Housing and Community Development, the Mayor's Office on Disability, and the Planning Department. Our report offered nearly 50 recommendations for these agencies to address identified areas of need among older and disabled San Franciscans. As our interagency collaborative has shifted into a focus on planning and coordination implementation of these recommendations, DAS has taken on more of a supporting role, serving as a subject matter expert and advocate for people with disabilities and seniors.




Although there were no immediate Dignity Fund-related impacts resulting from this work in the FY 2019-20 to FY 2022-23 funding cycle, we do anticipate that we may use future Fund growth to support implementation strategies that fall within our social services context.

Nutrition & Wellness

Nutrition & Wellness services promote physical health and wellbeing for older adults and adults with disabilities by providing nutritious foods and supporting healthy lifestyles.

DAS made significant investments in the Nutrition & Wellness service area during the last funding cycle, increasing funding in this area by nearly \$9 million. Most of this growth was the result of large funding infusions in Home-Delivered Meals (over \$3.7 million), Congregate Meals (over \$3 million), and Food Pantry services (over \$2 million), a scale of investment made possible by new federal and state revenue sources dedicated to address increased food needs among older and disabled adults as part of the COVID-19 emergency response. DAS also used Dignity Fund growth to boost support for other key services like Health Promotion physical fitness and fall prevention programming, and Nutrition as Health medically-tailored meals. **These investments contributed to a modest increase in annual service levels over the cycle:** though funding growth undoubtedly enabled us to serve more clients, our ability to expand our reach was somewhat offset by skyrocketing operational costs and lack of ongoing funding to sustain this expansion.

Figure 26. Service Levels and Budget: Nutrition & Wellness Services

	 Enrollments	 Unduplicated Clients*	 Budget
FY 2018-19 Pre-Cycle Baseline	48,520	28,590	\$ 22,200,000
FY 2022-23 End of Cycle	51,260	30,720	\$ 31,200,000

* Does not include services for which client-level data is not captured in DAS GetCare (CalFresh Healthy Living, Chronic Disease Management Programs, and Culturally Responsive Nutrition Services).

NUTRITION & WELLNESS SERVICES

- CalFresh Healthy Living
- Chronic Disease Management Programs
- Congregate Meals
- Culturally Responsive Nutrition Services
- Food Pantry
- Health Promotion – Physical Fitness
- Home-Delivered Groceries
- Home-Delivered Meals
- Nutrition as Health
- Nutrition Education

