



London Breed, Mayor

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

Trent Rhorer, Executive Director

**MEMORANDUM**

TO: AGING AND ADULT SERVICES COMMISSION

THROUGH: SHIREEN MCSPADDEN, EXECUTIVE DIRECTOR

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

DATE: FEBRUARY 15, 2019

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

GRANT TERM:	<u>Original Term</u>	<u>Modification Term</u>			
	1/1/17-6/30/19	12/1/18-6/30/19			
GRANT AMOUNT:	<u>Current</u>	<u>Modification</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
	\$763,306	\$350,000	\$1,113,306	\$111,331	\$1,224,637
ANNUAL MOD AMOUNT:	<u>FY18/19</u>				
	\$350,000				
Funding Source FUNDING: PERCENTAGE:	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
	\$350,000			\$35,000	\$385,000
	100%				100%

The Department of Aging and Adult Services (DAAS) requests authorization to modify the grant agreement with Community Living Campaign (CLC) for the time period starting December 1, 2018 and ending on June 30, 2019, in the amount of \$350,000 plus a 10% contingency for a total amount not to exceed \$1,224,637. This grant will develop and match seniors and adults with disabilities (AWD) with subsidized job placements.

**Background**

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

Beginning in fiscal year 2016-2017 the Grantee coordinated and launched a local model of the nationally known "ReServe" program which seeks to develop employment opportunities for older adults and adults with disabilities. The ReServe model provides part-time employment opportunities to older adults and adults with disabilities by placing them at non-profit organizations and businesses in need of their unique experience and skills. The model subsidizes program participants' wages in order to incentivize placement opportunities.

In fiscal year 2017-2018, the Board of Supervisors hosted a public hearing on employment issues faced by older adults and adults with disabilities in the City of San Francisco. Community advocates, community based organizations, City Departments, as well as older adults and adults with disabilities were able to provide feedback on this issue as well as give updates on services currently available. Subsequent to the hearing, additional funding was allocated through the annual budgeting process to support expansion and development of employment programs for older adults and adults with disabilities.

### **Explanation of Funding**

Through the Board of Supervisors addback process the Human Services Agency received \$600,000 in funding for Workforce Development which has been allocated to the following services: (1) \$106,809 to the Jobs Now! Program for wage subsidies, (2) \$143,191 to the Welfare to Work Services Division (WDD) for an employment and training specialist, and (3) \$350,000 to Community Living Campaign for the ReServe Employment Services Program.

### **Services to be Provided**

Through this grant agreement, Grantee will: 1) educate employers on opportunities to hire older adults and adults with disabilities by developing part-time and project-based work arrangements, 2) recruit, screen, and place older adults and adults with disabilities in these employment opportunities, and 3) develop payroll processing and employment guidelines for program participants and reimburse the full or partial cost of employment, 4) provide job readiness training for older adults and adults with disabilities, and, 5) coordinate monthly meetings between Community Living Campaign, Department of Aging and Adult Services, Human Services Agency and other invested parties to discuss coordination and collaboration components of the program.

This modification builds on the Community Living Campaign's existing SF ReServe program and creates partnerships with community-based organizations and JobsNOW. Through partnerships with Felton's Senior Community Service Employment Program (SCSEP) and JobsNOW, older adults and adults with disabilities will have access to a continuum of job assistance and job placement between ReServe and the partnering agencies. Through a partnership with the YWCA, participants, including older adult women and LGBT older adults, will have access to job readiness trainings and assistance. This modification will provide an additional 8,600 hours worked by individuals placed in appropriate employment programs. It will also provide subsidized job placements for an additional 58 older adults and adults with disabilities.

**Grantee Performance**

Fiscal Monitoring: CLC was fiscally monitored for fiscal year 2017-18. The Human Services Agency did not find any significant findings during its annual fiscal monitoring.

Program Monitoring: CLC was monitored for the 2017 – 2018 fiscal year and were found to be in full compliance with no significant findings at the time of the visit.

**Selection**

Grantee was selected through Request for Proposals #720, which was competitively bid in November 2016.

**Funding**

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

**ATTACHMENTS**

Appendix A2 – Services to be Provided

Appendix B2 – Program Budget

## APPENDIX A2: SERVICES TO BE PROVIDED BY GRANTEE

### COMMUNITY LIVING CAMPAIGN

January 1, 2017 – June 30, 2019

ReServe Employment Services for Older Adults and Adults with Disabilities  
(with contract enhancement 2018)

#### I. Purpose:

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

Building off the success of the current program, and in response to community need, this program will be expanded in FY18/19 to bring in additional community partners to work collaboratively with the City of San Francisco Human Services Agency's JobsNow program to develop a structured continuum of job assistance and job opportunities for older adults and adults with disabilities.

