	SAN FRANCISCO HUMAN SERVICES AGENCY								
	MEMORANDUM								
то:	DISABILITY	DISABILITY AND AGING SERVICES COMMISSION							
THROUGH:	KELLY DEAF	RMAN , EXECU <sup>-</sup>	TIVE DIRECTO	DR					
FROM:		FMAN, DEPUT ZAPIEN, DIRE			•				
DATE:	APRIL 2, 202	25			_				
SUBJECT:		T: <b>MULTIPLE I</b> SION OF HOME		•	e table below)				
	<u>Full Term</u>	<u>Contingency</u>	<u>Total</u>						
GRANT TERM:	7/1/25 6/30/29								
GRANT AMOUNT:	\$6,416,268	\$6,416,268 \$641,627 \$7,057,895							
ANNUAL AMOUNT:	<u>FY 25-26</u> <u>FY 26-27</u> <u>FY 27-28</u> <u>FY 28-29</u> \$1,604,067 \$1,604,067 \$1,604,067 \$1,604,067								
FUNDING SOURCE:	<u>County</u> \$6,416,268	<u>State</u>	<u>Federal</u>	<u>Contingency</u> \$641,627	<u>Total</u> \$7,057,895				
PERCENTAGE:	100%				100%				

The San Francisco Department of Disability and Aging Services (DAS) requests authorization to enter into new grant agreements with multiple providers for the period of July 1, 2025 through June 30, 2029, in the amount of \$6,416,268 plus a 10% contingency for a total amount not to exceed \$7,057,895. The purpose of each of these grants is to provide a Home-Delivered Grocery program for older adults and adults with disabilities.



	FY 25/26	FY 26/27	FY 27/28	FY 28/29	Total	Contingency	Not to Exceed			
District-Focused	District-Focused Home-Delivered Grocery Program									
Community Living Campaign	\$389,000	\$389,000	\$389,000	\$389,000	\$1,556,000	\$155,600	\$1,711,600			
Golden Gate Senior Services	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,000	\$120,000	\$1,320,000			
District and Sin	gle-Room Occu	ipancy Focuse	d Home-Delive	red Grocery P	rogram					
Chinatown Community Development Center	\$37,500	\$37,500	\$37,500	\$37,500	\$150,000	\$15,000	\$165,000			
Citywide Home	Citywide Home-Delivered Grocery Program with Centralized Intake for DAS Consumers									
San Francisco Marin Food Bank	\$877,567	\$877,567	\$877,567	\$877,567	\$3,510,268	\$351,027	\$3,861,295			
Total (all programs)	\$1,604,067	\$1,604,067	\$1,604,067	\$1,604,067	\$6,416,268	\$641,627	\$7,057,895			

## Background

The San Francisco Department of Disability and Aging Services (DAS) offers a range of community-based nutrition and wellness programs to support older adults and individuals with disabilities. These services aim to enhance quality of life, promote health, foster independence, and reduce the risk of food insecurity.

Food insecurity is a significant concern for older adults and individuals with disabilities, who are especially vulnerable due to factors such as fixed incomes, rising living costs, healthcare expenses, and mobility limitations. Recognizing these challenges, DAS funds nutrition support programs that focus on providing nutritious, culturally relevant, and accessible food resources. A key component of this effort is the Home-Delivered Grocery (HDG) program.

The HDG program provides essential groceries directly to participants' homes, enabling them to prepare balanced meals and overcome barriers to food access. To meet the diverse needs of eligible consumers, DAS supports several different program models to ensure services are tailored, effective, and delivered as widely as possible throughout the City. In addition to addressing nutritional needs, the HDG program connects individuals with other important community resources, offering a holistic approach to addressing food insecurity.

#### Services to be Provided

Each grantee will operate a Home-Delivered Grocery program for older adults and adults with disabilities residing in the City and County of San Francisco. Eligible consumers will receive weekly food deliveries directly to their homes at no cost. The deliveries will include a variety of items from USDA-defined food groups and will align with the healthy dietary patterns outlined in the Dietary Guidelines for Americans (DGA). These items will be offered in sufficient quantity and diversity to allow participants to prepare at least seven distinct meals per week.

#### Location

Services will be provided in all supervisorial districts and inclusive of all neighborhoods within the City and County of San Francisco.

#### Selection

The grantees were selected through RFP #1175 issued on December 2, 2024.

## Funding

Funding for these grants is provided through County General Funds.

## ATTACHMENTS

## District Focused HDG:

**Community Living Campaign** 

Appendix A, Scope of Services Appendix B, Budget Appendix C, Site Chart

## **Golden Gate Senior Services**

Appendix A, Scope of Services Appendix B, Budget Appendix C, Site Chart

## **District and SRO Focused HDG**

## **Chinatown Community Development Center**

Appendix A, Scope of Services Appendix B, Budget Appendix C, Site Chart

## <u>Citywide HDG – Centralized Intake</u> San Francisco Marin Food Bank

Appendix A, Scope of Services Appendix B, Budget Appendix C, Site Chart

## Appendix A – Services to be Provided Community Living Campaign Home-Delivered Grocery (HDG) Program July 1, 2025 to June 30, 2029

# I. Purpose of Grant

The purpose of this grant is to provide a home-delivered grocery (HDG) program for older adults and adults with disabilities living in the City and County of San Francisco. An HDG program facilitates the delivery of food support to the homes of eligible consumers. The program mitigates the risk of food insecurity, promotes the consumption of healthy foods, and provides access to additional nutrition and wellness services that enhance the wellbeing and safety of older adults and adults with disabilities living in the community.

Grantee	Community Living Campaign
Activity Scheduling	Scheduled activities for consumers enrolled in the grantee's home-delivered grocery (HDG) program. Activities may include educational presentations, workshops, trainings, cultural events, 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 consumers maintain/enhance their level of functioning. One service unit of activity scheduling is one hour of scheduled activity, sponsored by the grantee.
Adult with a Disability	A person 18-59 years of age 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, transferring, 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.
CARBON	SFHSA's web-based Contracts Administration, Reporting, and Billing On-line System.

## II. Definitions

City	City and County of Can English a marking 1
City	City and County of San Francisco, a municipal
Commentation of College	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
CDEC	interpersonal racism.
CRFC	California Retail Food Code, which is a uniform statewide
	health and sanitation standard for food facilities. (Sec.
DAG	113700 et seq., California Health and Safety Code)
DAS	Department of Disability and Aging Services.
Dietary Guidelines for	Evidence-based food and beverage recommendations for
Americans (DGA)	Americans ages two (2) and older that aim to promote
	health, prevent chronic disease, and help people reach and
	maintain a healthy weight. Published jointly every 5 years
	by the U.S. Department of Health and Human Services
	(HHS) and the U.S. Department of Agriculture (USDA).
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.
Food Assistance Program	San Francisco Marin Food Bank.
(FAP) Contractor	
Food Security Screening	A two-question validated screening tool designed to assess
<b>E</b> 10	an individual's food security status.
Food Support	A selection of food items supplied by the FAP contractor for
	distribution and delivery to consumers enrolled in the HDG
	program. The food items must come from USDA-defined food groups and be offered in sufficient quantities and variety
	to allow the individual to prepare at least seven diverse meals
	that adhere to the Dietary Guidelines for Americans (DGA).
LGBTQIA+	An acronym/term used to refer to persons who self-identify
	as non- heterosexual and/or whose gender identity does not
	correspond to their sex assigned at birth. This includes, but
	is not limited to, lesbian, gay, bisexual, transgender,
	genderqueer, and gender non-binary.
Limited English-Speaking	Any person who does not speak English well or is
Proficiency	otherwise unable to communicate effectively in English
	because English is not the person's primary language.
Low Income	Having income at or below 200% of the federal poverty
	line as defined by the federal Bureau of the Census and
	published annually by the U.S. Department of Health and
	prononed annually by the 0.5. Department of meanin and

	Human Services. Eligibility for program enrollment and
	participation is not means tested. Consumers self-report
	income status.
ОСР	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".
SF DAS 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.
SFHSA	San Francisco Human Services Agency.
Socially Isolated	Having few social relationships and few people to interact with regularly.
Social Services	The provision of one-to-one assistance to consumers
	enrolled in the grantee's home-delivered grocery (HDG)
	program. Assistance may include information and referrals,
	form/application completion excluding those required for
	the HDG program, home visits, medical escort services,
	and emotional support by phone or in person.
SOGI	Sexual Orientation and Gender Identity; Ordinance No.
2001	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).
Supervisorial District	There are eleven supervisorial districts in the City and
(District)	County of San Francisco. A map of each district can be
	found at:
	https://www.sf.gov/maps
Unduplicated Consumer	An individual who participates in the HDG program and
(UDC)	the grantee reflects consumer participation in SF DAS
	GetCare through program enrollment.
Unit of Service (UOS)	One delivery of food support to an eligible consumer
	enrolled in the HDG program.
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## **III.** Target Population

This program is designed to serve all people who can benefit from the services outlined in this Appendix, and particularly those demonstrating the greatest economic and social need. To ensure that the most vulnerable people are aware of and can benefit from this program, the grantee shall ensure that program services are accessible to:

- 1. Persons with low to moderate income
- 2. Persons who are socially isolated

- 3. Persons with limited English-speaking proficiency
- 4. Persons from communities of color or communities that have historically been under-served
- 5. Members of the LGBTQIA+ community
- 6. Persons at risk of institutionalization

## IV. Eligibility For Services

- 1. A resident of San Francisco, and
- 2. A person who is an older adult or an adult with a disability, and
- 3. A person who reports having an income at or below 200% of the federal poverty line, **and**
- 4. A person who reports having a condition that prevents the individual from standing in a food pantry line, **and**
- 5. A person who has demonstrated the need for supplemental groceries due to food insecurity and is not receiving two (2) meals per day from a DAS funded nutrition partner(s), and
- 6. A person who has the capacity or help to store and handle delivered groceries, **and**
- 7. A person able to prepare meals at home or has a caregiver who can prepare meals.

