



Edwin M. Lee, Mayor

MEMORANDUM

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

FROM: NOELLE SIMMONS, DEPUTY DIRECTOR
JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS *Jkt*

DATE: JUNE 16, 2017

SUBJECT: NEW GRANT: SAN FRANCISCO LGBT CENTER (NON-PROFIT) TO PROVIDE TRANSGENDER EMPLOYMENT SERVICES

GRANT TERM: 7/1/17-6/30/20

| | | | |
|----------------------|---------------|--------------------|--------------|
| | <u>Amount</u> | <u>Contingency</u> | <u>Total</u> |
| GRANT AMOUNT: | \$755,640 | \$75,564 | \$831,204 |

| | | | |
|-----------------------|-----------------|-----------------|-----------------|
| | <u>FY 17/18</u> | <u>FY 18/19</u> | <u>FY 19/20</u> |
| ANNUAL AMOUNT: | \$251,880 | \$251,880 | \$251,880 |

| | | | | | |
|-----------------------|---------------|--------------|----------------|--------------------|--------------|
| | <u>County</u> | <u>State</u> | <u>Federal</u> | <u>Contingency</u> | <u>Total</u> |
| Funding Source | \$725,640 | \$30,000 | \$0 | \$75,564 | \$831,204 |
| PERCENTAGE: | 96% | 4% | 0% | | 100% |

The Department of Human Services (DHS) requests authorization to enter into a new grant with the San Francisco Lesbian Gay Bisexual Transgender Community Center (the Center) for the period of July 1, 2017 through June 30, 2020, in an amount of \$755,640 plus a 10% contingency for a total amount not to exceed \$831,204. The purpose of this grant is to provide employment support services to the city's transgender population.

Background

In 2006, the San Francisco Board of Supervisors provided funding to HSA to begin a new program to connect transgender persons with job opportunities, and develop job retention and career advancement systems. Through an RFP process, the Center was awarded to provide services to link transgender persons with jobs in the public and private sectors. The Transgender

Employment Program (TEP) of the Center, (formerly named the Transgender Economic Empowerment Initiative (TEEI)), was the nation's first program designed to combat the high rates of unemployment in transgender and gender nonconforming (T/GNC) communities. TEP is part of the Center's larger Economic Development Department, which has been addressing LGBT employment issues since 2004.

Service Description

The Center will provide outreach services to the target population, and job navigation services to transgender job seekers. To further support program participants, the Center will also provide a mentoring program with selection and training of peer mentors, and matching mentors with mentees who are looking for employment or considering changing careers during or post-transition. The Center's employment services are designed to address the specific barriers experienced by individual clients through an array of services including job readiness and vocational assessment, job search and placement, employment training referrals, and job retention services.

The Center's sub-grantee, the Transgender Law Center (TLC), will offer services during legal clinics at the Center and partner agencies as well as through their help line and direct referrals from the Center. TLC offers free legal services at the Center on a daily basis. Workshops will be held at appropriate locations off-site.

On an annual basis, at least 80 individuals who self-identify as transgender will receive employment services. The Center will provide services at their location, 1800 Market Street. Services will be offered during general office hours.

Selection

Grantee was selected through Request for Proposals (RFP) #751, which was issued in April 2017.

Funding

Funding for this grant will be provided by a combination of County General and State dollars.

ATTACHMENTS

Appendix A – Scope of Services

Appendix B – Budget

Appendix A - Services to be Provided
SF Lesbian Gay Bisexual Transgender (LGBT) Community Center (The Center)
Transgender Employment Services
July 1, 2017 through June 30, 2020

I. Purpose of Grant

To provide employment services to help transgender individuals in San Francisco find and retain stable jobs by enhancing existing employment resources and by developing new resources where there are existing service gaps. The San Francisco LGBT Center (Grantee) will provide outreach services, employment services, and mentoring services to transgender job seekers; conduct outreach to supportive employers to identify job opportunities. Grantee will work with HSA Workforce Development Division (WDD) to identify HSA clients that could be served by grantee or in collaboration with WDD.