Data Snapshot: Changes in Enrollment over the Cycle

Figure 27. Total Enrollments by Nutrition & Wellness Service

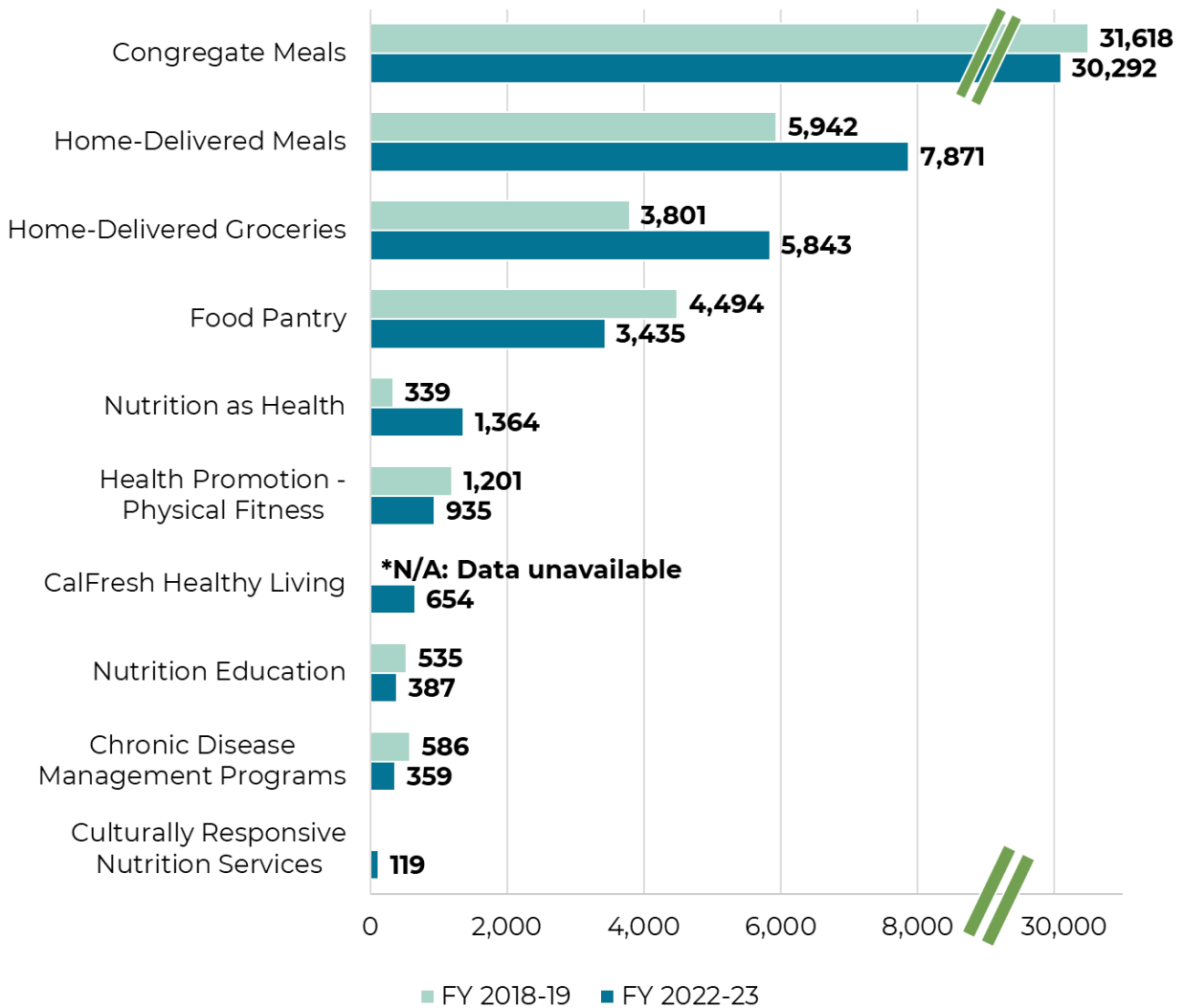


Figure 28. Clients by Age Group: Nutrition & Wellness Services

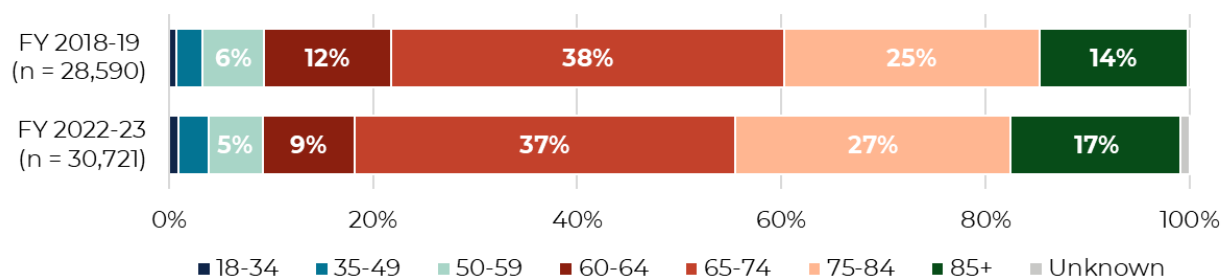
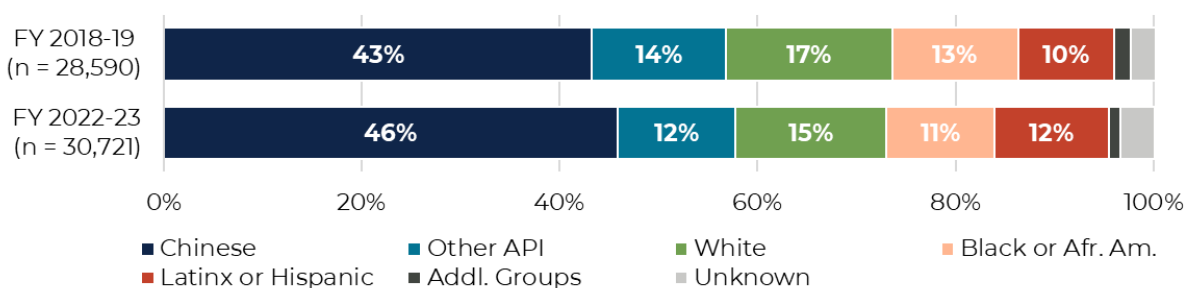


Figure 29. Clients by Race/Ethnicity: Nutrition & Wellness Services



Cycle Highlights: Achievements



Focus on Equity Factors

Launched new culturally responsive food programming to enhance consumer choice and representation of culturally preferred foods:

In response to robust community dialogue about more racially equitable food program models and findings from our research focused on the service needs of Black, Indigenous, and People of Color (BIPOC) populations, DAS launched new Culturally Responsive Nutrition Services programming in FY 2021-22 and FY 2022-23. This program leverages varied, small-scale service models to help address unmet needs for culturally relevant nutrition among our diverse older and disabled adults. These models include:

- Supplemental grocery bags filled with culturally relevant produce tailored to Latinx and Hispanic clients enrolled in DAS’s home-delivered meal and grocery programs.
- A farmer’s market-style grocery stand where primarily Black/African American clients in the Bayview can choose from a selection of fresh, culturally relevant produce sourced from local wholesalers.

These models have proven extremely successful so far. In fact, in FY 2023-24, DAS received the prestigious Aging Innovations Award in recognition of our work in this area. This award is given by USAging each year to a small number of cutting-edge and successful programs across the country.



Improve Geographic Access to Services

Expanded citywide food access across service models in response to increased demand for services during the COVID-19 emergency:

DAS's many food programs were an essential lifeline for older and disabled San Franciscans during the height of the coronavirus pandemic, which exacerbated existing food insecurity in our community. Working in close partnership with the SF-Marin Food Bank, we launched several new Food Pantry sites at high-traffic community hubs throughout the city to help meet increased demand for food. We also expanded home-delivered food resources through our Home-Delivered Meals and Home-Delivered Groceries programs to bring a greater volume of prepared meals and groceries directly to at-risk older adults sheltering in place.