## V. Description of Services

Grantee shall provide the following services during the term of this grant:

- 1. Grantee will provide eligible consumers with regularly scheduled delivery of food support to their homes. The food support will be supplied by the DAS Food Assistance Program (FAP) contractor at no cost to the grantee. The food support will include a variety of items from the USDA-defined food groups, offered in sufficient quantities and diversity to enable individuals to prepare at least seven distinct meals per week, following the healthy dietary patterns outlined in the most current version of the Dietary Guidelines for Americans (DGA). The standard delivery frequency will be weekly. The grantee may implement an alternative delivery schedule; however, it must be approved in advance by DAS and not impact program participants' ability to prepare at least one meal per day.
- 2. Grantee will establish an agreement with the DAS Food Assistance Program (FAP) contractor to receive food support for their home-delivered grocery (HDG) program at no cost. The grantee will have a designated drop site for receiving food, which must be reviewed and approved by the FAP contractor in advance of use. In collaboration with the FAP contractor, the grantee will ensure that the foods provided are culturally appropriate and meet the diverse dietary needs and preferences of the consumer population. To support this, the grantee must establish a feedback loop between clients, the FAP contractor, and itself to continually assess and address consumer needs.
- 3. Grantee will prepare the food support provided by the FAP contractor for distribution to consumers, ensuring that each distribution food support contains a selection of USDA-defined food groups—fruits, vegetables, grains,

protein foods, and dairy—in sufficient quantities and variety to prepare at least seven diverse meals per week. The grantee will have a system in place to tailor food support at the individual level based on each consumers' expressed preferences whenever possible. This includes avoiding items that consumers have indicated they dislike or cannot use.

- 4. Grantee will comply with the California Retail Food Code (CRFC) in all aspects of the HDG program. The grantee will ensure that food received from the FAP contractor is handled with the highest standards of food safety by both paid staff and volunteers throughout all stages of program operations, including receiving, storage, packing for distribution, transporting, and delivery.
- 5. Grantee will ensure sufficient staffing is in place to meet program requirements and will utilize volunteers to support the program. All staff, paid staff and volunteers, must have the appropriate education, experience, and cultural competence to deliver quality services that meet consumers' needs. Additionally, volunteers making deliveries must be screened, including background checks, to ensure consumer safety.
- 6. Grantee will provide comprehensive orientation and training for all new staff and volunteers to prepare them for their responsibilities. This includes mandatory food safety training, which must be completed before handling food for distribution. The training will emphasize critical practices to prevent foodborne illnesses, such as proper food handling, temperature control, crosscontamination prevention, and safe food storage during transport and delivery.
- 7. Grantee will conduct in-service training at least twice per year, with one session focused on food safety. The grantee must develop, implement, and maintain a comprehensive training plan that includes both orientation and annual in-service training. This plan, along with documentation verifying the completion of all training, shall be made available to DAS upon request.
- 8. Grantee will establish and maintain a consumer enrollment process that includes eligibility verification, collection of required consumer data (including SOGI data), and completion of the food security screening. Consumer enrollment in the HDG program will be documented in SF DAS GetCare, ensuring accurate recording of all collected data. Additionally, as part of the enrollment process, the grantee will provide consumers with written program information (e.g., welcome packet) that includes, at minimum, the following: a contact person and phone number for questions, start date, and delivery details such as day of the week, time of day, and frequency.
- 9. Grantee will implement a re-enrollment process every two years to ensure ongoing eligibility and accurate data collection. This process will include reverification of consumer eligibility, an updated collection of required consumer data, and a new food security screening. The grantee will update consumer records in SF DAS GetCare to reflect any changes in status or information gathered during the re-enrollment process.
- 10. Grantee will maintain an internal waitlist for program enrollment if necessary and collaborate with other DAS-funded HDG contractors to minimize waiting

times, which may include transferring or referring consumers to other DAS contractors when appropriate. The grantee will ensure that consumers on their internal waitlist are informed about the DAS-funded citywide HDG program and may receive services through the citywide HDG program if space is available. The grantee's internal waitlist shall be made available to DAS upon request.

- 11. Grantee will conduct outreach activities to connect with the target population(s) and promote program services. Outreach is a core responsibility of the grantee and is essential for informing eligible consumers about the program.
- 12. Grantee will provide activity scheduling and social services tailored to meet the needs of eligible consumers participating in the HDG program. The activity scheduling and social services provided through the HDG program may not be reported as deliverables under any other DAS-funded contract. Likewise, services funded and reported under another DAS contract cannot be reported as activity scheduling or social services under this HDG program.
- 13. Grantee will develop and administer an annual consumer satisfaction survey to capture feedback on program outcomes and service quality. The survey will be reviewed and approved by DAS in advance. The results will be shared with DAS by March 15 each year, or on a mutually agreed-upon date. A minimum sample size of 35% of active consumer enrollment at the time the survey is administered will be required.
- 14. Grantee program staff will complete the California Department of Aging (CDA) Security Awareness Training annually. Within 30 days of their start date, any new employee, subcontractor, or volunteer must also complete this training. The grantee will maintain records of staff completion. The grantee shall comply with the applicable privacy and security rules of the Health Insurance Portability and Accountability Act of 1996 (HIPAA).
- 15. Grantee will ensure that all program staff, regardless of position, receive initial training on elder abuse and mandated reporting. Program staff who interact with consumers must complete this training annually, in accordance with the DAS OCP Policy Memorandum.
- 16. Grantee shall develop a written grievance process for reviewing and resolving service concerns raised by consumers or their authorized representatives regarding DAS-funded programs and their employees or volunteers, in accordance with DAS OCP Policy Memorandum. This process must ensure that consumers have clearly established rights and due process for timely resolution of their concerns.
- 17. Grantee shall have written policies and procedures in place to guide the implementation of the HDG program, ensuring compliance with all applicable DAS OCP Policy Memoranda. These policies and procedures must cover the acceptance and handling of program income, as well as the delivery of activity scheduling, social services, and other program components. The grantee will ensure that these written policies and procedures are consistent with the goals and requirements of the HDG program and that they are made available to DAS upon request.

- 18. Grantee will attend in-service trainings and nutrition meetings coordinated and provided by DAS OCP and share relevant information with their staff and volunteers.
- 19. Grantee will ensure that DAS funding information is prominently displayed on its websites and publications related to the DAS-funded home-delivered grocery program, in accordance with DAS OCP Policy Memorandum.
- 20. Grantee will deliver food support to program participants during a major disaster where feasible and appropriate.

## VI. Location and Time of Services

The grantee will provide a home-delivered grocery program in the City and County of San Francisco. The grantee will establish a schedule for delivery days, times, and locations, which will be included in the grantee's site chart. The delivery areas in the City, including Supervisorial Districts and neighborhoods, must be identified in the site chart and submitted to DAS OCP in advance for review and approval.

## VII. Service Objectives

During the grant term, the grantee shall meet the following service objectives:

Table A	FY 25-26	FY 26-27	FY 27-28	FY 28-29
Number of Unduplicated Consumers	310	315	315	315
Number of Deliveries	14,420	14,500	14,500	14,500
Number of Scheduled Activity Hours	40	40	40	40
Number of Social Service Hours	2,085	2,085	2,085	2,085

## VIII. Outcome Objectives

On an annual basis, the Grantee will meet the following service objectives:

- 1. Consumers rate the quality of services they receive as excellent or good. Target: 85%.
- Consumers feel less worried about getting enough food to meet their needs. Target: 85%
- 3. Consumers report increased consumption of fruits, vegetables, and/or whole grains. Target: 75%
- 4. Consumers report the food support they receive helps them live stably in the community. Target: 85%

## IX. Data Collection and Reporting Requirements

- 1. Grantee shall enter all service objectives into the SF DAS GetCare Service Unit section by the 5th working day of the month for the preceding month.
- 2. Grantee shall enter monthly reports and metrics into the CARBON database system by the 15th of the following month, ensuring the accuracy and timeliness of these entries. Each report must include:

- The number of unduplicated consumers served
- The total units of service provided
- 3. Grantee shall issue a fiscal closeout report at the end of the fiscal year. The report is due to SFHSA no later than July 31 each year. This report must be submitted in the CARBON system.
- 4. Grantee will provide ad hoc reports as required by the Department.

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

Julie Hibarger	Patrick Garcia
Nutritionist	Contract Manager
DAS OCP	HSA Contracts
Julie.Hibarger@SFgov.org	Patrick.Garcia@SFgov.org

## X. Monitoring Activities

- 1. <u>Program Monitoring</u>: Program monitoring will include review of client eligibility, and back-up documentation for reporting progress towards meeting service and outcome objectives; compliance to specific program standards and requirements; how participant records are collected and maintained; reporting performance including monthly service unit reports on SF DAS GetCare; maintenance of service unit logs; agency and organization standards, which include current organizational chart, evidence of provision of training to staff and volunteers regarding the Elder Abuse Reporting; evidence of provision of the California Department of Aging (CDA) Security Awareness training to staff and volunteers; program operation, which includes a review of a written policies and procedures manual of all DAS OCP-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 directors list and whether services are provided appropriately according to Sections III through VIII.
- 2. <u>Fiscal Compliance and Contract Monitoring</u>: Fiscal monitoring will include review of the Grantee's organizational budget, 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 the Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, MOUs, the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

		BY PROGRAM			
Grantee: Community Living Campaign				Full Term:	7/1/25 - 6/30/29
Program: Home Delivered Groceries				Effective Date:	7/1/2025
New 🗹 Modification 🛛 Revision 💭 heck	(One)			Modification #	
	7/1/25- 6/30/26	7/1/26 - 6/30/27	7/1/27 - 6/30/28	7/1/28 - 6/30/29	7/1/25 - 6/30/29
Annual # Grocery Bags	13,500	14,280	14,280	14,280	56,340
DAS Expenditures	Original	Original	Original	Original	Total
Salaries & Benefits	\$283,077	\$283,077	\$283,077	\$283,077	\$1,132,308
Operating Expenses	\$51,445	\$51,445	\$51,445	\$51,445	\$205,780
Subtotal	\$334,522	\$334,522	\$334,522	\$334,522	\$1,338,088
Indirect Percentage (%)	15%	15%	15%	15%	15%
Indirect Costs (Line 16 X Line 15)	\$50,178	\$50,178	\$50,178	\$50,178	\$200,712
Consultant/Subcontractor	\$4,300	\$4,300	\$4,300	\$4,300	\$17,200
Direct Client Pass-Through					
Capital Expenses					
Total DAS Expenses	\$389,000	\$389,000	\$389,000	\$389,000	\$1,556,000
Non-DAS Expenditures Salaries & Benefits	\$81,458	\$81,458	\$81,458	\$81,458	\$325,832
Operating Expenses	\$12,000	\$12,000	\$12,000	\$12,000	\$48,000
Consultant/Subcontractor					
Direct Client Pass-Through					
Capital Expenses					
Total NON-DAS Expenses	\$93,458	\$93,458	\$93,458	\$93,458	\$373,832
TOTAL DAS AND NON DAS EXPEDITURES	\$482,458	\$482,458	\$482,458	\$482,458	\$1,929,832
HSA / DAS Revenues					
General Funds	\$389,000	\$389,000	\$389,000	\$389,000	\$1,556,000
Total HSA / DAS Revenues	\$389,000	\$389,000	\$389,000	\$389,000	\$1,556,000
PER BAG COST. DAS	\$28.81	\$27.24	\$27.24	\$27.24	\$27.62
	\$20.01	<b>\$21.21</b>	¥21121	<i>v</i>	<b>\$21.02</b>
NON HSA / DAS Revenues	¢01 450	¢01 450	¢01 4E0	¢01 4E0	¢205 020
Grants Donors	\$81,458 \$12,000	\$81,458 \$12,000	\$81,458 \$12,000	\$81,458 \$12,000	\$325,832 \$48,000
Total NON HSA / DAS Revenues	\$12,000	\$12,000 <b>\$93,458</b>	\$12,000	\$12,000	\$48,000
PER BAG COST. NON-DAS	\$53,458	\$93,438	\$6.54	\$53,458	\$6.64
rer dag 6031, NUN-DA3	φ0.92	φ0.34	φ0.54	φ0.54	\$0.04
TOTAL DAS AND NON DAS REVENUE	\$482,458	\$482,458	\$482,458	\$482,458	\$1,929,832
PER BAG COST, DAS & NON-DAS	\$35.73	\$33.78	\$33.78	\$33.78	\$34.26