The Transgender Law Center (Sub-grantee) will provide technical assistance and legal services in support of the Transgender Employment Program (TEP). The technical assistance consists of collaborative leadership, legal information (“know your rights” workshops and materials) and services (advice and counsel) to program participants, and training, and policy and workplace non-discrimination planning assistance to San Francisco employers, particularly their HR professionals, as well as technical assistance and training to the direct employment service providers (e.g. workforce development agencies, Workforce Centers/Career Link Centers).

II. Definitions

| | |
|---------------------------------------|--|
| Grantee | San Francisco Lesbian Gay Bisexual Transgender (LGBT) Community Center (The Center) |
| HSA | Human Services Agency |
| Sub-grantee | Transgender Law Center |
| TLC | Transgender Law Center, sub-grantee providing Legal services |
| TEP | Transgender Employment Program |
| WDD | Workforce Development Division of HSA |
| Workforce Centers/Career Link Centers | Employment Services Centers located at 3120 Mission St, 1800 Oakdale Ave, 170 Otis St, and 39 Jones St |

III. Target Population

This Grant will serve transgender job seekers living and/or working in San Francisco, including re-entry, immigrant and transgender youth populations.

IV. Description of Services

During the term of this Grant, Grantee is expected to provide the following services:

A. Outreach Services

1. Outreach to Job Seekers will include:

- A menu of activities such as: direct communication (e-newsletters, mail, flyers and/or mailings) to individuals; TEP and TLC websites; publicity through the LGBT and community press; outreach events to help generate community awareness of the services; partnering and cross-referrals with other non-profit service providers who provide services to the transgender community including transgender individuals with HIV/AIDS, networking with transgender and employment services groups; outreach via the Internet and relevant transgender community chat groups and/or social networking sites; a transgender job fair held at the LGBT Community Center.
- Working with WDD to identify HSA clients that would benefit from Grantee's services.

2. Outreach to employers will include:

- Ongoing cultivation of The Center's current relationships with more than 100 employers.
- Intensive outreach to Bay Area employers to encourage them to attend Transgender Job Fairs, which are held at The Center.
- Ongoing, one-on-one contact with employers in support of efforts to place transgender job seekers.
- Hosting of "Employer Spotlight" and networking events for specific employers
- Provision of ongoing opportunities for employers, such as employer panels, mock interviews, mentorship, and resume review sessions.

B. Mentoring Program

Selection and training of peer mentors and matching mentors with mentees who are looking for employment or considering changing careers during or post-transition. The program will be run by and housed at The Center, with the majority of program activities taking place at the Center.

- Mentors will provide on-going training and guidance to the mentees.
- The Center will work closely with the mentors and mentees to ensure that program guidelines are followed.

C. Employment Services

1. Job Navigation Services (Vocational Assessments, Employment Barrier Remediation and Work Readiness)

- One-on-one client assessments (on education, work experience, interests, aptitudes), and development of training and employment plans tailored to address individual client needs.
- Assessments will be provided to identify barriers to employment including substance abuse, lack of stable housing, lack of financial support, or lack of adequate transportation issues and referrals will be made to ensure that the client connects with the needed services.

- Work readiness activities to obtain and retain employment and life skills classes will be offered to those clients with significant barriers to employment, such as the issues identified above.

2. Job Search and Placement Services

- One-on-one counseling sessions to review resumes and cover letters and implement individual job search strategies
- Weekly job clubs (ie. Trans Job Club, LGBT Job Club) offering structured support and resources for job seekers
- Weekly job search workshops and interactive labs for small groups on topics such as effective job search techniques, online job search resources, resume and cover letter writing, interviewing techniques, and networking and follow-up
- Intensive soft skills training series geared toward job seekers with multiple barriers to employment
- Regularly scheduled job fairs, employer panels, and networking events.
- Identify employment opportunities in larger San Francisco Workforce System, i.e. One Stop Career Link Centers, HSA Workforce Centers, San Francisco City Departments and develop jobs that match job seekers' qualifications.

3. Employment Training Services Referrals

For participants who need vocational training in order to obtain skills to acquire or advance in a job, Grantee will refer participants to training programs that meet their vocational goals.