In addition, we launched Great Plates Delivered SF, a temporary senior nutrition program developed as part of statewide emergency response efforts. Collaborating with local restaurants to prepare and deliver meals, this program provided needed relief to both at-risk older adults and struggling businesses in our community.

At the peak of these activities during FY 2021-22, we delivered 5.1 million meals directly to older and disabled San Franciscans in their homes throughout the city.



Collaborate with City and Community

Partnered with Congregate Meal providers and City staff working in COVID-19 emergency response to launch to-go meal pickup services:

Increased food needs and new conditions for service delivery shaped by the coronavirus pandemic required that DAS and our community partners do more than just expand existing services. For example, we had to rapidly transform our Congregate Meal program in order to offer to-go meal pickup and small-scale home-delivery while in-person congregate dining was suspended. This monumental shift in our service delivery model required that we equip service providers with new resources, such as industrial freezers and other commercial kitchen supplies, to safely and effectively prepare, store, and distribute meals at scale. Our ability to develop these resource requests and ensure their timely fulfillment would not have been possible without significant collaboration between DAS Office of Community Partnerships analysts, our community-based service providers, and City staff coordinating COVID-19 emergency response activities.

At the peak of these activities during FY 2021-22, we served 1.4 million meals at communal dining sites throughout the city — a 34% increase over pre-pandemic service levels. And even as we have acclimated to a new normal and resumed in-person Congregate Meals, takeaway meal services remain extremely popular among our clients. We continue to offer to-go meals to this day, to provide our clients with a variety of choices in how they access food support.

Cycle Highlights: Challenges

Over the last several years, DAS has reinforced funding for our existing nutrition programs facing sharp increases in operational costs due to inflation. We have also expanded and diversified our food service models to address unmet needs in our community, launching takeaway meal services and tailored cultural nutrition programming. These efforts were made possible by significantly increased state and federal investment in food programs during the COVID-19 pandemic and beyond.




However, as short-term funding has expired and budgets at every level of government have contracted in the post-pandemic economic climate, sustaining even baseline service levels across our provider network has required considerable effort, creativity, and adaptability. Demand for food among our service populations remains high, as do the operational costs of delivering these services — including the cost of food itself, plus rent, staffing, gas and delivery fleet maintenance, etc. As a result of these conditions, DAS is not readily able to meet all the need in our community: for example, we maintain a lengthy waitlist for Home-Delivered Meals despite our best efforts. We anticipate these challenges will persist in the coming years unless additional resources are forthcoming.

Self-Care & Safety

Self-Care & Safety services help older adults and people with disabilities to meet their needs in the most independent setting, safe from abuse and self-neglect.

Over the FY 2019-20 to FY 2022-23 funding cycle, **DAS increased funding in our community-based Self-Care & Safety services from nearly \$3.2 million to nearly \$5 million.** This growth is attributable to **new programs like Senior Escort services** (funded at about \$610,000), which the Department launched in FY 2020-21 in response to community concerns following several high-profile incidences of hate violence against Asian/Pacific Islander seniors at the height of the COVID-19 pandemic. **DAS also launched and baselined Wheelchair Repair services** (funded at approximately \$250,000) during this period to support wheelchair users to make repairs, conduct preventative maintenance, and learn about upkeep and basic repairs. **Service levels in this area remained steady overall**, with increased enrollment in some programs like Elder Abuse Prevention offset by decreased enrollment in others like Long-Term Care Ombudsman.

Figure 30. Service Levels and Budget: Self-Care & Safety Services

	 Enrollments	 Unduplicated Clients*	 Budget
FY 2018-19 Pre-Cycle Baseline	4,690	300	\$ 3,200,000
FY 2022-23 End of Cycle	4,480	380	\$ 5,000,000

* Does not include services for which client-level data is not captured in DAS GetCare (Elder Abuse Prevention Services, Long-Term Care Ombudsman, Suicide Prevention and Emotional Support, Senior Escorts, Support at Home, Wheelchair Repair, and Workforce Support).

SELF-CARE & SAFETY SERVICES

- Elder Abuse Prevention Services
- Long-Term Care Ombudsman
- Senior Escorts
- Short-Term Home Care for Seniors
- Suicide Prevention and Emotional Support
- Support at Home
- Supportive Services for People with Collecting Behaviors
- Video Doorbells
- Wheelchair Repair
- Workforce Support