			S	alaries & B	enefits Detail				
DAS Salaries & Benefits	Agency Totals HSA Program				7/1/25- 6/30/26 7/1/26 - 6/30/27 7/1/27 - 6/30/28			7/1/28 - 6/30/29 7/1/25 - 6/30/29	
			% FTE						
	Annual Full Time Salary	Total Program	funded by HSA	Adjusted					
POSITION TITLE	for FTE	FŤE	(Max 100%)	FTE	Original	Original	Original	Original	Total
Co-Executive Director	\$102,500	0.08	75%	0.06	\$6,150	\$6,150	\$6,150	\$6,150	\$24,60
Sr. Director of Programs	\$92,250	0.20	90%	0.18	\$16,605	\$16,605	\$16,605	\$16,605	\$66,42
Comm Connector/Prg Lead	\$59,696	0.60	67%	0.40	\$23,969	\$23,969	\$23,969	\$23,969	\$95,87
Community Connector/Prg Lead	\$56,160	0.63	90%	0.56	\$31,590	\$31,590	\$31,590	\$31,590	\$126,36
Community Connector/Prg Lead	\$59,696	0.88	75%	0.66	\$39,176	\$39,176	\$39,176	\$39,176	\$156,7
Neighborhood Asst/Connectors #1	\$54,371	0.88	90%	0.79	\$42,817	\$42,817	\$42,817	\$42,817	\$171,26
Neighborhood Asst/Connectors #2	\$54,371	0.88	90%	0.79	\$42,817	\$42,817	\$42,817	\$42,817	\$171,26
Neighborhood Asst/Connectors #3	\$52,250	0.20	100%	0.20	\$10,450	\$10,450	\$10,450	\$10,450	\$41,80
Neighborhood Asst/Connectors #4	\$52,250	0.05	50%	0.03	\$1,306	\$1,306	\$1,306	\$1,306	\$5,22
Chinese Programs Director	\$83,000	0.10	72%	0.07	\$6,000	\$6,000	\$6,000	\$6,000	\$24,00
Operations & Analytics Mgr	\$62,400	0.08	80%	0.06	\$4,000	\$4,000	\$4,000	\$4,000	\$16,00
Opeations Analyst	\$59,280	0.02	84%	0.02	\$1,000	\$1,000	\$1,000	\$1,000	\$4,0
Finance Director	\$85,490	0.03	78%	0.02	\$2,000	\$2,000	\$2,000	\$2,000	\$8,0
Dir of HR & Operations	\$83,000	0.05	100%	0.05	\$4,150	\$4,150	\$4,150	\$4,150	\$16,6
TOTALS	\$956,714	4.66	1142%	3.89	\$232,030	\$232,030	\$232,030	\$232,030	\$928,12
RINGE BENEFIT RATE	22%								
MPLOYEE FRINGE BENEFITS					\$51,047	\$51,047	\$51,047	\$51,047	\$204,18
UTAL DAS SALARIES & BENEFITS					\$283,077	\$283,077	\$283,077	\$283,077	\$1,132,3
	Agency	/ Totals		rogram	\$283,077 7/1/25- 6/30/26	\$283,077 7/1/26 - 6/30/27	\$283,077 7/1/27 - 6/30/28	\$283,077 7/1/28 - 6/30/29	
	Annual Full	Total	% FTE funded by						\$1,132,3( 7/1/25 - 6/30/29
			% FTE	rogram Adjusted FTE					
ION-DAS Salaries & Benefits	Annual Full Time Salary	Total Program	% FTE funded by Grantee	Adjusted	7/1/25- 6/30/26	7/1/26 - 6/30/27	7/1/27 - 6/30/28	7/1/28 - 6/30/29	7/1/25 - 6/30/29 Total
ION-DAS Salaries & Benefits POSITION TITLE	Annual Full Time Salary for FTE	Total Program FTE	% FTE funded by Grantee (Max 100%)	Adjusted FTE	7/1/25- 6/30/26 Original	7/1/26 - 6/30/27 Original	7/1/27 - 6/30/28 Original	7/1/28 - 6/30/29 Original	7/1/25 - 6/30/29 Total \$8.2
ON-DAS Salaries & Benefits POSITION TITLE Co-Executive Director	Annual Full Time Salary for FTE \$102,500	Total Program FTE 0.08	% FTE funded by Grantee (Max 100%) 25%	Adjusted FTE 0.02	7/1/25- 6/30/26 Original \$2,050	7/1/26 - 6/30/27 Original \$2,050	7/1/27 - 6/30/28 Original \$2,050	7/1/28 - 6/30/29 Original \$2,050	7/1/25 - 6/30/29 Total \$8.2 \$7,3
ION-DAS Salaries & Benefits POSITION TITLE Co-Executive Director Sr. Director of Programs	Annual Full Time Salary for FTE \$102,500 \$92,250	Total Program FTE 0.08 0.20	% FTE funded by Grantee (Max 100%) 25% 10%	Adjusted FTE 0.02 0.02	7/1/25- 6/30/26 Original \$2,050 \$1,845	7/1/26 - 6/30/27 Original \$2,050 \$1,845	7/1/27 - 6/30/28 Original \$2,050 \$1,845	7/1/28 - 6/30/29 Original \$2,050 \$1,845	7/1/25 - 6/30/29 Total \$8,21 \$7,31 \$47,32
ION-DAS Salaries & Benefits POSITION TITLE Co-Executive Director Sr. Director of Programs Comm Connector/Prg Lead	Annual Full Time Salary for FTE \$102,500 \$92,250 \$59,696	Total Program FTE 0.08 0.20 0.60	% FTE funded by Grantee (Max 100%) 25% 10% 33%	Adjusted FTE 0.02 0.02 0.20	7/1/25- 6/30/26 Original \$2,050 \$1,845 \$11,848	7/1/26 - 6/30/27 Original \$2,050 \$1,845 \$11,848	7/1/27 - 6/30/28 Original \$2,050 \$1,845 \$11,848	7/1/28 - 6/30/29 Original \$2,050 \$1,845 \$11,848	7/1/25 - 6/30/29 Total \$8,2 \$7,3 \$47,3 \$44,0 \$14,0
ION-DAS Salaries & Benefits POSITION TITLE Co-Executive Director Sr. Director of Programs Comm Connector/Prg Lead Community Connector/Prg Lead	Annual Full Time Salary for FTE \$102,500 \$92,250 \$59,696 \$56,160	Total Program FTE 0.08 0.20 0.60 0.63	% FTE funded by Grantee (Max 100%) 25% 10% 33% 10%	Adjusted FTE 0.02 0.02 0.20 0.06	7/1/25- 6/30/26 Original \$2,050 \$1,845 \$11,848 \$3,510	7/1/26 - 6/30/27 Original \$2,050 \$1,845 \$11,848 \$3,510	7/1/27 - 6/30/28 Original \$2,050 \$1,845 \$11,848 \$3,510	7/1/28 - 6/30/29 Original \$2,050 \$1,845 \$11,848 \$3,510	7/1/25 - 6/30/29 Total \$8,2 \$7,3 \$47,3 \$14,0 \$14,0 \$78,3
ION-DAS Salaries & Benefits POSITION TITLE Co-Executive Director Sr. Director of Programs Comm Connector/Prg Lead Community Connector/Prg Lead Neighborhood Asst/Connectors	Annual Full Time Salary for FTE \$102,500 \$92,250 \$59,696 \$56,160 \$52,250	Total Program FTE 0.08 0.20 0.60 0.63 0.38	% FTE funded by Grantee (Max 100%) 25% 10% 33% 10% 100%	Adjusted FTE 0.02 0.02 0.20 0.06 0.38	7/1/25- 6/30/26 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594	7/1/26 - 6/30/27 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594	7/1/27 - 6/30/28 Original \$2,050 \$1.845 \$11.848 \$3,510 \$19,594	7/1/28 - 6/30/29 Original \$2,050 \$11,845 \$3,510 \$3,510	7/1/25 - 6/30/29 Total \$8,21 \$7,33 \$47,33 \$14,0 \$78,33 \$52,22
ION-DAS Salaries & Benefits POSITION TITLE Co-Executive Director Sr. Director of Programs Comm Connector/Prg Lead Community Connector/Prg Lead Neighborhood Asst/Connectors Community Connector/Prg Lead	Annual Full Time Salary for FTE \$102,500 \$92,250 \$59,696 \$56,160 \$52,250 \$59,696	Total Program FTE 0.08 0.20 0.60 0.63 0.38 0.38	% FTE funded by Grantee (Max 100%) 25% 10% 33% 10% 100% 25%	Adjusted FTE 0.02 0.02 0.20 0.06 0.38 0.22	7/1/25- 6/30/26 Original \$2,050 \$11,848 \$3,510 \$19,594 \$13,059	7/1/26 - 6/30/27 Original \$2,050 \$11,848 \$3,510 \$19,594 \$13,059	7/1/27 - 6/30/28 Original \$2,050 \$11,848 \$3,510 \$19,594 \$13,059	7/1/28 - 6/30/29 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594 \$13,059	7/1/25 - 6/30/29 Total \$8,2 \$7,3 \$47,3
POSITION TITLE POSITION TITLE Co-Executive Director Sr. Director of Programs Comm Connector/Prg Lead Community Connector/Prg Lead Neighborhood Asst/Connectors Community Connector/Prg Lead Neighborhood Asst/Connectors #1	Annual Full Time Salary for FTE \$102,500 \$92,250 \$59,696 \$56,160 \$52,250 \$59,696 \$59,696	Total Program FTE 0.08 0.20 0.60 0.63 0.38 0.38 0.88	% FTE funded by Grantee (Max 100%) 25% 10% 33% 10% 25% 10%	Adjusted FTE 0.02 0.02 0.06 0.38 0.22 0.09	7/1/25- 6/30/26 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594 \$13,059 \$13,059 \$4,757	7/1/26 - 6/30/27 Original \$2,050 \$11,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757	7/1/27 - 6/30/28 Original \$2,050 \$1:845 \$11:848 \$3,510 \$19,594 \$13,059 \$13,059 \$4,757	7/1/28 - 6/30/29 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757	7/1/25 - 6/30/29 Total \$8.21 \$7.3 \$47.3 \$14.0 \$78.3 \$52.2 \$19.0 \$19.0 \$19.0
ION-DAS Salaries & Benefits POSITION TITLE Co-Executive Director Sr. Director of Programs Comm Connector/Prg Lead Community Connector/Prg Lead Neighborhood Asst/Connectors #1 Neighborhood Asst/Connectors #1 Neighborhood Asst/Connectors #2	Annual Full Time Salary for FTE \$102,500 \$92,250 \$59,696 \$56,160 \$55,250 \$59,696 \$59,696 \$54,371	Total Program FTE 0.08 0.20 0.60 0.63 0.38 0.88 0.88 0.88	% FTE funded by Grantee (Max 100%) 25% 10% 33% 10% 25% 10% 10%	Adjusted FTE 0.02 0.20 0.06 0.38 0.22 0.09 0.09	7/1/25- 6/30/26 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757	7/1/26 - 6/30/27 Original \$2.050 \$1.845 \$11.848 \$3.510 \$19.594 \$13.059 \$4.757 \$4.757	7/1/27 - 6/30/28 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757	7/1/28 - 6/30/29 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,564 \$13,059 \$4,757 \$4,757	7/1/25 - 6/30/29 Total \$8,2 \$7,3 \$47,3 \$14,0 \$78,3 \$52,2 \$19,0 \$19,0 \$5,2
ION-DAS Salaries & Benefits  POSITION TITLE Co-Executive Director Sr. Director of Programs Comm Connector/Prg Lead Community Connector/Prg Lead Neighborhood Asst/Connectors #1 Neighborhood Asst/Connectors #2 Neighborhood Asst/Connectors #4	Annual Full Time Salary for FTE \$102,500 \$92,250 \$59,696 \$56,160 \$55,250 \$59,696 \$54,371 \$54,371 \$54,371	Total Program FTE 0.08 0.20 0.60 0.63 0.88 0.88 0.88 0.88 0.88	% FTE funded by Grantee (Max 100%) 25% 10% 33% 10% 25% 10% 25% 10% 50%	Adjusted FTE 0.02 0.20 0.06 0.38 0.22 0.09 0.09 0.03	7/1/25- 6/30/26 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757 \$1,306	7/1/26 - 6/30/27 Original \$2,050 \$1,845 \$11,848 \$3,510 \$13,059 \$4,757 \$4,757 \$4,757	7/1/27 - 6/30/28 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,554 \$13,059 \$4,757 \$4,757 \$1,306	7/1/28 - 6/30/29 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757 \$4,757 \$1,306	7/1/25 - 6/30/29 Total \$8,22 \$7,3 \$47,3 \$14,0 \$78,3 \$52,2 \$19,0 \$19,0 \$19,0 \$5,2 \$9,20