- Referrals will include vocational training programs designed to serve persons who face significant barriers to employment and career advancement such as limited English proficiency, limited computer skills, unemployment, underemployment, and disabilities.
- The training programs will be selected based on the results of individual needs assessments and with a focus on the skills needed for jobs in key sectors such as Business Services, health Care, Retail/Hospitality, and Non-profit.

4. Retention and Career Advancement Services

Support services to help clients after placement including social services resource referrals, job retention counseling, job coaching, and peer discussion groups on employment issues.

- Center staff will also provide re-employment assistance for participants who lose their jobs to minimize periods of unemployment.
- The Center with support of sub-grantee, TLC, will support retention services on a case-by-case basis by offering employer trainings and/or employee support addressing the client's legal rights in California.

D. Legal Services

During the term of this Grant, Sub-grantee, Transgender Law Center (TLC), is expected to provide the following services:

1. Collaborative Leadership

TLC will work closely with The Center and other partners to help guide and manage TEP, including supporting plans to sustain and/or expand the program to ensure it meets community needs.

2. Community Education

TLC will offer workshops, legal clinics, and publications to educate participants on their rights and to prepare them for possible gender identity workplace issues.

3. Employer and Employment Service Provider Education

The Center will offer training and technical assistance to private and public San Francisco employers and workforce development agencies, including human resource managers, and the WDD Workforce Centers, to help companies adopt policies and practices that reduce employment barriers for transgender workers and job seekers. Provide training and technical assistance to Employment Service Providers to build capacity of mainstream employment service providers to better serve transgender job seekers.

4. Advice and Counsel

TLC will assist participants by providing individualized legal information and helping participants to identify actions to ensure their rights in the workplace and beyond.

5. Legal Representation

TLC will assist participants who need help acquiring right to work documentation or have accessed advice and counsel services, and continue to face issues on the job. TLC will provide legal assistance, including contacting employers about workplace discrimination or harassment, drafting letters or assisting with participants' claims filed with the SF Human Rights Commission or the California Department of Fair Employment and Housing. Where appropriate, TLC will also represent participants in litigation.

V. Location and Time of Services

Location of Services: Job Navigation and Mentoring services will be based at Grantee's facility (The LGBT Community Center), which is located at 1800 Market Street. Efforts will be made to hold workshops and outreach activities at other locations in order to reach community members and to encourage them to come to Grantee's place of business or WDD Workforce Centers.

Time of Services: Services will be offered during general office hours. Efforts will be made to schedule workshops and outreach activities in evenings and on weekends in order to reach community members who are not available during general office hours.

TLC, the sub-grantee, will offer services during legal clinics at the Center and partner agencies as well as through their help line and direct referrals from the Center. The Sub-grantee offers free legal services at this location on a daily basis. Workshops will be held at appropriate locations off-site.

VI. Grantee Responsibilities

Grantee will work with WDD staff to identify potential clients and work with WDD to utilize both parties' services to best serve participants. This may entail Grantee performing intake process at the Workforce Centers/Career Link Centers which are also OS Centers, assuring the clients are registered in the Swipe Card system, can access the Assessment services, job postings, et cetera, at the OS.

VII. Service Objectives

On an annual basis, the Grantee will meet the following Service Objectives:

- A. **Outreach:** Participate in 10 hiring events, workshops, and economic development efforts or education campaigns.
- B. **Employment Services:** A minimum of 80 individuals who self-identify as transgender will receive Vocational Assessment, Employment Barrier Remediation and/or Work Readiness, Employment Training, Job Search and Placement, and/or Retention and Career Advancement services.
- C. **Mentoring:** A minimum of 20 individuals who self-identify as transgender will be paired with a trained mentor, in a supervised mentoring relationship.
- D. **HSA Clients:** A minimum of 20% of the individuals served will be connected to HSA benefit services. This objective will be self-reported monthly by the Center and verified by HSA.
- E. **Employer & Employment Service Provider Education:** The Center will provide 5 trainings for employers and/or workforce development agencies. At least one of the workshops must be for HSA staff (e.g. PAES unit, HSA Workforce Center/Career Link Center staff i.e. such as 3120 Mission, 1800 Oakdale, or 170 Otis)
- F. **Legal Services:** A minimum of 100 participants will be provided legal services.