Data Snapshot: Changes in Enrollment over the Cycle

Figure 31. Total Enrollments by Self-Care & Safety Service

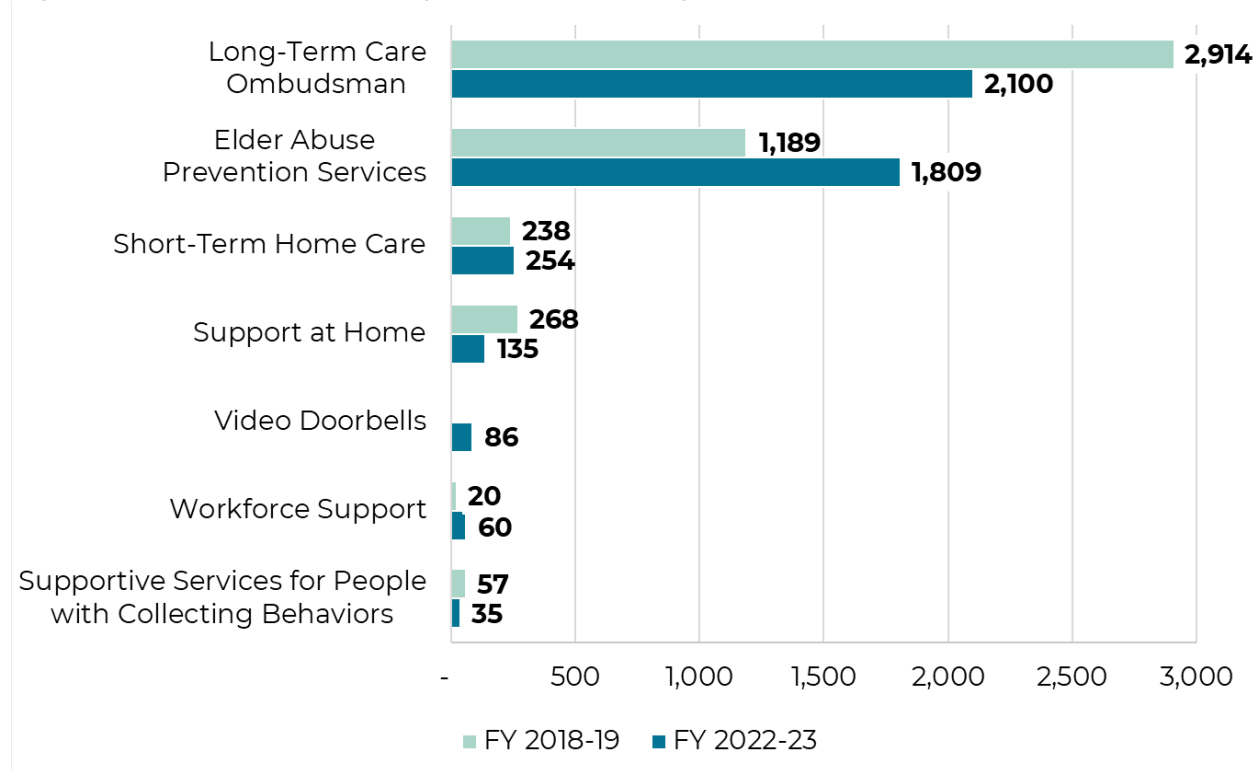


Figure 32. Clients by Age Group: Self-Care & Safety Services

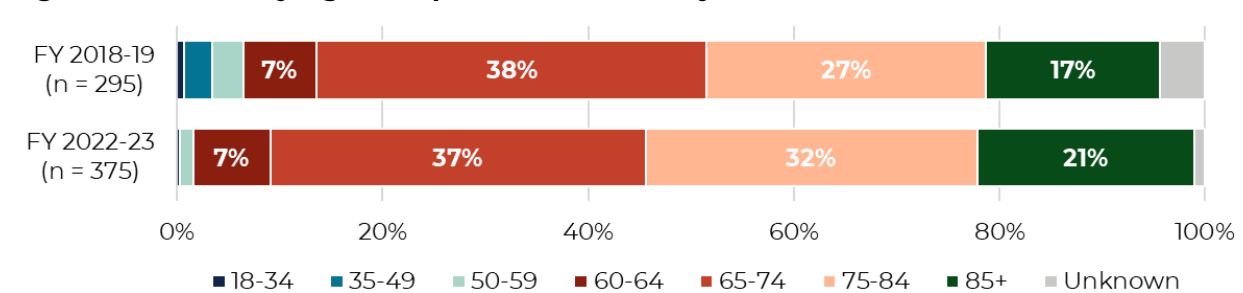
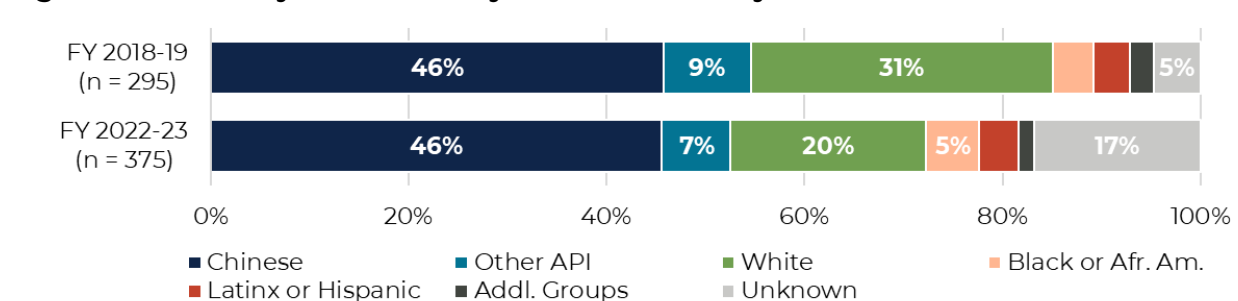


Figure 33. Clients by Race/Ethnicity: Self-Care & Safety Services



Cycle Highlights: Achievements



Promote
Inclusion of
Seniors and
Adults with
Disabilities

Implemented strategies to improve public safety for Asian and Pacific Islander seniors during the COVID-19 pandemic: Following a number of high-profile incidents involving violence against Asian and Pacific Islanders — particularly older individuals — during the coronavirus pandemic, DAS implemented new strategies to keep these residents safe. In partnership with the Mayor’s Office and Self-Help for the Elderly, we established Senior Escort services in FY 2020-21, offering older adults the added security of having someone accompany them to medical and personal appointments like going to the bank or picking up groceries. As of the end of the funding cycle this successful program is funded at \$610,000, and provides escort services for 1,600 trips annually. It continues today.

