



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

Department of Benefits  
and Family Support

Department of Disability  
and Aging Services

Office of Early Care  
and Education

P.O. Box 7988  
San Francisco, CA  
94120-7988  
[www.SFHSA.org](http://www.SFHSA.org)

**MEMORANDUM**

**TO:** DISABILITY AND AGING SERVICES COMMISSION

**THROUGH:** KELLY DEARMAN, EXECUTIVE DIRECTOR

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

**DATE:** AUGUST 3, 2022

**SUBJECT:** NEW GRANT: **SWORDS TO PLOWSHARES (NON-PROFIT)** TO PROVIDE COMMUNITY SERVICES FOR VETERANS

DS  
EB

**GRANT TERM:** 7/1/2022-6/30/2027

<b>GRANT AMOUNT:</b>	<u>New</u>	<u>Contingency</u>	<u>Total</u>
	\$562,755	\$56,276	\$619,031

<b>ANNUAL AMOUNT</b>	<u>FY22/23</u>	<u>FY23/24</u>	<u>FY24/25</u>	<u>FY25/26</u>	<u>FY26/27</u>
	\$112,551	\$112,551	\$112,551	\$112,551	\$112,551

<b>Funding Source</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>FUNDING:</b>	\$562,755			\$56,276	\$619,031
<b>PERCENTAGE:</b>	100%				100%



**London Breed**  
Mayor

**Trent Rhorer**  
Executive Director

The Department of Disability and Aging Services (DAS) requests authorization to enter into a grant with Swords to Plowshares for the period of July 1, 2022 through June 30, 2027, in an amount of \$562,755 plus a 10% contingency for a total amount not to exceed \$619,031. The purpose of the grant is to provide community service programming for older adults and adults with disabilities who are military veterans and living in San Francisco.

### **Background**

Findings from the 2022 Dignity Fund Community Needs Assessment show that many older adults and adults with disabilities who are military veterans face unique challenges and barriers in accessing support and services in the community. There is a need for a community service program that will specifically serve veterans to promote socialization, help build community, and be supported by staff who is trained and knowledgeable in providing services to this target population. A community service program provides site-based services focused on the physical, social, psychological, economic, educational, recreational, and/or creative needs of participants. The programming maintains or improves the well-being of individuals by providing activities and services designed to support them to live independently in their own homes and communities, reduce social isolation, and serve as an access point for other home and community-based services. Community service programming includes four categories: activity scheduling, enhanced outreach, social services, and translation services.

### **Services to be Provided**

Swords to Plowshares will develop and implement a community service program for military veterans living in San Francisco. The program will take place at the Swords to Plowshare Drop-In Center at 1060 Howard Street. The community service program will include the following:

- A. Activity Scheduling – Activities may include educational presentations, workshops, trainings, cultural events, food bag programs, social events, exercise classes, arts and crafts classes, discussion groups, sports activities, support groups, field trips, and any other group activity that brings people together for education or wellness purposes that help participants maintain or enhance their level of functioning.
- B. Enhanced Outreach – Formal outreach efforts and/or the provision of enhanced services to engage the target population. Examples of this may include working with a community collaborative group, designing and implementing an outreach plan for underserved areas, problem solving certain barriers to services (i.e. safety issues, transportation needs, etc.).
- C. Social Services – The provision of one-on-one assistance to individuals that enables them to resolve problems. Assistance may include information and referral, completion of forms/applications, home visits, medical escort services, and emotional support by phone or in person.

For more specific information regarding the program, including the type and number of service units, outcome objectives, and budget, please refer to attached Appendices A and B.

**Selection**

Grantee was selected through Request for Proposals #994, which was competitively bid in May 2022.

**Funding**

Funding is provided through County General Funds.

**ATTACHMENTS**

Appendix A - Scope

Appendix B - Budget

Appendix F - Site Chart

**Appendix A – Services to Be Provided**  
**Swords to Plowshares**  
**Community Services for Veterans**  
 July 1, 2022 – June 30, 2027

**I. Purpose of Grant**

The purpose of this grant is to provide community service programming for older adults and adults with disabilities who are military veterans and living in San Francisco. Community service programming includes the provision of activities and services intended to maintain or improve the well-being of program participants. The program offers healthy aging activities, socialization opportunities, one-on-one assistance, and other services to support the health and independence of participants living in the community. A community service program also serves as an access point for other home and community-based services.