VIII. Outcome Objectives

On an annual basis, the Grantee will meet the following Outcome Objectives:

- A. **Completion of Employment Plan Activities:** A minimum of 48 (60%) clients will complete their Employment plan including job placement and/or increase in work readiness and/or skill gains.
- B. **Job Placement:** A minimum of 29 (60%) participants who complete their employment services plan activities will be placed in employment of at least 20 hours per week. Job placements must be documented either through a copy of the participant's paystub or Letter from Employer indicating Hire Date, Job position title, hourly wage, and number of hours per week or month of work.

- C. **Legal Services:** A minimum of 60 participants accessing legal services will successfully address their issues including referrals to additional legal representation, support filing a complaint, resources or completion of ID doc materials, and other referrals as needed.

IX. Reporting Requirements

- A. Grantee will provide a monthly summary report as well as individual client report of activities, referencing the tasks as described in Service and Outcome Objectives. Data will be presented in both whole numbers and percentages.
- B. Grantee will maintain a roster of persons served during the reporting period. This roster is to be updated continuously during the Grant term and submitted with the reports. Reports are due 15 days after the close of the reporting period.
- C. Monthly reports must be entered into the Contracts Administration, Billing and Reporting Online (CARBON) system each month by the 15th of the following month.
- D. 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.
- E. Grantee will provide an annual participant satisfaction survey report to HSA by April 15th of each grant year.
- F. Grantee shall develop and deliver ad hoc reports as requested by HSA.
- G. Annual Report: Grantee shall submit a final report covering the period beginning July 1 and ending June 30. This report shall provide cumulative results for each objective as outlined above and shall include demographic information. This report is due on July 31 for the previous report year.
1. Grantee will provide highlights of accomplishments including client vignettes/ success stories.
 2. Grantee will provide an overview of service delivery and program opportunities and challenges as appropriate.
 3. Grantee will provide (from Sub-Grantee) a cumulative list of legal cases that remain open **and** cases that were closed during the reporting period:
 - Identified by Grantee's internal case numbers
 - The legal problem(s) presented in each case (i.e. a legal barrier to employment) and the services provided by Grantee
 - Outcome of the case, i.e. remediation of the legal issue
 - Source of referral, i.e. The Center or client self-referral
 - A Key to any relevant legal issue coding if necessary to interpret the data.
- H. Monthly, by the 10th of the month, Grantee will submit the following to Christina Iwasaki of WDD:
- *TEP Enrollment and Status Change Report* for all participants who enrolled, completed a service benchmark or exited the program within the prior calendar month.

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

justin.chan@sfgov.org

Contract Manager, Office of Contract Management

or

christina.iwasaki@sfgov.org

Program Monitor, Welfare to Work Services Division

X. Monitoring Activities

- A. Program Monitoring: Program monitoring that will include review of client eligibility and assessments, training descriptions and/or curriculum, data maintained for participants including MIS, participant case files, program policies and procedures, Client Grievance/Compliant policies, and back-up documentation for reporting progress towards meeting service and outcome objectives.

- B. Fiscal Compliance and Grant Monitoring: HSA staff will conduct a 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, sub-grants, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

XI. Other Requirements

- A. Lawyers employed by the Sub-grantee must be qualified to perform the legal services described in the Scope of Services (Appendix A).

- B. Lawyers employed by the Sub-grantee must be in good standing with the California State Bar.