Also during this period, through our Elder Abuse Prevention program, we established the Solidarity SF network, bringing together City agencies, community-based organizations, businesses, and other stakeholders to address targeted harassment and violence against Asian and Pacific Islander residents and other members of our San Francisco community. Solidarity SF participants agree to place a sticker in their window to signal that their establishment will provide shelter and support to anyone experiencing hate or harassment while walking in San Francisco.



Boost Service
Engagement
for Adults
with
Disabilities

Allocated funding for Wheelchair Repair services to reduce long repair wait times and related negative outcomes: In FY 2022-23, the final year of the funding cycle, we launched and baselined new Wheelchair Repair services, funded at approximately \$250,000. This innovative program provides wheelchair users with a variety of supportive services, including wheelchair repair, temporary wheelchair loans, “rescue ride” emergency transportation support, preventative maintenance, and opportunities to learn about upkeep and basic repairs. These services are critical for wheelchair users, and help them to avoid the negative outcomes associated with out-of-service assistive equipment.



Collaborate
with City and
Community

Mobilized DAS service providers to conduct wellness calls to at risk people with disabilities and seniors following the COVID-19 outbreak:

Collectively, DAS staff and community partners conducted approximately 30,000 wellness calls in early 2020 as part of the emergency response to the COVID-19 outbreak. Prioritizing current clients at highest risk — such as those 80 years or older, living alone, and/or with significant personal care needs — staff made calls to ensure people were aware of public health directives such as Shelter in Place, their essential needs including were being met, and they knew the DAS Benefits and Resource Hub was available to provide information and other support if needed. We used data collected from these calls to identify trends in unmet needs and help inform planning for supportive aging and disability services during the pandemic response.



Strengthen
Community-
Based
Provider
Infrastructure

Supported Long-Term Care Ombudsman to address new challenges in service delivery resulting from the COVID-19 lockdown: During the FY 2019-20 to FY 2022-23 funding cycle, DAS worked closely with the Long-Term Care Ombudsman to navigate the unique and unexpected challenges posed by the COVID-19 pandemic. Older and disabled residents at skilled nursing and assisted living facilities were not only at heightened risk of infection, but also at increased risk of social isolation due to the public health response. For example, during this period, we hosted a three-day training for Ombudsman staff on how to assess neglect and abuse with people who have communication impairments, an advanced skillset that was especially critical in the pandemic context when staff would meet with clients using phone/video technologies, and did not have the same opportunities to observe residential situations and assess client needs.

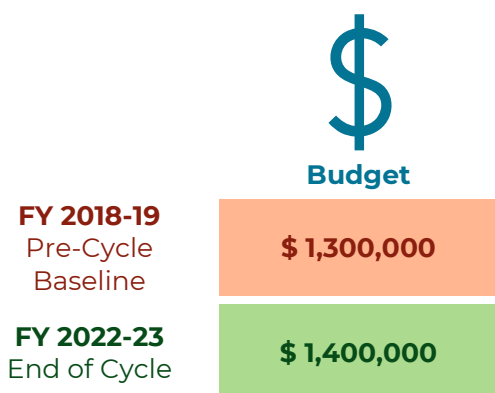
We also undertook a study of mental health needs and gaps in service delivery for skilled nursing facility residents, in partnership with the San Francisco Long-Term Care Coordinating Council. The findings and recommends of this study helped the Ombudsman program bring greater focus to issues of social isolation among this population in FY 2022-23. As a result, the program carried out a variety of activities to boost resident social engagement and empower residents to participate in Resident Council meetings, reaching approximately 2,100 clients.

Administration

Administrative services enable DAS to comply with Dignity Fund legislation, manage procurement to fund services in the community, and evaluate Fund services outcomes.

By the end of the funding cycle in FY 2022-23, the DAS **budget for Dignity Fund-related Administration was about \$1.4 million.** Growth in this area over the cycle was minimal, and is attributable to expected Citywide increases in administrative staff salary and fringe costs. The Department directed half of this budget — about \$680,000 — to staffing support for Dignity Fund management. We used another \$660,000 to fund database systems used by service providers to track client enrollment and service delivery information for Dignity Fund eligible services. We reserved the remainder of the budget to procure consultant support for research and other projects such as the 2021 Case Management Systems Assessment.

Figure 34. Administration Budget



Cycle Highlights: Achievements



Promote Inclusion of Seniors and Adults with Disabilities

Carried out the public Reframing Aging campaign to engage San Franciscans on issues of aging through an anti-ageist lens:

Early in the funding cycle, DAS launched the Reframing Aging San Francisco campaign, building on two years of collaborative research, discussion, and planning. Throughout the fall of 2019, we ran a public messaging campaign that integrated traditional and social media strategies, putting forth vivid imagery that engaged viewers in thinking about characteristics, like creativity and courage, that never get old. The campaign stars were local seniors whose stories were shared alongside information about ways to get involved in the campaign and connect with older community members. DAS co-led this effort with the Community Living Campaign and Metta Fund, with input from an advisory group of service providers. The campaign was recognized both in the advertising and social service sectors, and won an Aging Innovations Award from the National Association of Area Agencies on Aging (now USAging).