**II. Definitions**

Adult with a Disability	A person 18-59 years of age or older living with a disability.
At Risk of Institutionalization	To be considered at risk of institutionalization, a person must have, at a minimum, one of the following: 1) functional impairment in a minimum of two Activities of Daily Living (ADL): eating, dressing, transfer, bathing, toileting, and grooming; or 2) a medical condition to the extent requiring the level of care that would be provided in a nursing facility; or 3) be unable to manage his/her own affairs due to emotional and/or cognitive impairment, evidenced by functional impairment in a minimum of three Instrumental Activities of Daily Living (IADLs): preparing meals, managing money, shopping for groceries or personal items, performing housework, using a telephone.
CA GetCare	A web-based application that provides specific functionalities for contracted agencies to use to perform consumer intake/assessment/enrollment, record service objectives, run reports, etc.
CARBON	Contracts Administration, Reporting and Billing On Line System
City	City and County of San Francisco, a municipal corporation
Communities of Color	An inclusive term and unifying term for persons who do not identify as White, who have been historically and systemically disadvantaged by institutionalized and interpersonal racism.
DAS	Department of Disability and Aging Services
Disability	A condition or combination of conditions that is attributable to a mental, cognitive or physical impairment, including hearing and visual impairments, that results in substantial functional limitations in one (1) or more of the following areas of major life activity: a) Self-care: activities of daily living (ADL), and instrumental activities of daily

	living (IADL); b) Capacity for independent living and self-direction; c) Cognitive functioning, and emotional adjustment.
Grantee	Swords to Plowshares
HSA	Human Services Agency of the City and County of San Francisco
LGBTQ+	An acronym/term used to refer to persons who self-identify as non - heterosexual and/or whose gender identity does not correspond to their birth sex. This includes, but is not limited to, lesbian, gay, bisexual, transgender, genderqueer, and gender non-binary.
Limited English-Speaking Proficiency	Any person who does not speak English well or is otherwise unable to communicate effectively in English because English is not the person's primary language.
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.
OCM	Office of Contracts Management of the Human Services Agency
OCP	Office of Community Partnerships
Older Adult	Person who is 60 years or older, used interchangeably with senior.
Senior	Person who is 60 years or older, used interchangeably with older adult.
Socially Isolated	Having few social relationships and few people to interact with regularly.
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).
Veteran	A person who served in any branch of the United States military.
UDC	Unduplicated Consumer; An individual enrolled in the Community Services for Veterans as reflected in CA GetCare and participates in the services offered by the program.

### III. Target Population

Services must target older adults and adults with disabilities who are members of one or more of the following target groups that have been identified as demonstrating the greatest economic and social need:

- Persons with low income
- Persons who are socially isolated
- Persons with limited English-speaking proficiency
- Persons from communities of color
- Persons who identify as LGBTQ+
- Persons at risk of institutionalization

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

- A resident of San Francisco *and*
- A veteran who is an older adult or an adult with a disability

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

The program is located at the Swords to Plowshare Drop-In Center at 1060 Howard Street, San Francisco, CA 94103. Services are provided Monday through Friday, 8 a.m. to 5 p.m.