#### II. Definitions:

**Adult with Disability (AWD):** Person 18 years of age or older living with a disability.

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

**CBO:** Community Based Organization.

**DHS:** San Francisco Department of Human Services, a division of HSA.

**Disability:** A condition attributable to mental or physical impairment, or a combination of mental and physical impairments including hearing and visual impairments, that results in substantial functional limitations in one (1) or more of the following areas of major life activity: self-care, receptive and expressive language, learning, mobility, self-direction, capacity for independent living, economic self-sufficiency, cognitive functioning, and emotional adjustment.

**Frail:** An individual determined to be functionally impaired in one or both of the following areas: (a) unable to perform two or more activities of daily living (such as bathing, toileting, dressing, eating, and transferring) without substantial human assistance, including verbal reminding, physical cueing or supervision; (b) due to a cognitive or other mental impairment, requires substantial supervision because the individual behaves in a manner that poses a serious health or safety hazard to the individual or others.

**Grantee:** Community Living Campaign.

**HSA:** Human Services Agency of the City and County of San Francisco.

**Jobs Now!:** A job placement program through HSA that employs participants regardless of work experience, education, or job skills.

**Low Income:** Having income at or below 300% of the federal poverty line defined by the federal Bureau of the Census and published annually by the U.S. Department of Health and Human Services. This is only to be used by consumers to self-identify their income status, not to be used as a means test to qualify for the program.

**Older Adult:** Person who is 60 years or older, used interchangeably with Senior.

**OOA:** Office on the Aging.

**Partner:** Organization participating in ReServe program, accepting ReServist placement within their organization.

**ReServist:** Senior or AWD placed in employment through participation in this program.

**Senior:** Person who is 60 years or older. Used interchangeably with Older Adult.

**SOGI:** Sexual Orientation and Gender Identity; Ordinance No. 159-16 amended the San Francisco Administrative Code to require City departments and contractors that provide health care and social services to seek to collect and analyze data concerning the sexual orientation and gender identity of the clients they serve (Chapter 104, Sections 104.1 through 104.9.).

### **III. Target Population:**

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

- Low-income
- Non or limited English speaking
- Minority
- Frail
- Member of the LBGT Community

### **IV. Eligibility for Services:**

Eligibility criteria for services under this program:

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

### **V. Location and Time of Services:**

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

## VI. Description of Services:

Grantee will develop the program with the following five components:

### 1) Worksites Development

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

### 2) Workforce Recruitment

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

### 3) Wage Subsidy and Payroll Processing\*

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

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

### 4) Job Readiness for Older Adult and Adults with Disabilities

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

### 5) Operational Meetings with Community Partners and Jobs Now

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

## **VII. Service Objectives:**

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

- Grantee will provide a minimum of **125** unduplicated participants enrolled for job placement or referral.
- Grantee will provide a minimum of **66** unduplicated participants placed in employment that will last at least 12 weeks.
- Grantee will provide a minimum of **20** ReServists whose salaries will be at least partially paid by Partners or other non-DAAS sources.
- Grantee will provide a minimum of **15,000** hours of ReServe staffing, consisting of hours worked by program participants at job sites.

- Grantee will provide a minimum of **80** program enrollees who are referred to other more appropriate employment programs.
- Grantee will provide a minimum of **12** recruiting events for participants and partners.
- Grantee will provide a minimum of **25** participants enrolled for Job Readiness programs

	<b>FY17/18</b>	<b>Revised FY 18/19</b>
Minimum number of unduplicated participants enrolled for job placement or referral.	100	125
Minimum number of unduplicated participants placed in employment that will last at least 12 weeks.	30	66
Minimum number of ReServists whose salaries will be at least partially paid by Partners or other non-DAAS sources.	6	20
Minimum number of hours of ReServe staffing, consisting of hours worked by program participants at job sites.	8,600	15,000
Minimum number of program enrollees who are referred to other more appropriate employment programs.	60	80
Minimum number of recruiting events for participants and partners.	8	12
Minimum number of participants enrolled in Job Readiness programs	N/A	25

### **VIII. Outcome Objectives:**

On an annual basis and as needed, Grantee will report progress towards meeting the following Outcome Objectives:

#### **A. Client Outcomes**

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

#### **B. Employer Satisfaction Outcomes**

- At least 75% of Partners will report that Grantee has been reliable, responsive, supportive and helpful.
- At least 75% of Partners will report being satisfied with the placement or service impact project and the skills, experience, and knowledge of the participants.



- At least 75% of Partners will indicate they plan to continue participation in the program.
- At least 50% of Partners indicated that after their experience in this program, they would consider hiring more older adults and/or AWD.