ION-DAS Salaries & Benefits POSITION TITLE Co-Executive Director Sr. Director of Programs Comm Connector/Prg Lead Community Connector/Prg Lead Community Connector/Prg Lead Neighborhood Asst/Connectors #1 Neighborhood Asst/Connectors #2 Neighborhood Asst/Connectors #4 Chinese Programs Director	Annual Full Time Salary for FTE \$102,500 \$59,250 \$56,160 \$55,250 \$59,696 \$54,371 \$54,371 \$52,250 \$83,000	Total Program FTE 0.08 0.20 0.60 0.63 0.63 0.88 0.88 0.88 0.88 0.05 0.10 0.05 0.10 0.08	% FTE funded by Grantee (Max 100%) 25% 10% 33% 100% 25% 10% 50% 28% 20%	Adjusted FTE 0.02 0.20 0.06 0.06 0.08 0.02 0.09 0.003 0.03 0.03 0.02 0.02	7/1/25- 6/30/26 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757 \$4,757 \$1,306 \$2,300 \$9922 \$186	7/1/26 - 6/30/27 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757 \$1,306 \$2,300	7/1/27 - 6/30/28 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757 \$1,306 \$2,300	7/1/28 - 6/30/29 Original \$2,060 \$1,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757 \$1,306 \$2,300	7/1/25 - 6/30/29 Total \$8,2 \$7,3 \$47,3 \$14,0 \$78,3 \$52,2 \$19,0 \$19,0 \$19,0 \$19,0 \$19,0 \$19,0 \$5,2 \$3,9 \$3,3,9 \$3,3,9 \$7,7 \$1,2 \$1,
ION-DAS Salaries & Benefits  POSITION TITLE  Co-Executive Director  Sr. Director of Programs Comm Connector/Prg Lead Community Connector/Prg Lead  Neighborhood Asst/Connectors #1 Neighborhood Asst/Connectors #2 Neighborhood Asst/Connectors #4 Chinese Programs Director Operations & Analytics Mgr	Annual Full Time Salary for FTE \$102,500 \$92,250 \$59,696 \$55,696 \$55,250 \$55,260 \$54,371 \$54,371 \$52,250 \$83,000 \$62,400	Total Program FTE 0.08 0.20 0.60 0.63 0.38 0.88 0.88 0.88 0.88 0.88 0.05 0.10 0.05	% FTE funded by Grantee (Max100%) 25% 10% 33% 10% 25% 10% 10% 25% 22%	Adjusted FTE 0.02 0.02 0.00 0.38 0.22 0.09 0.09 0.09 0.03 0.03 0.03 0.02	7/1/25- 6/30/26 Original \$2,050 \$11,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$1,306 \$2,300 \$2,300	7/1/26 - 6/30/27 Original \$2,050 \$11,845 \$11,845 \$13,059 \$4,757 \$1,306 \$2,300 \$2,300	7/1/27 - 6/30/28 Original \$2,050 \$11,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757 \$1,306 \$2,300 \$2992	7/1/28 - 6/30/29 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757 \$1,306 \$2,200 \$992	7/1/25 - 6/30/29 Total \$8,2 \$7,3 \$47,3 \$14,0 \$78,3 \$52,2 \$19,0 \$19,0 \$19,0 \$19,0 \$19,0 \$19,0 \$5,2 \$3,9 \$3,3,9 \$3,3,9 \$7,7 \$1,2 \$1,
ION-DAS Salaries & Benefits  POSITION TITLE Co-Executive Director Sr. Director of Programs Comm Connector/Prg Lead Community Connector/Prg Lead Neighborhood Asst/Connectors Community Connector/Prg Lead Neighborhood Asst/Connectors #1 Neighborhood Asst/Connectors #2 Neighborhood Asst/Connectors #2 Neighborhood Asst/Connectors #2 Neighborhood Asst/Connectors #4 Chinese Programs Director Operations & Analytics Mgr Operations & Analytst Finance Director	Annual Full Time Salary for FTE \$102,500 \$92,250 \$59,666 \$56,160 \$52,250 \$59,666 \$54,371 \$54,371 \$52,250 \$83,000 \$62,400 \$59,280	Total Program FTE 0.08 0.20 0.60 0.63 0.63 0.88 0.88 0.88 0.88 0.05 0.10 0.05 0.10 0.08	% FTE funded by Grantee (Max 100%) 25% 10% 33% 100% 25% 10% 50% 28% 20%	Adjusted FTE 0.02 0.20 0.06 0.06 0.08 0.02 0.09 0.003 0.03 0.03 0.02 0.02	7/1/25- 6/30/26 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757 \$4,757 \$1,306 \$2,300 \$9922 \$186	7/1/26 - 6/30/27 Original \$2,050 \$1.845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757 \$1,306 \$2,300 \$992 \$186	7/1/27 - 6/30/28 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$1,306 \$2,300 \$992 \$186	7/1/28 - 6/30/29 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,504 \$13,059 \$4,757 \$4,757 \$4,757 \$4,757 \$2,300 \$2,300 \$992 \$186	7/1/25 - 6/30/29 Total \$8,2( \$7,3; \$47,3; \$14,0; \$78,3; \$52,2; \$19,0; \$19,0; \$5,2; \$19,0; \$5,2; \$3,9; \$3,9; \$7,4; \$2,2;
ION-DAS Salaries & Benefits  POSITION TITLE  Co-Executive Director Sr. Director of Programs Comm Connector/Prg Lead Community Connector/Prg Lead Neighborhood Asst/Connectors #1 Neighborhood Asst/Connectors #1 Neighborhood Asst/Connectors #2 Neighborhood Asst/Connectors #2 Chinese Programs Director Operations & Analytics Mgr Opeations Analyts Finance Director TOTALS	Annual Full Time Salary for FTE \$102,500 \$29,250 \$59,696 \$56,160 \$52,250 \$59,696 \$54,371 \$54,371 \$54,371 \$54,250 \$83,000 \$62,400 \$59,280 \$85,480 \$85,480	Total Program FTE 0.08 0.20 0.60 0.63 0.38 0.88 0.88 0.88 0.05 0.10 0.005 0.10 0.008 0.02 0.03	% FTE funded by Grantee (Max 100%). 25% 10% 33% 10% 25% 10% 26% 50% 28% 20% 16%	Adjusted FTE 0.02 0.02 0.02 0.02 0.03 0.03 0.03 0.03	7/1/25- 6/30/26 Original \$2,050 \$11,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$1,306 \$2,300 \$2,300 \$9922 \$186 \$565	7/1/26 - 6/30/27 Original \$2,050 \$11,845 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757 \$1,306 \$13,059 \$4,757 \$1,306 \$1,306 \$2,300 \$9922 \$186 \$565	7/1/27 - 6/30/28 Original \$2,050 \$11,845 \$3,510 \$19,594 \$13,059 \$4,757 \$1,306 \$2,300 \$2,300 \$9922 \$186 \$565	7/1/28 - 6/30/29 Original \$2,050 \$1,845 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757 \$1,306 \$2,300 \$2,300 \$2922 \$186 \$565	7/1/25 - 6/30/29
ON-DAS Salaries & Benefits  POSITION TITLE  Co-Executive Director Sr. Director of Programs Community Connector/Prg Lead Community Connector/Prg Lead Neighborhood Asst/Connectors #1 Neighborhood Asst/Connectors #2 Neighborhood Asst/Connectors #2 Neighborhood Asst/Connectors #4 Chinese Programs Director Operations & Analytics Mgr Opeations Analyts Finance Director TOTALS  RINGE BENEFIT RATE	Annual Full Time Salary for FTE \$102,500 \$59,696 \$56,160 \$59,696 \$59,696 \$54,371 \$52,250 \$53,300 \$62,400 \$62,400 \$59,280	Total Program FTE 0.08 0.20 0.60 0.63 0.38 0.88 0.88 0.88 0.05 0.10 0.005 0.10 0.008 0.02 0.03	% FTE funded by Grantee (Max 100%). 25% 10% 33% 10% 25% 10% 26% 50% 28% 20% 16%	Adjusted FTE 0.02 0.02 0.02 0.02 0.03 0.03 0.03 0.03	7/1/25- 6/30/26 Original \$2,050 \$11,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$1,306 \$2,300 \$2,300 \$9922 \$186 \$565	7/1/26 - 6/30/27 Original \$2,050 \$11,845 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757 \$1,306 \$13,059 \$4,757 \$1,306 \$1,306 \$2,300 \$9922 \$186 \$565	7/1/27 - 6/30/28 Original \$2,050 \$11,845 \$3,510 \$19,594 \$13,059 \$4,757 \$1,306 \$2,300 \$2,300 \$9922 \$186 \$565	7/1/28 - 6/30/29 Original \$2,050 \$1,845 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757 \$1,306 \$2,300 \$2,300 \$2922 \$186 \$565	7/1/25 - 6/30/29 Total \$8.2 \$7.3 \$47.3 \$47.3 \$47.3 \$47.3 \$47.3 \$47.3 \$47.3 \$52.2 \$19.0 \$19.0 \$5.2 \$9.2 \$3.9 \$7.3 \$2.2 \$3.9 \$7.3 \$2.2 \$2.67.0
Co-Executive Director Sr. Director of Programs Comm Connector/Prg Lead Community Connector/Prg Lead Neighborhood Asst/Connectors Community Connector/Prg Lead Neighborhood Asst/Connectors #1 Neighborhood Asst/Connectors #2 Neighborhood Asst/Connectors #4 Chinese Programs Director Operations Analytics Mgr Operations Analytis Finance Director TOTALS RINGE BENEFIT RATE EMPLOYEE FRINGE BENEFITS	Annual Full Time Salary for FTE \$102,500 \$29,250 \$59,696 \$56,160 \$52,250 \$59,696 \$54,371 \$54,371 \$54,371 \$54,250 \$83,000 \$62,400 \$59,280 \$85,480 \$85,480	Total Program FTE 0.08 0.20 0.60 0.63 0.38 0.88 0.88 0.88 0.05 0.10 0.005 0.10 0.008 0.02 0.03	% FTE funded by Grantee (Max 100%). 25% 10% 33% 10% 25% 10% 26% 50% 28% 20% 16%	Adjusted FTE 0.02 0.02 0.02 0.02 0.03 0.03 0.03 0.03	7/1/25-6/30/26 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$1,306 \$2,300 \$992 \$186 \$565 \$66,769 \$14,689	7/1/26 - 6/30/27 Original \$2,050 \$1.845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757 \$1,306 \$2,300 \$992 \$186 \$566 \$66,769 \$14,689	7/1/27 - 6/30/28 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757 \$1,306 \$2,300 \$992 \$186 \$565 \$66,769 \$14,689	7/1/28 - 6/30/29 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,504 \$13,059 \$4,757 \$4,757 \$4,757 \$4,757 \$4,757 \$4,757 \$4,757 \$4,757 \$4,809 \$186 \$565 \$66,769 \$14,689	7/1/25 - 6/30/29 Total \$8,2 \$7,3 \$47,3 \$47,3 \$47,3 \$52,2 \$19,0 \$19,0 \$19,0 \$19,0 \$19,0 \$19,0 \$5,22 \$9,2 \$2,3,9 \$2,3,9 \$3,9 \$5,2,2 \$2,6,7,0 \$2,2,0 \$2,6,7,0 \$2,6,7,0 \$2,6,7,0 \$2,6,7,0 \$2,6,7,0 \$3,9,00 \$3,9,00 \$3,9,00 \$3,9,000 \$3,9,000 \$3,9,000 \$3,9,000 \$3,9,0000 \$3,9,0000 \$3,9,00000 \$3,9,00000000000000000000000000000000000
ON-DAS Salaries & Benefits  POSITION TITLE  Co-Executive Director Sr. Director of Programs Comm Connector/Prg Lead Community Connector/Prg Lead Neighborhood Asst/Connectors #1 Neighborhood Asst/Connectors #2 Neighborhood Asst/Connectors #2 Neighborhood Asst/Connectors #4 Chinese Programs Director Operations & Analytics Mgr Opeations Analyst Finance Director TOTALS  RINGE BENEF/IT RATE	Annual Full Time Salary for FTE \$102,500 \$29,250 \$59,696 \$56,160 \$52,250 \$59,696 \$54,371 \$54,371 \$54,371 \$54,250 \$83,000 \$62,400 \$59,280 \$85,480 \$85,480	Total Program FTE 0.08 0.20 0.60 0.63 0.38 0.88 0.88 0.88 0.05 0.10 0.005 0.10 0.008 0.02 0.03	% FTE funded by Grantee (Max 100%). 25% 10% 33% 10% 25% 10% 26% 50% 28% 20% 16%	Adjusted FTE 0.02 0.02 0.02 0.02 0.03 0.03 0.03 0.03	7/1/25- 6/30/26 Original \$2,050 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$1,306 \$2,300 \$992 \$186 \$565 \$66,769	7/1/26 - 6/30/27 Original \$2,050 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$1,306 \$2,300 \$992 \$186 \$565 \$66,769	7/1/27 - 6/30/28 Original \$2,050 \$1.845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$1,306 \$2,300 \$992 \$186 \$565 \$66,769	7/1/28 - 6/30/29 Original \$2,050 \$1,845 \$11,848 \$3,510 \$19,594 \$13,059 \$4,757 \$4,757 \$4,757 \$1,306 \$2,300 \$992 \$186 \$5655 \$66,769	7/1/25 - 6/30/29 Total \$8,2 \$7,3 \$47,3 \$44,3 \$44,3 \$52,2 \$19,0 \$19,0 \$5,2 \$9,2 \$3,9 \$3,9 \$7, \$2,2 \$267,0