Focus on Equity Factors

Conducted tailored listening sessions to learn about the needs of older and disabled adults belonging to different communities of color: DAS embarked on an ambitious effort in 2021 to learn more about the landscape of need and consumer experiences accessing our resources among older and disabled San Franciscans belonging to Black, Indigenous, and People of Color (BIPOC) communities through a series of structured listening sessions with the community. This research allowed us to expand further on the knowledge we developed during the 2018 Dignity Fund Community Needs Assessment and subsequent “deep dive” equity analysis examining service participation trends across different communities of color.

To plan and carry out tailored sessions for different groups, DAS staff from diverse backgrounds, programs, and roles formed project teams focused on key populations of interest: Asian, Black/African American, Filipino and Pacific Islander, Latinx/Hispanic, and LGBTQ+ communities of color. Collectively, these teams carried out listening sessions with over 170 community members, service providers, and other stakeholders. Our findings from this research substantially informed the next Dignity Fund Community Needs Assessment, which we published in April 2022.



Strengthen Community-Based Provider Infrastructure

Provided technical assistance to DAS service providers to ensure service continuity through all stages of the COVID-19 pandemic:

Supporting our more than 60 community-based service providers to ensure continuity of services was a key Department goal during the COVID-19 pandemic. To this end, the DAS Office of Community Partnerships offered technical assistance to our provider network, so that they were well-equipped to meet the needs of adults with disabilities and seniors in the constantly evolving pandemic landscape. For example, our staff hosted a highly popular webinar series for community partners on a range of topics such as long-term care system responses to the pandemic, technology-based supports for social connection, and public health updates on the coronavirus. In FY 2020-21, we hosted over 20 training webinars that averaged more than 70 attendees per session. We also provided critical support for service providers to transform their in-person services first into fully remote or virtual services, and eventually into hybrid virtual/in-person approaches as it became safer to reopen in-person service sites.

In addition to offering these pandemic related infrastructure supports, DAS completed multi-year preparations for a major database improvement and transition project affecting approximately 500 users across DAS and more than 50 provider organizations. This work culminated in the June 2023 launch of the new centralized SF DAS GetCare database.

Conclusion

The Dignity Fund is a vital resource for San Francisco’s older adults and adults with disabilities, especially for those members of our community who depend on City services to meet their day-to-day needs and age safely in place. This fact has only been underscored by the COVID-19 pandemic, which broke out early and continued to fundamentally shape our work in the FY 2019-20 to FY 2022-23 cycle. The pandemic fundamentally reshaped our community’s needs, reinforcing the critical importance of our services while simultaneously forcing us to devise new approaches to effective service delivery.

Ultimately, despite the many unexpected challenges we faced over this four-year period, **we were largely able to strengthen existing services, launch new programs, and allocate funds in alignment with our Services and Allocation Plan.** These activities allowed us to make important strides in addressing the gaps we identified in our 2018 needs assessment, although we acknowledge there remains more work to do to ensure all needs in our diverse communities are met.

We are extremely grateful to the DAS staff, service providers, partners, and other community stakeholders who contributed to our many successes in this funding cycle. **We are confident that San Francisco seniors, people with disabilities, veterans, and caregivers are better off as a result of the services we have provided** — and will continue to provide — supported by the Dignity Fund.

Appendix A: Funding Levels FY 2018-19 to FY 2022-23

The table below provides service-level budget detail for services eligible to receive Dignity Fund money in FY 2018-19 (pre-cycle baseline) and FY 2022-23 (end of cycle). Additional data notes are provided below the table.

Table 2. Funding Levels FY 2018-19 to FY 2022-23

Service Area	Service	FY 2018-19	FY 2022-23
Access & Empowerment	Advocacy Services	\$367,665	\$465,526
	Aging and Disability Resource Centers (ADRCs)	\$1,146,052	\$1,949,212
	CalFresh Outreach	N/A ¹	N/A ²
	DAS Intake	\$3,428,465	\$7,552,870
	Employment Navigation and Benefits Support	N/A ¹	N/A ²
	Empowerment Programs	\$458,251	\$760,748
	Health Insurance Counseling and Advocacy Program (HICAP)	\$399,692	\$433,863
	Legal Assistance	\$1,507,216	\$1,714,141
	LGBTQ+ Cultural Competency Trainings	\$254,260	\$308,478
	LGBTQ+ Financial Literacy	N/A ²	\$98,520
	LGBTQ+ Legal & Life Planning	\$75,000	\$93,487
	Naturalization	\$727,458	\$809,784
	Peer Ambassadors	\$158,812	\$479,225
	Transportation	\$1,328,034	\$556,041
	Veterans Services Linkages Pilot	N/A ¹	\$124,083
	Access & Empowerment Total	\$9,850,905	\$15,345,978
Caregiver Support	Adult Day Programs	\$907,741	\$1,505,232
	Caregiver Respite	\$775,000	\$724,462
	Family Caregiver Support Program	\$731,835	\$1,140,584
		Caregiver Support Total	\$2,414,576
Case Management & Care Navigation	Case Management	\$3,195,163	\$3,380,931
	Community Living Fund (CLF)	\$4,867,704	\$4,898,914
	LGBTQ+ Care Navigation	\$736,325	\$2,047,864
	Money Management	\$116,349	\$262,824
		Case Management Total	\$8,915,541