#### **VI. Description of Services**

- A. Grantee will develop and implement a community service program in San Francisco. The provision of programming may take place in a community center, in the community, over the phone, virtually over the internet, and through other effective means of communication and connection. Community service programming shall consist of activities and services that focus on the physical, social, psychological, economic, educational, recreational, and/or creative needs of older adults and adults with disabilities. There are four categories of community service programming:
1. Activity Scheduling – Activities may include educational presentations, workshops, trainings, cultural events, food bag programs, social events, exercise classes, arts and crafts classes, discussion groups, sports activities, support groups, field trips, and any other group activity that brings people together for education or wellness purposes that help participants maintain or enhance their level of functioning.
  2. Enhanced Outreach – Formal outreach efforts and/or the provision of enhanced services to engage the target population. Examples of this may include working with a community collaborative group, designing and implementing an outreach plan for underserved areas, problem solving certain barriers to services (i.e. safety issues, transportation needs, etc.).
  3. Social Services – The provision of one-on-one assistance to individuals that enables them to resolve problems. Assistance may include information and referral, completion of forms/applications, home visits, medical escort services, and emotional support by phone or in person.
  4. Translation Services – Assistance provided individually or in a group to individuals who cannot speak/read English. Examples of translation services include the translation of forms, letters, applications, and interpretations over phone calls for an individual. It can also include translation of grantee’s monthly activity calendars and flyers from English to another language, as well as interpretation for presentations, group announcements, etc. American Sign Language (ASL), braille, and teleprompting are included in translation services.
- B. Grantee will develop and maintain a site chart using a DAS OCP approved format. The site chart will include details about each community service site. The grantee will submit the site chart to DAS OCP for approval.
- C. Grantee will ensure adequate and culturally competent staffing to administer the program, deliver quality services to meet the needs of the participants, and adhere to all the program standards.

- D. Grantee will develop and maintain an enhanced outreach plan that entails strategies and practices to promote program offerings and services to the target population and support participation. The plan may include subcontractor agreements and/or memorandums of understanding.
- E. Grantee will continue to follow guidance or instructions from health care providers, the Centers for Disease Control and Prevention (CDC), California Department of Public Health (CDPH), and local health departments relating to COVID-19. If there are contradictory requirements between the most current CDC, CDPH, and local health department guidance or health order, grantee should follow the strictest requirements. The grantee will follow the requirements with the intent to maximize the health and safety of their staff and clients receiving services.

**VII. Service Objectives**

On an annual basis, grantee will meet the following Services Objectives:

Service Objective	Annual Target
Unduplicated Consumer (UDC)	120
Activity Scheduling	1,000
Enhanced Outreach	400
Social Services	200
One (1) unit of service = One (1) hour of service provision	

**VIII. Outcome Objectives**

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

- A. Veterans served will report new knowledge or services available to them in San Francisco. Target: 80%
- B. Veterans served will report a greater sense of connection to their community. Target: 80%
- C. Veterans served will report that program participation has helped them live independently. Target: 80%
- D. Veterans served will report that program participation has helped maintain or improve their well-being. Target: 80%
- E. Veterans served will rate the services they received as excellent or good. Target: 80%

\*Based on an annual consumer satisfaction survey approved by DAS and a response rate of at least 35% of the UDC enrolled in the program at the time the grantee administers the survey.

**IX. Reporting and Other Requirements**

- A. Grantee will enroll eligible participants into the program by entering required consumer information using a DAS approved intake form into CA GetCare in a timely basis.
- B. Grantee will enter into the CA GetCare Service Units section all the units of service defined in Section VII by the 5<sup>th</sup> working day of the month for the preceding month. Grantee will ensure that units of service provided are tracked and distinguishable.

- C. Grantee will enter in CARBON the annual Outcome Objective metrics as defined in Section VIII by the 15<sup>th</sup> of the month following the end of the program year.
- D. Grantee will issue a Fiscal Closeout Report at the end of the fiscal year. The report is due to HSA no later than July 31<sup>st</sup> each grant year and must be submitted in CARBON.
- E. Grantee will develop and deliver a bi-annual summary report of SOGI data collected in each grant year as requested by HSA. The due date for submitting the bi-annual summary reports are January 10<sup>th</sup> (June – December data) and July 10<sup>th</sup> (January – June data) each grant year.
- F. Grantee will administer an annual consumer satisfaction survey using a survey tool approved by DAS OCP. The grantee will share the results with DAS OCP by March 15<sup>th</sup> each grant year or on a mutually agreed upon date between DAS OCP and the grantee.
- G. Program staff are required to complete an Elder Abuse Mandated Reporter and a Security Awareness training annually. Grantee must provide proof of completion of these trainings.
- H. Grantee will develop and deliver ad hoc reports as requested by HSA, DAS, and/or OCP.
- I. Grantee must be compliant with the Health Insurance Portability and Accountability Act of 1996 (HIPAA) privacy and security rules to the extent possible.
- J. Grantee must develop a manual of policies and procedures for all aspects of the program, including a grievance policy and project income policy, that are consistent with DAS OCP policy memorandum.
- K. For assistance with reporting requirements or submission of reports, please contact:

Fanny Lapitan  
Program Manager  
Office of Community Partnerships  
[fanny.lapitan@sfgov.org](mailto:fanny.lapitan@sfgov.org)

Tara Alvarez  
Contract Manager  
Office of Contract Management  
[tara.alvarez@sfgov.org](mailto:tara.alvarez@sfgov.org)

**X. Monitoring Activities**

- A. Program Monitoring: Program monitoring will include review of program operations, reporting, and outcomes for compliance to specific program standards and requirements. This includes, but not limited to, the following: Participant records (physical and electronic), client eligibility and targeted mandates, documentation in CA GetCare and/or CARBON, service logs for units of services, sign-in sheets for consumer participation, hours of operations, time studies (if applicable), organizational charts, list of governing board members, evidence of provision of staff training on the topics of Elder Abuse Mandated Reporter and Security Awareness, program staff qualifications, staffing levels and types, written policies and procedures of all aspects of the program, project income policy, grievance procedures, outreach materials, activity calendars,

results of annual satisfaction surveys, progress towards service and outcome objectives, and accessibility and safety of facilities.

- B. Fiscal 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.

**HUMAN SERVICES AGENCY BUDGET SUMMARY  
BY PROGRAM**

Name						Term
<b>Swords to Plowshares</b>						<b>FY 2022-2027</b>
(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>						
If modification, Effective Date of Mod.		No. of Mod.				
<b>Program: Community Services</b>						
Budget Reference Page No.(s)						
Program Term	<b>FY 22/23</b>	<b>FY 23/24</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>FY 26/27</b>	<b>Total</b>
<b>Expenditures</b>						
Salaries & Benefits	\$87,760	\$87,760	\$87,760	\$87,760	\$87,760	\$438,800
Operating Expense	\$14,559	\$14,559	\$14,559	\$14,559	\$14,559	\$72,795
<b>Subtotal</b>	<b>\$102,319</b>	<b>\$102,319</b>	<b>\$102,319</b>	<b>\$102,319</b>	<b>\$102,319</b>	<b>\$511,595</b>
Indirect Percentage (%)	10%	10%	10%	10%	10%	
Indirect Cost (Line 16 X Line 15)	\$10,232	\$10,232	\$10,232	\$10,232	\$10,232	\$51,160
Total Expenditures	\$112,551	\$112,551	\$112,551	\$112,551	\$112,551	\$562,755
<b>HSA Revenues</b>						
General Fund	\$112,551	\$112,551	\$112,551	\$112,551	\$112,551	\$562,755
<b>TOTAL HSA REVENUES</b>	<b>\$112,551</b>	<b>\$112,551</b>	<b>\$112,551</b>	<b>\$112,551</b>	<b>\$112,551</b>	<b>\$562,755</b>
<b>Other Revenues</b>						
Total Revenues						
Full Time Equivalent (FTE)						
Prepared by: Rose Mallamo	Telephone No.:				Date: 6/24/2022	
HSA-CO Review Signature:	415 252-4787					
<b>HSA #1</b>						<b>10/25/2016</b>

Program: Community Services  
 (Same as Line 9 on HSA #1)