Program: Home Delivered Groceries					
	Operating Expenses Detail	il			
	7/1/25- 6/30/26	7/1/26 - 6/30/27	7/1/27 - 6/30/28	7/1/28 - 6/30/29	7/1/25 - 6/30/29
	Original	Original	Original	Original	Total
Annual # Grocery Bags	13,500	14,280	14,280	14,280	56,340
DAS Operating Expenses					
Expenditure Category					
Rental of Property	\$7,900	\$7,900	\$7,900	\$7,900	\$31,6
Utilities(Elec, Water, Gas, Phone, Garbage)	\$5,820	\$5,820	\$5,820	\$5,820	\$23,2
Office Supplies, Postage	\$1,200	\$1,200	\$1,200	\$1,200	\$4,8
Building Maintenance Supplies and Repair	φ1,200	φ1,200	ψ1,200	φ1,200	φ4,0
	\$500	\$500	\$500	\$500	\$2,0
Printing and Reproduction	\$500	\$000	\$ <u></u> 000	\$ <b>0</b> 00	φ2,0
Staff Training					
Staff Travel-(Local & Out of Town)					
Rental of Equipment	\$4,700	\$4,700	\$4,700	\$4,700	\$18,8
Consulting/Professional/Subcontract Services					
UNITI Resources, Inc. (URI)	\$25,000	\$25,000	\$25,000	\$25,000	\$100,0
Dther					
Program Supplies	\$5,045	\$5,045	\$5,045	\$5,045	\$20,1
Activities Expenses	\$780	\$780	\$780	\$780	\$3,1
Volunteer background checks fees	\$500	\$500	\$500	\$500	\$3,1
Volunteel background checks lees	\$500	\$500	\$500	\$500	<b>\$</b> 2,0
Total DAS Operating Expense	\$51,445	\$51,445	\$51,445	\$51,445	\$205,7
NON-DAS Operating Expenses					
Expenditure Category					
Rental of Property	\$3,600	\$3,600	\$3,600	\$3,600	\$14,4
Utilities(Elec, Water, Gas, Phone, Garbage)	φ0,000	\$0,000	φ0,000	\$0,000	φ14,4
Office Supplies, Postage					
Building Maintenance Supplies and Repair					
Printing and Reproduction					
Insurance					
Staff Training					
	\$8,400	\$8,400	\$8,400	\$8,400	\$33,6
Staff Travel-(Local & Out of Town)	\$8,400	\$8,400	ֆծ,400	\$8,400	<b>\$33,6</b>
Rental of Equipment Consulting/Professional Services					
Sonauting/F1016551011al Gel VICes					
Dther					
Total NON-DAS Operating Expense	\$12,000	\$12,000	\$12,000	\$12,000	\$48,0
Fotal DAS & NON-DAS Operating Expense	\$63,445	\$63,445	\$63,445	\$63,445	\$253,7
otal DAG & NOR-DAG Operating Expense	\$03,445	φ03,445	φ <b>0</b> 3,445		۶۲۵۵,7 Budget Form (3/2