Service Area	Service	FY 2018-19	FY 2022-23
Community Connection & Engagement	Adult Day Health Center (ADHCs)	\$646,272	\$692,038
	Community Bridge	N/A ²	N/A ³
	Community Connectors	\$199,225	\$681,106
	Community Service Centers	\$8,376,355	\$9,776,504
	Community Service Program Pilots	\$464,217	N/A ³
	Employment Support	\$837,656	\$1,023,394
	Intergenerational Programs	\$633,000	\$620,866
	LGBTQ+ Community Services in ADHCs	N/A ³	\$249,414
	LGBTQ+ Mental Health Connections	N/A ¹	\$222,177
	Neighborhood Choirs	N/A ¹	\$42,177
	Neighborhood-Based Programs	N/A ¹	\$1,002,115
	Senior Companion	\$87,300	\$117,573
	Senior Ex-Offender Program	N/A ³	\$157,177
	SF Connected	\$741,524	\$1,881,356
	Technology at Home	\$360,000	\$622,177
	Transgender and Gender Non-Conforming (TGNC) Supports	N/A ¹	\$428,768
	Veterans Drop-In Center	N/A ³	\$172,177
	Village Programs	\$588,812	\$597,952
	Volunteer Visitors	\$100,000	\$119,134
		Connection & Engagement Total	\$13,034,361
Housing Support	Housing Subsidies	\$3,086,660	\$4,768,930
	Rental Assistance Demonstration Project	\$1,619,177	\$1,685,491
	Scattered Site Housing	\$3,075,814	\$3,154,805
	Veterans Services Connect	\$300,000	\$393,364
		Housing Support Total	\$8,081,651
Nutrition & Wellness	CalFresh Healthy Living	\$141,233	\$182,162
	Chronic Disease Management Programs	\$231,296	\$270,815
	Congregate Meals	\$7,277,512	\$10,279,252
	Culturally Responsive Nutrition Services	N/A ¹	\$150,000
	Food Pantry	\$475,000	\$2,524,712
	Health Promotion - Physical Fitness	\$415,290	\$580,734
	Home-Delivered Groceries	\$2,740,804	\$1,991,417
	Home-Delivered Meals	\$10,683,235	\$14,399,732
	Nutrition as Health	\$500,000	\$606,354
	Nutrition Education	\$139,352	\$174,970
		Nutrition & Wellness Total	\$22,188,432

Service Area	Service	FY 2018-19	FY 2022-23
Self-Care & Safety	Elder Abuse Prevention Services	\$238,086	\$494,152
	Long-Term Care Ombudsman	\$473,755	\$772,283
	Senior Escorts	N/A ¹	\$610,425
	Short-Term Home Care for Seniors	\$75,554	\$134,656
	Suicide Prevention and Emotional Support	\$425,274	\$485,352
	Support at Home	\$1,650,000	\$1,871,328
	Supportive Services for People with Collecting Behaviors	\$290,089	\$328,119
	Video Doorbells	N/A ¹	N/A ²
	Wheelchair Repair	N/A ¹	\$250,425
	Workforce Support	N/A ²	\$11,513
	Self-Care & Safety Total	\$3,152,758	\$4,958,253
Administrative Services	Administration – Staff	\$329,830	\$681,291
	Consultant Support	\$464,025	\$30,000
	Contracted Data Services	\$482,750	\$657,354
	Administrative Services Total	\$1,276,605	\$1,368,645
Grand Total		\$68,914,829	\$95,202,530

¹ Note: New service launched after FY 2018-19.

² Note: Funding allocated late in the year, after adoption of the original budget.

³ Note: Budget reported with another service. In FY 2018-19: LGBTQ+ Community Services in ADHCs, Senior Ex-Offender Program, and Veterans Drop-In Center were reported with Community Service Program Pilots. In FY 2022-23: Community Bridge was reported with Village Programs; Community Service Program Pilots were reported with Community Service Centers.

Appendix B: Service Levels FY 2018-19 to FY 2022-23

The table below provides service-level detail about enrollments and unduplicated clients for Dignity Fund-eligible services in FY 2018-19 (pre-cycle baseline) and FY 2022-23 (end of cycle).

Please note that the total unduplicated clients for each service area does not include services for which client-level data is not captured in DAS GetCare. These services are indicated with an asterisk (*). Additional data notes are provided below the table.

Table 3. Service Levels FY 2018-19 to FY 2022-23

Service Area	Service	FY 2018-19		FY 2022-23	
		Enrollments	Unduplicated Clients	Enrollments	Unduplicated Clients
Access & Empowerment	Advocacy Services*	692	N/A ¹	654	N/A ¹
	Aging and Disability Resource Centers (ADRCs)	18,969	14,653	20,544	18,453
	CalFresh Outreach*	N/A ²	N/A ²	N/A ¹	N/A ¹
	DAS Intake	3,999	1,910	4,657	4,657
	Employment Navigation and Benefits Support*	N/A ²	N/A ²	N/A ¹	N/A ¹
	Empowerment Programs	329	318	347	311
	Health Insurance Counseling and Advocacy Program (HICAP)*	2,080	2,080	1,972	1,972
	Legal Assistance*	1,934	1,934	2,063	2,063
	LGBTQ+ Cultural Competency Trainings*	1,118	N/A ¹	583	N/A ¹
	LGBTQ+ Financial Literacy	47	37	19	19
	LGBTQ+ Legal & Life Planning*	176	176	81	81
	Naturalization*	2,221	2,221	2,219	2,219
	Peer Ambassadors*	4	4	5	5
	Transportation*	1,177	1,177	N/A ¹	N/A ¹
	Veterans Services Linkages Pilot*	N/A ²	N/A ²	N/A ¹	N/A ¹
Access & Empowerment Total		32,750	16,708	33,144	23,429