**Salaries & Benefits Detail**

POSITION TITLE	Agency Totals		HSA Program		FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	Total
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	DAS Program					
					Budgeted Salary					
Clinical Director of Support Services	\$127,080	1.00	10%	0.10	\$12,708	\$12,708	\$12,708	\$12,708	\$12,708	\$63,540
SF Drop In Manager	\$79,860	1.00	55%	0.55	\$43,923	\$43,923	\$43,923	\$43,923	\$43,923	\$219,615
Client Services Navigator	\$54,307	1.00	10%	0.25	\$13,577	\$13,577	\$13,577	\$13,577	\$13,577	\$67,885
<b>TOTALS</b>	\$261,247	3.00	75%	0.90	\$70,208	\$70,208	\$70,208	\$70,208	\$70,208	\$351,040
FRINGE BENEFIT RATE										
EMPLOYEE FRINGE BENEFITS					\$17,552	\$17,552	\$17,552	\$17,552	\$17,552	\$87,760
<b>TOTAL SALARIES &amp; BENEFITS</b>	\$261,247				\$87,760	\$87,760	\$87,760	\$87,760	\$87,760	\$438,800
<b>HSA #2</b>										<b>10/25/2016</b>

Program: Community Services  
 (Same as Line 9 on HSA #1)

**Operating Expense Detail**

<u>EXPENDITURE CATEGORY</u>	<u>TERM</u>	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>FY 24/25</u>	<u>FY 25/26</u>	<u>FY 26/27</u>	<u>Total</u>
Rental of Property		\$5,172	\$5,172	\$5,172	\$5,172	\$5,172	\$25,860
Utilities(Elec, Water, Gas, Phone, Garbage)		\$1,536	\$1,536	\$1,536	\$1,536	\$1,536	\$7,680
Office Supplies, Postage		\$2,501	\$2,501	\$2,501	\$2,501	\$2,501	\$12,505
Building Maintenance Supplies and Repair		\$300	\$300	\$300	\$300	\$300	\$1,500
Printing and Reproduction		\$108	\$108	\$108	\$108	\$108	\$540
Insurance		\$542	\$542	\$542	\$542	\$542	\$2,710
Staff Training							
Staff Travel-(Local & Out of Town)							
Rental of Equipment							
<u>CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE</u>							
<u>OTHER</u>							
Client Support Services (Client Activities)		\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$17,600
<b>TOTAL OPERATING EXPENSE</b>		<b>\$14,559</b>	<b>\$14,559</b>	<b>\$14,559</b>	<b>\$14,559</b>	<b>\$14,559</b>	<b>\$72,795</b>

Date: 04/13/2022		SITE CHART - Appendix F	
AGENCY: Swords to Plowshares			
CONTRACT MAILING ADDRESS: 401 Van Ness Avenue, Suite 313, San Francisco, CA 94102		Agency's web site: www.swords to-plowshares.org	
Executive Director: Michael Blecker		PHONE NO.: (415) 252-4788	
Associate Director: Tramecia Garner		PHONE NO.: (415) 967-6977	
<b>Program:</b>			
<b>Supportive Services and Service Connection for Veterans</b>	Annual # of UDC	Annual # of UDC	Annual # of UDC
<b>Total Annual # of UDC = 120</b>	<b>120</b>		
<b>SITES: Name of Site</b>	Drop-in Center		
Address and Zip	1060 Howard Street, San Francisco, CA 94103		
Phone Number	415-252-4788		
Fax Number	415-552-6267		
Neighborhood	SOMA		
Supervisory District No.	6		
Site Manager	Claire O'Toole		
Site Coordinator	LaJune Davis		
Programs Offered at Site	Community Services for Veterans		
Days Open	<input checked="" type="checkbox"/> Mon <input checked="" type="checkbox"/> Tues <input checked="" type="checkbox"/> Wed		
	<input checked="" type="checkbox"/> Thurs <input checked="" type="checkbox"/> Fri		
	<input type="checkbox"/> Sat <input type="checkbox"/> Sun		
Hours Open	8:00a.m - 5:00p.m		
Hours of Scheduled Veteran Supportive Services and Service Connection Programming	8:00a.m - 5:00p.m		
Total number of Service Days	248		
DAAS Funded Meal Service (Yes/No)	No		
Number of Service Days Closed	13		
Days Closed (list holidays closed)	New Years Eve, New Years Day, President's Day, MLK Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Thanksgiving Day, Day after Thanksgiving, Veterans Day, and Christmas Eve, Christmas Day		
ADA Accessible	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		