Subcontractors-Pass Thru							
	7/1/25- 6/30/26 Original	7/1/26 - 6/30/27 Original	7/1/27 - 6/30/28 Original	7/1/28 - 6/30/29 Original	7/1/25 - 6/30/29 Total		
DAS Consulting/Professional/Subcontract Services							
UNITI Resources, Inc. (URI)	\$4,300	\$4,300	\$4,300	\$4,300	\$17,20		
Total DAS Consultant/Subcontractor	\$4,300	\$4,300	\$4,300	\$4,300	\$17,2		
DAS Direct Client Pass-Through							
Total DAS Direct Client Pass-Through							
NON-DAS Consultant/Subcontractor							
otal NON-DAS Consultant/Subcontractor							
NON-DAS Direct Client Pass-Through							
otal NON-DAS Direct Client Pass-Through							

	DEPARTMENT OF DISABILITY AND AGING SERVICES							
		OFF	TICE OF COMMUNITY PAR	TNERSHIP				
		НОМ	ME-DELIVERED GROCERY	PROGRAM				
APPENDIX C - SITE CHART								
AGENCY:	Community Living Campaign							
MAILING ADDRESS:	1663 Mission Street, Suite 525							
CO-EXECUTIVE DIRECTOR:	Kate Kuckro			kate@sfcommunityliving.org		PHONE NO .:	415-821-1003 ext 102	
PROGRAM DIRECTOR	Andy Burns		EMAIL:	andy@sfcommunityliving.org		PHONE NO.:	415-821-1003 ext 145	
Route Name/Number	D. I. UDO N I	OMI HDG Network	Parkmerced/University					
Route Name/Number	Bayview HDG Network	UMI HDG Network	-					
Name/location of HDG drop site			Park HDG					
(where food is delivered & packed for	Bayview Packing Hub	OMI/PUP Packing Hub	OMI/PUP Packing Hub					
delivery to clients)	ваучем гаскіпд пир	UNITE Facking HUD	OWINFOF Facking Hub					
		Lutheran Church of Our	Lutheran Church of Our					
Address and Zip	Meals on Wheels SF	Savior	Savior					
	2142 Jerrold Ave, 94124	1011 Garfield St, 94132	1011 Garfield St, 94132					
Phone Number	415-879-0669	415-846-7717	415-337-1735					
Neighborhood/ Geographic Delivery			Park Merced/University					
Service Area	Bayview/Visitacion Valley	OMI	Park					
Supervisorial District #	10	11	7					
	MonTues	Mon <u>X</u> Tues	MonXTues	MonTues	MonTues	MonTues	MonTues	
	Wed <u>X</u> Thurs	WedThurs	WedThurs	WedThurs	WedThurs	WedThurs	WedThurs	
Delivery Days	FriSat	FriSat	FriSat	FriSat	FriSat	FriSat	FriSat	
	Sun	Sun	Sun	Sun	Sun	Sun	Sun	
Hours Office Open	8am-10am	8am-10am	8am-10am					
Grocery Delivery Schedule	0	10.00.0.00	40.00.000		1			
(start & end time)	9am-1pm	10:30-2:30	10:30-2:30					
	FY 25/26: 145	FY 25/26: 140	FY 25/26: 25					
Number of Unduplicated Consumers	FY 26/27 - 28/29: 150	FY 26/27 - 28/29: 140	FY 26/27 - 28/29: 25					
	FY 25/26: 7,045	FY 25/26: 6,800	FY 25/26: 575					
Number of Deliveries	FY 26/27 - 28/29: 7,200	FY 26/27 - 28/29: 6,725	FY 26/27 - 28/29: 575					
	FY 25/26: 50	FY 25/26: 50	FY 25/26: 24					
Number of service days per year	FY 26/27 - 28/29: 50	FY 26/27 - 28/29: 50	FY 26/27 - 28/29: 24					
Average number of grocery bags	FY 25/26: 141	FY 25/26: 136	FY 25/26: 24		1			
delivered per service day	FY 26/27 - 28/29: 144	FY 26/27 - 28/29: 135	FY 26/27 - 28/29: 24					

#### **Appendix A – Services to be Provided**

### Golden Gate Senior Services Home-Delivered Grocery (HDG) Program July 1, 2025 to June 30, 2029

## I. Purpose of Grant

The purpose of this grant is to provide a home-delivered grocery (HDG) program for older adults and adults with disabilities living in the City and County of San Francisco. An HDG program facilitates the delivery of food support to the homes of eligible consumers. The program mitigates the risk of food insecurity, promotes the consumption of healthy foods, and provides access to additional nutrition and wellness services that enhance the wellbeing and safety of older adults and adults with disabilities living in the community.

#### II. Definitions

Grantee	Golden Gate Senior Services
Activity Scheduling	Scheduled activities for consumers enrolled in the grantee's home-delivered grocery (HDG) program. Activities may include educational presentations, workshops, trainings, cultural events, 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 consumers maintain/enhance their level of functioning. One service unit of activity scheduling is one hour of scheduled activity, sponsored by the grantee.
Adult with a Disability	A person 18-59 years of age 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, transferring, 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.
CARBON	SFHSA's web-based Contracts Administration, Reporting, and Billing On-line System.

City	City and County of San Energian a remaining 1
City	City and County of San Francisco, a municipal
Communities of Color	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.
CRFC	California Retail Food Code, which is a uniform statewide
CKIC	health and sanitation standard for food facilities. (Sec.
	113700 et seq., California Health and Safety Code)
DAS	Department of Disability and Aging Services.
Dietary Guidelines for	Evidence-based food and beverage recommendations for
Americans (DGA)	Americans ages two (2) and older that aim to promote
	health, prevent chronic disease, and help people reach and
	maintain a healthy weight. Published jointly every 5 years
	by the U.S. Department of Health and Human Services
	(HHS) and the U.S. Department of Agriculture (USDA).
Disability	A condition or combination of conditions that is
5	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.
Food Assistance Program	San Francisco Marin Food Bank.
(FAP) Contractor	
Food Security Screening	A two-question validated screening tool designed to assess
	an individual's food security status.
Food Support	A selection of food items supplied by the FAP contractor for
	distribution and delivery to consumers enrolled in the HDG
	program. The food items must come from USDA-defined
	food groups and be offered in sufficient quantities and variety to allow the individual to prepare at least seven diverse meals
	that adhere to the Dietary Guidelines for Americans (DGA).
LGBTQIA+	An acronym/term used to refer to persons who self-identify
	as non- heterosexual and/or whose gender identity does not
	correspond to their sex assigned at birth. This includes, but
	is not limited to, lesbian, gay, bisexual, transgender,
	genderqueer, and gender non-binary.
Limited English-Speaking	Any person who does not speak English well or is
Proficiency	otherwise unable to communicate effectively in English
5	because English is not the person's primary language.
Low Income	Having income at or below 200% of the federal poverty
	line as defined by the federal Bureau of the Census and
	published annually by the U.S. Department of Health and
	production and and and a state of the original and the or

	$11 \dots 0 \dots 1 \dots 1 \dots 1 \dots 1 \dots 1 \dots \dots$
	Human Services. Eligibility for program enrollment and
	participation is not means tested. Consumers self-report
	income status.
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".
SF DAS 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.
SFHSA	San Francisco Human Services Agency.
Socially Isolated	Having few social relationships and few people to interact
2	with regularly.
Social Services	The provision of one-to-one assistance to consumers
	enrolled in the grantee's home-delivered grocery (HDG)
	program. Assistance may include information and referrals,
	form/application completion excluding those required for
	the HDG program, home visits, medical escort services,
	and emotional support by phone or in person.
SOGI	
5001	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).
Supervisorial District	There are eleven supervisorial districts in the City and
(District)	County of San Francisco. A map of each district can be
	found at:
	https://www.sf.gov/maps
Unduplicated Consumer	An individual who participates in the HDG program and
(UDC)	the grantee reflects consumer participation in SF DAS
	GetCare through program enrollment.
Unit of Service (UOS)	One delivery of food support to an eligible consumer
	enrolled in the HDG program.

## **III.** Target Population

This program is designed to serve all people who can benefit from the services outlined in this Appendix, and particularly those demonstrating the greatest economic and social need. To ensure that the most vulnerable people are aware of and can benefit from this program, the grantee shall ensure that program services are accessible to:

- 1. Persons with low to moderate income
- 2. Persons who are socially isolated

- 3. Persons with limited English-speaking proficiency
- 4. Persons from communities of color or communities that have historically been under-served
- 5. Members of the LGBTQIA+ community
- 6. Persons at risk of institutionalization

## **IV.** Eligibility For Services

- 1. A resident of San Francisco, and
- 2. A person who is an older adult or an adult with a disability, and
- 3. A person who reports having an income at or below 200% of the federal poverty line, **and**
- 4. A person who reports having a condition that prevents the individual from standing in a food pantry line, **and**
- 5. A person who has demonstrated the need for supplemental groceries due to food insecurity and is not receiving two (2) meals per day from a DAS funded nutrition partner(s), **and**
- 6. A person who has the capacity or help to store and handle delivered groceries, **and**
- 7. A person able to prepare meals at home or has a caregiver who can prepare meals.

## V. Description of Services

Grantee shall provide the following services during the term of this grant:

- 1. Grantee will provide eligible consumers with regularly scheduled delivery of food support to their homes. The food support will be supplied by the DAS Food Assistance Program (FAP) contractor at no cost to the grantee. The food support will include a variety of items from the USDA-defined food groups, offered in sufficient quantities and diversity to enable individuals to prepare at least seven distinct meals per week, following the healthy dietary patterns outlined in the most current version of the Dietary Guidelines for Americans (DGA). The standard delivery frequency will be weekly. The grantee may implement an alternative delivery schedule; however, it must be approved in advance by DAS and not impact program participants' ability to prepare at least one meal per day.
- 2. Grantee will establish an agreement with the DAS Food Assistance Program (FAP) contractor to receive food support for their home-delivered grocery (HDG) program at no cost. The grantee will have a designated drop site for receiving food, which must be reviewed and approved by the FAP contractor in advance of use. In collaboration with the FAP contractor, the grantee will ensure that the foods provided are culturally appropriate and meet the diverse dietary needs and preferences of the consumer population. To support this, the grantee must establish a feedback loop between clients, the FAP contractor, and itself to continually assess and address consumer needs.
- 3. Grantee will prepare the food support provided by the FAP contractor for distribution to consumers, ensuring that each distribution food support

contains a selection of USDA-defined food groups—fruits, vegetables, grains, protein foods, and dairy—in sufficient quantities and variety to prepare at least seven diverse meals per week. The grantee will have a system in place to tailor food support at the individual level based on each consumers' expressed preferences whenever possible. This includes avoiding items that consumers have indicated they dislike or cannot use.

- 4. Grantee will comply with the California Retail Food Code (CRFC) in all aspects of the HDG program. The grantee will ensure that food received from the FAP contractor is handled with the highest standards of food safety by both paid staff and volunteers throughout all stages of program operations, including receiving, storage, packing for distribution, transporting, and delivery.
- 5. Grantee will ensure sufficient staffing is in place to meet program requirements and will utilize volunteers to support the program. All staff, paid staff and volunteers, must have the appropriate education, experience, and cultural competence to deliver quality services that meet consumers' needs. Additionally, volunteers making deliveries must be screened, including background checks, to ensure consumer safety.
- 6. Grantee will provide comprehensive orientation and training for all new staff and volunteers to prepare them for their responsibilities. This includes mandatory food safety training, which must be completed before handling food for distribution. The training will emphasize critical practices to prevent foodborne illnesses, such as proper food handling, temperature control, crosscontamination prevention, and safe food storage during transport and delivery.
- 7. Grantee will conduct in-service training at least twice per year, with one session focused on food safety. The grantee must develop, implement, and maintain a comprehensive training plan that includes both orientation and annual in-service training. This plan, along with documentation verifying the completion of all training, shall be made available to DAS upon request.
- 8. Grantee will establish and maintain a consumer enrollment process that includes eligibility verification, collection of required consumer data (including SOGI data), and completion of the food security screening. Consumer enrollment in the HDG program will be documented in SF DAS GetCare, ensuring accurate recording of all collected data. Additionally, as part of the enrollment process, the grantee will provide consumers with written program information (e.g., welcome packet) that includes, at minimum, the following: a contact person and phone number for questions, start date, and delivery details such as day of the week, time of day, and frequency.
- 9. Grantee will implement a re-enrollment process every two years to ensure ongoing eligibility and accurate data collection. This process will include re-verification of consumer eligibility, an updated collection of required consumer data, and a new food security screening. The grantee will update consumer records in SF DAS GetCare to reflect any changes in status or information gathered during the re-enrollment process.