Service Area	Service	FY 2018-19		FY 2022-23	
		Enrollments	Unduplicated Clients	Enrollments	Unduplicated Clients
Caregiver Support	Adult Day Programs	261	187	275	252
	Caregiver Respite	197	197	45	45
	Family Caregiver Support Program	710	710	491	491
	Caregiver Support Total	1,168	936	811	780
Case Management & Care Navigation	Case Management	1,326	1,316	1,449	1,415
	Community Living Fund (CLF)*	355	355	230	230
	LGBTQ+ Care Navigation	331	325	490	471
	Money Management	159	159	112	112
	Case Management Total	2,171	1,748	2,281	1,963
Community Connection & Engagement	Adult Day Health Center (ADHCs)*	291	291	81	81
	Community Bridge	N/A ³	N/A ³	N/A ³	N/A ³
	Community Connectors	342	324	1,248	1,186
	Community Service Centers	16,300	14,602	18,137	16,011
	Community Service Program Pilots	1,431	1,422	N/A ³	N/A ³
	Employment Support	95	95	189	189
	Intergenerational Programs	265	257	805	794
	LGBTQ+ Community Services in ADHCs	N/A ³	N/A ³	N/A ³	N/A ³
	LGBTQ+ Mental Health Connections	N/A ²	N/A ²	110	110
	Neighborhood Choirs	N/A ²	N/A ²	337	260
	Neighborhood-Based Programs	N/A ²	N/A ²	806	802
	Senior Companion*	14	14	13	13
	Senior Ex-Offender Program	N/A ³	N/A ³	51	51
	SF Connected	1,878	1,712	2,862	2,578
	Technology at Home	77	77	118	118
	Transgender and Gender Non-Conforming (TGNC) Supports	N/A ²	N/A ²	112	98
Veterans Drop-In Center	N/A ³	N/A ³	108	108	

Service Area	Service	FY 2018-19		FY 2022-23	
		Enrollments	Unduplicated Clients	Enrollments	Unduplicated Clients
Community Connection & Engagement, contd.	Village Programs	617	605	1,033	1,022
	Volunteer Visitors	41	41	74	74
	Connection & Engagement Total	21,351	17,367	26,084	20,355
Housing Support	Housing Subsidies	486	375	403	401
	Rental Assistance Demonstration Project*	2,103	2,103	2,100	2,100
	Scattered Site Housing	109	109	100	100
	Veterans Services Connect	329	325	310	309
	Housing Support Total	3,027	699	2,913	710
Nutrition & Wellness	CalFresh Healthy Living*	N/A ¹	N/A ¹	654	654
	Chronic Disease Management Programs*	586	586	359	359
	Congregate Meals	31,618	17,021	30,292	17,301
	Culturally Responsive Nutrition Services*	N/A ²	N/A ²	119	119
	Food Pantry	4,494	4,494	3,435	3,435
	Health Promotion - Physical Fitness	1,201	1,180	935	756
	Home-Delivered Groceries	3,801	3,571	5,843	5,506
	Home-Delivered Meals	5,942	5,537	7,871	6,735
	Nutrition as Health	339	182	1,364	637
	Nutrition Education	535	535	387	385
	Nutrition & Wellness Total	48,516	28,590	51,259	30,721
Self-Care & Safety	Elder Abuse Prevention Services*	1,189	1,189	1,809	1,809
	Long-Term Care Ombudsman*	2,914	2,914	2,100	2,100
	Senior Escorts*	N/A ²	N/A ²	N/A ¹	N/A ¹
	Short-Term Home Care for Seniors	238	238	254	254
	Suicide Prevention and Emotional Support*	N/A ¹	N/A ¹	N/A ¹	N/A ¹
	Support at Home*	268	268	135	135
	Supportive Services for People with Collecting Behaviors	57	57	35	35
	Video Doorbells	N/A ²	N/A ²	86	86

Service Area	Service	FY 2018-19		FY 2022-23	
		Enrollments	Unduplicated Clients	Enrollments	Unduplicated Clients
Self-Care & Safety, contd.	Wheelchair Repair*	N/A ²	N/A ²	N/A ¹	N/A ¹
	Workforce Support*	20	20	60	60
	Self-Care & Safety Total	4,686	295	4,479	375
Grand Total		115,600	47,929	120,971	60,071

¹ Note: Data unavailable.

² Note: New service launched after FY 2018-19.

³ Note: Service levels reported with another service. In FY 2018-19: Community Bridge was reported with Village Programs; LGBTQ+ Community Services in ADHCs, Senior Ex-Offender Program, and Veterans Drop-In Center were reported with Community Service Program Pilots. In FY 2022-23: Community Bridge was reported with Village Programs; Community Service Program Pilots and LGBTQ+ Community Services in ADHCs were reported with Community Service Centers.