C. Employment Retention Outcomes

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

**IX. Reporting Requirements:**

- Grantee will enter into CA GetCare the consumer data including the Intake Form by the 5<sup>th</sup> working day of the month for the preceding month's services  
(<https://ca.getcare.com/caprovider/>)
- Monthly reports must be entered into the Contracts Administration, Billing and Reporting Online (CARBON) system for each unit of service delivered during the reporting period for each service objective listed in Section VIII.
- Grantee shall issue a Fiscal Closeout Report at the end of the fiscal year. The report is due to HSA no later than July 31 each grant year. This report must be submitted to the CARBON system.
- Grantee will be compliant with the Health Insurance Portability and Accountability Act of 1996 (HIPAA) privacy and security rules. For specific compliance requirements, please refer to Appendices F & G to the Grant Agreement.
- Grantee shall develop and deliver an annual summary report of SOGI data collected in the year as requested by DAAS/HSA. The due date for submitting the annual summary report is July 10th.
- Grantee will provide an annual consumer satisfaction survey report to OOA by March 15 each grant year.
- Grantee shall develop and deliver ad hoc reports as requested by HSA.
- Grantee will develop and maintain with OOA's approval, an updated Site Chart (using OOA's format) with details about the program.
- For assistance with reporting requirements or submission of reports, please contact:

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Contracts Manager  
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Program Manager  
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**X. Monitoring Activities:**

A. Program Monitoring: Program monitoring will include review of compliance to specific program standards or requirements; client eligibility and targeted mandates, back up documentation for the units of service and all reporting, and progress of service and outcome objectives; how participant records are collected and maintained; reporting performance including monthly service unit reports on CA Getcare, maintenance of service unit logs; agency and organization standards, which include current organizational chart, evidence of provision of training to staff regarding the Elder Abuse Reporting, evidence that program staff have completed the California Department of Aging (CDA) Security Awareness Training; program operation, which includes a review of a written policies and procedures manual of all OOA funded programs, written project income policies if applicable, grievance procedure posted in the center/office, and also given to the consumers who are homebound, hours of operation are current according to the site chart; a board of director list and whether services are provided appropriately according to Sections VI and VII.

B. Fiscal Compliance and Contract Monitoring: Fiscal monitoring will include review of the Grantee's organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting documentation for selected invoices, cash receipts and disbursement journals. The compliance monitoring will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance, and HIPAA compliance.

**HUMAN SERVICES AGENCY CONTRACT BUDGET SUMMARY  
BY PROGRAM**

Community Living Campaign - SF Reserve Workforce Program  
 1/1/17 to 6/30/19

(Check One) New Renewal  Modification

If modification, Effective Date of Mod. 12/1/18 No. of Mod. 3

Program: CRSF Workforce Program						
Budget Reference Page No.(s)				MODIFICATION	REVISED	Total
Program Term	1/1/17-6/30/17	7/1/17-6/30/18	7/1/18-6/30/19	12/3/18 Revision	7/1/18-6/30/19	1/1/17-6/30/19
<b>Expenditures</b>						
Salaries & Benefits	\$59,963	\$106,000	\$106,000	\$57,875	\$163,875	\$329,838
Operating Expense	\$46,789	\$13,407	\$12,913	\$24,734	\$37,646	\$97,842
<b>Subtotal</b>	<b>\$106,752</b>	<b>\$119,407</b>	<b>\$118,913</b>	<b>\$82,609</b>	<b>\$201,522</b>	<b>\$464,478</b>
Indirect Percentage (%)	15%	15%	15%	15%	15%	15%
Indirect Cost (Line 16 X Line 15)*	\$16,013	\$17,911	\$17,837	\$12,391	\$30,228	\$64,152
Client Subsidy (ReServist Wages, etc.)	\$25,244	\$181,433	\$121,407	\$200,000	\$321,407	\$528,083
Other Operating Expenses with No Indirect Cost	\$12,491	\$4,500	\$4,500	\$0	\$4,500	\$21,491
Capital Expenditure & Subcontract	\$16,900	\$0	\$0	\$55,000	\$55,000	\$71,900
<b>Total Expenditures</b>	<b>\$177,400</b>	<b>\$323,250</b>	<b>\$262,656</b>	<b>\$350,000</b>	<b>\$612,656</b>	<b>\$1,113,307</b>
<b>HSA Revenues</b>						
General Fund	\$177,400	\$323,250	\$262,656	\$350,000	\$612,656	\$1,113,306
<b>TOTAL HSA REVENUES</b>	<b>\$177,400</b>	<b>\$323,250</b>	<b>\$262,656</b>	<b>\$350,000</b>	<b>\$612,656</b>	<b>\$1,113,306</b>
<b>Other Revenues</b>						
CLC Independent Donors/Fundraising	\$600	\$3,000	\$1,200	\$24,937	\$26,137	\$29,737
Foundation & Corporate Grant Revenues	\$10,000	\$58,000	\$20,500	\$0	\$20,500	\$88,500
Partner Contributions/Payments	\$0	\$25,920	\$60,480	\$48,490	\$108,970	\$134,890
<b>Total Revenues</b>	<b>\$188,000</b>	<b>\$410,170</b>	<b>\$344,836</b>	<b>\$423,427</b>	<b>\$768,263</b>	<b>\$1,366,433</b>