- 10. Grantee will maintain an internal waitlist for program enrollment if necessary and collaborate with other DAS-funded HDG contractors to minimize waiting times, which may include transferring or referring consumers to other DAS contractors when appropriate. The grantee will ensure that consumers on their internal waitlist are informed about the DAS-funded citywide HDG program and may receive services through the citywide HDG program if space is available. The grantee's internal waitlist shall be made available to DAS upon request.
- 11. Grantee will conduct outreach activities to connect with the target population(s) and promote program services. Outreach is a core responsibility of the grantee and is essential for informing eligible consumers about the program.
- 12. Grantee will provide social services tailored to meet the needs of eligible consumers participating in the HDG program. The social services provided through the HDG program may not be reported as deliverables under any other DAS-funded contract. Likewise, services funded and reported under another DAS contract cannot be reported as social services under this HDG program.
- 13. Grantee will develop and administer an annual consumer satisfaction survey to capture feedback on program outcomes and service quality. The survey will be reviewed and approved by DAS in advance. The results will be shared with DAS by March 15 each year, or on a mutually agreed-upon date. A minimum sample size of 35% of active consumer enrollment at the time the survey is administered will be required.
- 14. Grantee program staff will complete the California Department of Aging (CDA) Security Awareness Training annually. Within 30 days of their start date, any new employee, subcontractor, or volunteer must also complete this training. The grantee will maintain records of staff completion. The grantee shall comply with the applicable privacy and security rules of the Health Insurance Portability and Accountability Act of 1996 (HIPAA).
- 15. Grantee will ensure that all program staff, regardless of position, receive initial training on elder abuse and mandated reporting. Program staff who interact with consumers must complete this training annually, in accordance with the DAS OCP Policy Memorandum.
- 16. Grantee shall develop a written grievance process for reviewing and resolving service concerns raised by consumers or their authorized representatives regarding DAS-funded programs and their employees or volunteers, in accordance with DAS OCP Policy Memorandum. This process must ensure that consumers have clearly established rights and due process for timely resolution of their concerns.
- 17. Grantee shall have written policies and procedures in place to guide the implementation of the HDG program, ensuring compliance with all applicable DAS OCP Policy Memoranda. These policies and procedures must cover the acceptance and handling of program income, as well as the delivery of activity scheduling, social services, and other program components. The grantee will ensure that these written policies and procedures are consistent with the goals

and requirements of the HDG program and that they are made available to DAS upon request.

- 18. Grantee will attend in-service trainings and nutrition meetings coordinated and provided by DAS OCP and share relevant information with their staff and volunteers.
- 19. Grantee will ensure that DAS funding information is prominently displayed on its websites and publications related to the DAS-funded home-delivered grocery program, in accordance with DAS OCP Policy Memorandum.
- 20. Grantee will deliver food support to program participants during a major disaster where feasible and appropriate.

## VI. Location and Time of Services

The grantee will provide a home-delivered grocery program in the City and County of San Francisco. The grantee will establish a schedule for delivery days, times, and locations, which will be included in the grantee's site chart. The delivery areas in the City, including Supervisorial Districts and neighborhoods, must be identified in the site chart and submitted to DAS OCP in advance for review and approval.

## VII. Service Objectives

During the grant term, the grantee shall meet the following service objectives:

Table A	FY 25-26	FY 26-27	FY 27-28	FY 28-29
Number of Unduplicated Consumers	250	250	250	250
Number of Deliveries	10,600	10,600	10,600	10,600
Number of Social Service Hours	436	436	436	436

## VIII. Outcome Objectives

On an annual basis, the Grantee will meet the following service objectives:

- 1. Consumers rate the quality of services they receive as excellent or good. Target: 85%.
- Consumers feel less worried about getting enough food to meet their needs. Target: 85%
- 3. Consumers report increased consumption of fruits, vegetables, and/or whole grains. Target: 75%
- 4. Consumers report the food support they receive helps them live stably in the community. Target: 85%

## IX. Data Collection and Reporting Requirements

1. Grantee shall enter all service objectives into the SF DAS GetCare Service Unit section by the 5th working day of the month for the preceding month.

- 2. Grantee shall enter monthly reports and metrics into the CARBON database system by the 15th of the following month, ensuring the accuracy and timeliness of these entries. Each report must include:
  - The number of unduplicated consumers served
  - The total units of service provided
- 3. Grantee shall issue a fiscal closeout report at the end of the fiscal year. The report is due to SFHSA no later than July 31 each year. This report must be submitted in the CARBON system.
- 4. Grantee will provide ad hoc reports as required by the Department.

For assistance with reporting requirements or submission of reports, contact: Margarita.Gatam@sfgov.org Contract Manager, Office of Contract Management, SFHSA

or

Julie.Hibarger@sfgov.org Nutritionist, Department of Disability and Aging Services, Office of Community Partnerships

## X. Monitoring Activities

- 1. <u>Program Monitoring</u>: Program monitoring will include review of client eligibility, and back-up documentation for reporting progress towards meeting service and outcome objectives; compliance to specific program standards and requirements; how participant records are collected and maintained; reporting performance including monthly service unit reports on SF DAS GetCare; maintenance of service unit logs; agency and organization standards, which include current organizational chart, evidence of provision of training to staff and volunteers regarding the Elder Abuse Reporting; evidence of provision of the California Department of Aging (CDA) Security Awareness training to staff and volunteers; program operation, which includes a review of a written policies and procedures manual of all DAS OCP-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 directors list and whether services are provided appropriately according to Sections III through VIII.
- 2. <u>Fiscal Compliance and Contract Monitoring</u>: Fiscal monitoring will include review of the Grantee's organizational budget, 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 the Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, MOUs, the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

					Appendix B, Page
	HUMAN SERVICES	AGENCY BUDGET S	UMMARY		
		PROGRAM			
Grantee/Contractor: Golden Gate Senior Services				Full Term:	7/1/25 - 6/30/29
Program: HOME-DELIVERED GROCERIES FY25-29				Effective Date:	7/1/2025
New⊡ Modification□ Revision□ (Check One)				Modification #	
	7/1/25 - 6/30/26	7/1/26 - 6/30/27	7/1/27 - 6/30/28	7/1/28 - 6/30/29	7/1/25 - 6/30/29
Annual # Grocery Bags	10,600	10.600	10.600	10.600	42,400
DAS Expenditures	Original	Original	Original	Original	Total
Salaries & Benefits	\$122,692	\$121,374	\$122,692	\$122,692	\$489,4
Operating Expenses	\$6,289	\$7,607	\$7,607	\$7,607	\$29,1
Subtotal	\$128,981	\$128,981	\$130,299	\$130,299	\$518,5
Indirect Percentage (%)	15%	15%	15%	15%	1
Indirect Costs (Line 13 X Line 14)	\$19,347	\$19,347	\$18,029	\$18,029	\$74,7
Consultant/Subcontractor	\$151,672	\$151,672	\$151,672	\$151,672	\$606,6
Direct Client Pass-Through	\$101,07Z	\$101,01Z	\$101,01Z	φ101,072	φ000,0
Capital Expenses					
Total DAS Expenses	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,0
P		, ,	,	,	.,
Ion-DAS Expenditures					
Salaries & Benefits	\$11,515	\$11,515	\$11,515	\$11,515	\$46,0
Operating Expenses	\$2,500	\$2,500	\$2,500	\$2,500	\$10,0
Consultant/Subcontractor					
Direct Client Pass-Through					
Capital Expenses					
Total NON-DAS Expenses	\$14,015	\$14,015	\$14,015	\$14,015	\$56,0
TOTAL DAS AND NON-DAS EXPEDITURES	\$314,015	314015	314015	314015	12560
HSA / DAS Revenues					
General Fund	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,0
State - N/A	\$000,000	\$000,000	\$000,000	\$000,000	¢1,200,0
Federal - N/A					
Non-CODB Eligible 4					
Total HSA / DAS Revenues	\$300,000	\$300,000	\$300,000	\$300,000	\$1,200,0
PER BAG COST, DAS	\$28.30	\$28.30	\$28.30	\$28.30	\$28.
NON HSA / DAS Revenues	<b>0</b> 11015	<b>*</b> 11.015	<b>*</b> 44.045	<b>644.045</b>	
GGSS General Fund	\$14,015	\$14,015	\$14,015	\$14,015	\$56,0
Total NON HSA / DAS Revenues	\$14,015	\$14,015	\$14,015	\$14,015	\$56,0
PER BAG COST, NON-DAS	\$1.32	\$1.32	\$1.32	\$1.32	\$1.
TOTAL DAS AND NON DAS REVENUE	\$314,015	\$314,015	\$314,015	\$314,015	\$1,256,0
PER BAG COST, DAS & NON-DAS	\$29.62	\$29.62	\$29.62	\$29.62	\$29
,	ψ20.02	ψ <b>2</b> 3.02	ψ23.02	ψ23.02	φ23
Prepared by: Kaleda Walling 3/13/25					