- C. Sub-grantee will maintain documentation of their good-standing and qualifications for review by Department staff.

| | A | B | C | D | E |
|----|--|-----------------------------|----------------|----------------------|-----------------------|
| 1 | | | | | Appendix B, Page 1 |
| 2 | | | | | Document Date: 6/9/17 |
| 3 | HUMAN SERVICES AGENCY CONTRACT BUDGET SUMMARY | | | | |
| 4 | BY PROGRAM | | | | |
| 5 | Contractor's Name | | | Contract Term | |
| 6 | San Francisco LGBT Center | | | 7/1/2017 – 6/30/2020 | |
| 7 | (Check One) New <input type="checkbox"/> Renewal <input checked="" type="checkbox"/> Modification <input type="checkbox"/> | | | | |
| 8 | If modification, Effective Date of Mod. | | No. of Mod. | | |
| 9 | Program: Transgender Employment Services | | | | |
| 10 | Budget Reference Page No.(s) | | | | Total |
| 11 | Program Term | 7/1/17-6/30/18 | 7/1/18-6/30/19 | 7/1/19-6/30/20 | 7/1/17-6/30/20 |
| 12 | Expenditures | | | | |
| 13 | Salaries & Benefits | \$181,867 | \$181,867 | \$181,867 | \$545,601 |
| 14 | Operating Expense | \$41,100 | \$41,100 | \$41,100 | \$123,300 |
| 15 | Subtotal | \$222,967 | \$222,967 | \$222,967 | \$668,901 |
| 16 | Indirect Percentage (%) | 12.97% | 12.97% | 12.97% | 12.97% |
| 17 | Indirect Cost (Line 16 X Line 15) | \$28,913 | \$28,913 | \$28,913 | \$86,739 |
| 18 | Capital Expenditure | \$0 | \$0 | \$0 | \$0 |
| 19 | Total Expenditures | \$251,880 | \$251,880 | \$251,880 | \$755,640 |
| 20 | HSA Revenues | | | | |
| 21 | General Fund | \$251,880 | \$251,880 | \$251,880 | \$755,640 |
| 22 | | | | | |
| 23 | | | | | |
| 24 | | | | | |
| 25 | | | | | |
| 26 | | | | | |
| 27 | | | | | |
| 28 | | | | | |
| 29 | TOTAL HSA REVENUES | \$251,880 | \$251,880 | \$251,880 | \$755,640 |
| 30 | Other Revenues | | | | |
| 31 | | | | | |
| 32 | | | | | |
| 33 | | | | | |
| 34 | | | | | |
| 35 | | | | | |
| 36 | Total Revenues | \$251,880 | \$251,880 | \$251,880 | \$755,640 |
| 37 | FTE | 3.19 | 3.19 | 3.19 | 9.57 |
| 39 | Prepared by: Rebecca Rolfe | Telephone No.: 415-865-5521 | | Date: 6/9/17 | |
| 40 | HSA-CO Review Signature: _____ | | | | |
| 41 | HSA #1 | | | | 11/15/2007 |

Program Name: Transgender Economic Empowerment Initiative

Salaries & Benefits Detail

| | A | B | C | D | E | F | G | H | I |
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| 10 | | | | | | | | | |
| 11 | | | | | | | | | |
| | | Agency Totals | | For HSA Program | | 7/1/17-6/30/18 | 7/1/18-6/30/19 | 7/1/19-6/30/20 | TOTAL |
| | | Annual Full Time Salary for FTE | Total % FTE | % funded by HSA | Adjusted FTE | For DHS Program Budgeted Salary | For DHS Program Budgeted Salary | For DHS Program Budgeted Salary | TOTAL 7/1/17-6/30/20 |
| 12 | POSITION TITLE | | | | | | | | |
| 13 | Director of Economic Development | \$85,092 | 100% | 25% | 25% | \$21,273 | \$21,273 | \$21,273 | \$63,819 |
| 14 | Director of Programs | \$60,750 | 100% | 40% | 40% | \$24,300 | \$24,300 | \$24,300 | \$72,900 |
| 15 | Employment Services Specialist | \$47,840 | 100% | 37% | 37% | \$17,875 | \$17,875 | \$17,875 | \$53,625 |
| 16 | Employment Services Specialist | \$43,680 | 90% | 91% | 82% | \$36,029 | \$36,029 | \$36,029 | \$108,087 |
| 17 | Employment Services Associate | \$39,420 | 100% | 75% | 75% | \$29,640 | \$29,640 | \$29,640 | \$88,920 |
| 18 | Employment Services Associate | \$39,420 | 100% | 60% | 60% | \$23,712 | \$23,712 | \$23,712 | \$71,136 |
| 19 | | | | | | | | | |
| 20 | | | | | | | | | |
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| 26 | | | | | | | | | |
| 27 | | | | | | | | | |
| 28 | TOTALS | \$316,202 | 5.90 | | 3.19 | \$152,829 | \$152,829 | \$152,829 | \$458,487 |
| 29 | | | | | | | | | |
| 30 | FRINGE BENEFIT RATE | 19.00% | | | | | | | |
| 31 | EMPLOYEE FRINGE BENEFITS | \$60,078 | | | | \$29,038 | \$29,038 | \$29,038 | \$87,114 |
| 32 | | | | | | | | | |
| 33 | | | | | | | | | |
| 34 | TOTAL SALARIES & BENEFITS | \$376,280 | | | | \$181,867 | \$181,867 | \$181,867 | \$545,601 |
| 35 | HSA #2 | | | | | | | | 11/15/2007 |