Prepared by: Kate Kuckro Document Date:12/3/18

HSA-CO Review Signature:  
HSA #1 11/15/2007

\*Note: Indirect Cost calculated based on Salaries & Operating Expense less ReServe Affiliate Fees, nextSource fees, and subcontract with Felton

Program Name:  
CRSF Workforce Program

**Salaries & Benefits Detail**

POSITION TITLE	Agency Totals		For HSA Program		1/1/17-6/30/17	1/1/17-6/30/19	7/1/18-6/30/19	MOD 7/1/18-6/30/19	REVISED 7/1/18-6/30/19	TOTAL
	Annual Full Time Salary for FTE	Total % FTE	% FTE	Adjusted FTE	For CRSF Budgeted Salary*	For CRSF Budgeted Salary*	For CRSF Budgeted Salary	For CRSF Budgeted Salary*	For CRSF Budgeted Salary*	1/1/17 to 6/30/19
Executive Director (MJ)	\$84,530	100%	21%	21.3%	\$18,750	\$15,000	\$15,000	\$3,000	\$18,000	\$51,750
Deputy Director (KMK)	\$80,250	100%	21%	21.4%	\$17,750	\$14,200	\$14,200	\$3,000	\$17,200	\$49,150
Director of SF ReServe	\$73,000	80%	100%	80.0%	\$11,750	\$57,000	\$57,000	\$1,400	\$58,400	\$127,150
Director of Peer Learning	\$75,000	100%	50%	50.0%				\$37,500	\$37,500	\$37,500
<b>TOTALS</b>	<b>\$312,780</b>	<b>3.80</b>	<b>1.93</b>	<b>1.73</b>	<b>\$48,250</b>	<b>\$86,200</b>	<b>\$86,200</b>	<b>\$44,900</b>	<b>\$131,100</b>	<b>\$265,550</b>
FRINGE BENEFIT RATE	25%				24%	23%	23%	29%	25%	24%
EMPLOYEE FRINGE BENEFITS	\$78,195				\$11,713	\$19,800	\$19,800	\$12,975	\$32,775	\$64,288
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>\$390,975</b>				<b>\$59,963</b>	<b>\$106,000</b>	<b>\$106,000</b>	<b>\$57,875</b>	<b>\$163,875</b>	<b>\$329,838</b>
HSA #2										11/15/2007

*\*Note: Year 1 Percent Program FTE for ED and DD is 50% for 6 months. All Year 1 Salaries are for 6 months.*



Program Name:  
CRSF Workforce Program

**Program Expenditure Detail**  
(Equipment and Subcontracts Detail)

EQUIPMENT		TERM	1/1/17-6/30/17	7/1/17-6/30/18	7/1/18-6/30/19	TOTAL
No.	ITEM/DESCRIPTION					1/1/17-6/30/19
	Traveling Laptop Pod (5 laptops, case, hotspot)		\$ 4,000			\$ 4,000
	PocketTalker Amplification Devices		\$ 750			\$ 750
	Digital Amplification/Multi-Language Translation System		\$ 10,000			\$ 10,000
	Portable PA system, projector and screen		\$ 1,150			\$ 1,150
	Adaptive Computer Peripherals		\$ 1,000			\$ 1,000
	Laptop Computers (staff & training)				\$ 5,000	\$ 5,000
TOTAL EQUIPMENT COST			\$ 16,900	\$ -	\$ 5,000	\$ 21,900
<b>SUBCONTRACTS</b>						
Description:						
Felton Institute - Part Time Job Developer (.56 FTE)					\$ 50,000	\$ 50,000
TOTAL SUBCONTRACTS COST			\$ -	\$ -	\$ 50,000	\$ 50,000
TOTAL SUBCONTRACTS & CAPITAL EXPENDITURE (Equipment and Subcontracts Cost)			\$ 16,900	\$ -	\$ 55,000	\$ 71,900
<b>HSA #4</b>						<b>11/15/2007</b>