| | A | B | C | D | E | F | G | H | I | J | K |
|----|---|---|---|-------------|-----------------------|---|-----------------------|---|-----------------------|---|-----------------------|
| 1 | | | | | | | | | | | Appendix B, Page 3 |
| 2 | | | | | | | | | | | Document Date: 6/9/17 |
| 3 | | | | | | | | | | | |
| 4 | Program Name: | | | | | | | | | | |
| 5 | (Same as Line 9 on HSA #1) | | | | | | | | | | |
| 6 | | | | | | | | | | | |
| 7 | Operating Expense Detail | | | | | | | | | | |
| 8 | | | | | | | | | | | |
| 9 | | | | | | | | | | | |
| 10 | | | | | | | | | | | |
| 11 | | | | | | | | | | | TOTAL |
| 12 | <u>Expenditure Category</u> | | | <u>TERM</u> | <u>7/1/17-6/30/18</u> | | <u>7/1/18-6/30/19</u> | | <u>7/1/19-6/30/20</u> | | <u>7/1/17-6/30/20</u> |
| 13 | Rental of Property | | | | | | | | | | |
| 14 | Utilities(Elec, Water, Gas, Phone, Scavenger) | | | | | | | | | | |
| 15 | Office Supplies, Postage | | | | | | | | | | |
| 16 | Building Maintenance Supplies and Repair | | | | | | | | | | |
| 17 | Printing and Reproduction | | | | \$1,650 | | \$1,650 | | \$1,650 | | \$4,950 |
| 18 | Insurance | | | | | | | | | | |
| 19 | Staff Training | | | | \$4,000 | | \$4,000 | | \$4,000 | | \$12,000 |
| 20 | Staff Travel-(Local & Out of Town) | | | | \$800 | | \$800 | | \$800 | | \$2,400 |
| 21 | Rental of Equipment | | | | | | | | | | |
| 22 | <u>CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE</u> | | | | | | | | | | |
| 23 | Transgender Law Center | | | | \$29,000 | | \$29,000 | | \$29,000 | | \$87,000 |
| 24 | Technology | | | | \$1,000 | | \$1,000 | | \$1,000 | | \$3,000 |
| 25 | | | | | | | | | | | |
| 26 | | | | | | | | | | | |
| 27 | | | | | | | | | | | |
| 28 | OTHER | | | | | | | | | | |
| 29 | Outreach | | | | \$3,500 | | \$3,500 | | \$3,500 | | \$10,500 |
| 30 | Program Supplies | | | | \$1,150 | | \$1,150 | | \$1,150 | | \$3,450 |
| 31 | | | | | | | | | | | |
| 32 | | | | | | | | | | | |
| 33 | | | | | | | | | | | |
| 34 | | | | | | | | | | | |
| 35 | TOTAL OPERATING EXPENSE | | | | \$41,100 | | \$41,100 | | \$41,100 | | \$123,300 |
| 36 | | | | | | | | | | | |
| 37 | HSA #3 | | | | | | | | | | 11/15/2007 |