Grantee/Contractor: Golden Gate Senior Services Program: HOME-DELIVERED GROCERIES FY25-29									Appendix B, Page
				Salaries	& Benefits Detail				
DAS Salaries & Benefits	Agency	/ Totals	HSA P	rogram	7/1/25 - 6/30/26	7/1/26 - 6/30/27	7/1/27 - 6/30/28	7/1/28 - 6/30/29	7/1/25 - 6/30/29
POSITION TITLE	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Original	Original	Original	Total
Bilingual Program Manager	\$68,640	1.00	64%	0.64	\$43,930	\$43,930	\$43,930	\$43,930	\$175,72
Richmond Senior Center (RSC) Director	\$107,120	1.00	30%	0.30	\$32,136	\$26,780	\$32,136	\$32,136	\$123,18
Program Director	\$85,280	1.00	20%	0.20	\$17,056	\$17,056	\$17,056	\$17,056	\$68,22
Operations Manager	\$85,280	1.00	10%	0.10	\$8,528	\$12,792	\$8,528	\$8,528	\$38,37
TOTALS	\$346,320	4.00	1.24	1.24	\$101,650	\$100,558	\$101,650	\$101,650	\$405,50
FRINGE BENEFIT RATE	21%								
EMPLOYEE FRINGE BENEFITS					\$21,042	\$20,816	\$21,042	\$21,042	\$83,94
TOTAL DAS SALARIES & BENEFITS					\$122,692	\$121,374	\$122,692	\$122,692	\$489,45
NON-DAS Salaries & Benefits	Agency	/ Totals	HSA P	rogram	7/1/25 - 6/30/26	7/1/26 - 6/30/27	7/1/27 - 6/30/28	7/1/28 - 6/30/29	7/1/25 - 6/30/29
POSITION TITLE	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Original	Original	Original	Total
Executive Director	\$126,524	1	5%	0.05	\$6,326	\$6,326	\$6,326	\$6,326	\$25,30
Richmond Senior Center (RSC) Director	\$107,120	1	3%	0.03	\$3,214	\$3,214	\$3,214	\$3,214	\$12,85
TOTALS	\$233,644	2.00	0.08	0.08	\$9,540	\$9,540	\$9,540	\$9,540	\$38,16
FRINGE BENEFIT RATE	21%								
EMPLOYEE FRINGE BENEFITS					\$1,975	\$1,975	\$1,975	\$1,975	\$7,90
Total NON-DAS SALARIES & BENEFITS					\$11,515	\$11,515	\$11,515	\$11,515	\$46,06
Total DAS and NON-DAS Salaries and Benefits									
									HSA Budget Form (3/24

	Oncurting Free	onoo Dotail				
	Operating Exp	Operating Expenses Detail				
	7/1/25 - 6/30/26	7/1/26 - 6/30/27	7/1/27 - 6/30/28	7/1/28 - 6/30/29	7/1/25 - 6/30/29	
Annual # Grocery Bags	Original 10,600	Original 10,600	Original 10,600	Original 10,600	Total 42,400	
	10,000	10,000	10,000	10,000	42,400	
DAS Operating Expenses						
Expenditure Category						
Rental of Property						
Utilities(Elec, Water, Gas, Phone, Garbage)						
Office Supplies, Postage	\$528	\$846	\$846	\$846	\$3,06	
Building Maintenance Supplies and Repair						
Printing and Reproduction	\$3,200	\$3,200	\$3,200	\$3,200	\$12,8	
Insurance						
Staff Training	\$500	\$500	\$500	\$500	\$2,0	
Staff Travel-(Local & Out of Town)						
Rental of Equipment						
<u>Dther</u>						
Programs and Events Consumables	\$2,061	\$3,061	\$3,061	\$3,061	\$11,2	
Total DAS Operating Expense	\$6,289	\$7,607	\$7,607	\$7,607	\$29,1	
NON-DAS Operating Expenses						
Expenditure Category						
Rental of Property						
Utilities(Elec, Water, Gas, Phone, Garbage)						
Office Supplies, Postage	\$1,000	\$1,000	\$1,000	\$1,000	\$4,0	
Building Maintenance Supplies and Repair				. ,	. ,	
Printing and Reproduction						
Insurance						
Staff Training						
Staff Travel-(Local & Out of Town)						
Rental of Equipment						
Other			-			
Programs and Events Consumables	\$1,500	\$1,500	\$1,500	\$1,500	\$6,0	
	\$2.500	\$2,500	\$2,500	\$2,500	\$10,0	
otal NON-DAS Operating Expense	\$2,500	<i>\\</i> 2,000	1 1		. ,	
otal NON-DAS Operating Expense	\$8,789	\$10,107	\$10,107	\$10,107	\$39,1	

Grantee/Contractor: Golden Gate Senior Services Program: HOME-DELIVERED GROCERIES FY25-29	)			A	ppendix B, Page 4
	Subcontrac	tors-Pass Thru			
	7/1/25 - 6/30/26 Original	7/1/26 - 6/30/27 Original	7/1/27 - 6/30/28 Original	7/1/28 - 6/30/29 Original	7/1/25 - 6/30/29 Total
DAS Consultant/Subcontractor	-				
The Richmond Neighborhood Center	\$151,672	\$151,672	\$151,672	\$151,672	\$606,688
Total DAS Consultant/Subcontractor	\$151,672	\$151,672	\$151,672	\$151,672	\$606,688
DAS Direct Client Pass-Through					
Total DAS Direct Client Pass-Through					
NON-DAS Consultant/Subcontractor					
Total NON-DAS Consultant/Subcontractor					
NON-DAS Direct Client Pass-Through					
[					
Total NON-DAS Direct Client Pass-Through					
Total DAS & NON-DAS Consultant/ Subcontractor, Direct Client Pass-Through	\$151,672	\$151,672	\$151,672	\$151,672	\$606,688
				HSA	Budget Form (3/24)

Appendix C, Page 1

DEPARTMENT OF DISABILITY AND AGING SERVICES OFFICE OF COMMUNITY PARTNERSHIP HOME-DELIVERED GROCERY PROGRAM					
AGENCY:	Golden Gate Senior Services				
MAILING ADDRESS:	6221 Geary Blvd., 3rd Floor, San Fra	incisco, CA 94121			
DIRECTOR:	Christine Ness	cness@ggsenior.org	(415) 876-3333		
PROGRAM MANAGER	Joey Yu	jyu@ggsenior.org	(415) 525-2571		
Route Name/Number	RNC	George Peabody	Lafayette		
Name/location of HDG drop site (where food is delivered & packed for delivery to clients)	Richmond Neighborhood Center	George Peabody Elementary School	Lafayette Elementary School		
Addross and Zin	741 30th Avenue	251 6th Avenue	4545 Anza Street		
Address and Zip	San Francisco, 94121	San Francisco, 94118	San Francisco, 94121		
Phone Number	(415)751-6600	(415) 750-8480	(415) 750-8483		
Neighborhood/ Geographic Delivery Service Area	Richmond District Richmond District		Richmond District		
Supervisorial District #	1	1	1		
Delivery Days	MonTues Wed <u>X</u> Thurs FriSat Sun	<u>X</u> Mon <u>Tues</u> Wed <u>Thurs</u> Fri <u>S</u> at Sun	Mon <u>X</u> _Tues WedThurs FriSat Sun		
Hours Office Open	8:30 - 6:00 p.m.	8:30 - 6:00 p.m.	8:30 - 6:00 p.m.		
Grocery Delivery Schedule (start & end time)	2:00 - 6:00 p.m.	2:00 - 6:00 p.m.	2:00 - 6:00 p.m.		
Number of Unduplicated Consumers	86	79	85	250	
Number of Deliveries	3,534	3,533	3,533	10,600	
Number of service days per year	51	51	51	153	
Average number of grocery bags delivered per service day	69	69	69	69	

### **Appendix A – Services to be Provided**

### Chinatown Community Development Center Home-Delivered Grocery (HDG) Program July 1, 2025 to June 30, 2029

## I. Purpose of Grant

The purpose of this grant is to provide a home-delivered grocery (HDG) program for older adults and adults with disabilities living in the City and County of San Francisco. An HDG program facilitates the delivery of food support to the homes of eligible consumers. The program mitigates the risk of food insecurity, promotes the consumption of healthy foods, and provides access to additional nutrition and wellness services that enhance the wellbeing and safety of older adults and adults with disabilities living in the community.

#### II. Definitions

Grantee	Chinatown Community Development Center
Adult with a Disability	A person 18-59 years of age with a disability.
At Risk of	To be considered at risk of institutionalization, a person
Institutionalization	must have, at a minimum, one of the following:
	1) functional impairment in a minimum of two Activities
	of Daily Living (ADL): eating, dressing, transferring,
	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.
CARBON	SFHSA's web-based 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.
CRFC	California Retail Food Code, which is a uniform statewide
	health and sanitation standard for food facilities. (Sec.
	113700 et seq., California Health and Safety Code)
DAS	Department of Disability and Aging Services.

Distant Guidalinas for	Exidence based food and beverage recommendations for
Dietary Guidelines for Americans (DGA)	Evidence-based food and beverage recommendations for Americans ages two (2) and older that aim to promote health, prevent chronic disease, and help people reach and maintain a healthy weight. Published jointly every 5 years by the U.S. Department of Health and Human Services (HHS) and the U.S. Department of Agriculture (USDA).
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.
Food Assistance Program (FAP) Contractor	San Francisco Marin Food Bank.
Food Security Screening	A two-question validated screening tool designed to assess an individual's food security status.
Food Support	A selection of food items supplied by the FAP contractor for distribution and delivery to consumers enrolled in the HDG program. The food items must come from USDA-defined food groups and be offered in sufficient quantities and variety to allow the individual to prepare at least seven diverse meals that adhere to the Dietary Guidelines for Americans (DGA).
LGBTQIA+	An acronym/term used to refer to persons who self-identify as non- heterosexual and/or whose gender identity does not correspond to their sex assigned at birth. 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 200% of the federal poverty line as defined by the federal Bureau of the Census and published annually by the U.S. Department of Health and Human Services. Eligibility for program enrollment and participation is not means tested. Consumers self-report income status.
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".
SF DAS 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.
SFHSA	San Francisco Human Services Agency.
Single Room Occupancy (SRO)	A type of residential property where individual tenants rent single rooms and share facilities as bathrooms, kitchens, and sometimes common living spaces.
Socially Isolated	Having few social relationships and few people to interact with regularly.
SOGI	Sexual Orientation and Gender Identity; <i>Ordinance No.</i> 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 ( <i>Chapter 104, Sections</i> 104.1 through 104.9).
Supervisorial District (District)	There are eleven supervisorial districts in the City and County of San Francisco. A map of each district can be found at: https://www.sf.gov/maps
Unduplicated Consumer (UDC)	An individual who participates in the HDG program and the grantee reflects consumer participation in SF DAS GetCare through program enrollment.
Unit of Service (UOS)	One delivery of food support to an eligible consumer enrolled in the HDG program.

## III. Target Population

This program is designed to serve all people who can benefit from the services outlined in this Appendix, and particularly those demonstrating the greatest economic and social need. To ensure that the most vulnerable people are aware of and can benefit from this program, the grantee shall ensure that program services are accessible to:

- 1. Persons with low to moderate income
- 2. Persons who are socially isolated
- 3. Persons with limited English-speaking proficiency
- 4. Persons from communities of color or communities that have historically been under-served
- 5. Members of the LGBTQIA+ community
- 6. Persons at risk of institutionalization

## IV. Eligibility For Services

- 1. A resident of San Francisco, and
- 2. A person who is an older adult or an adult with a disability, and
- 3. A person who reports having an income at or below 200% of the federal poverty line, **and**
- 4. A person who reports having a condition that prevents the individual from standing in a food pantry line, **and**

- 5. A person who has demonstrated the need for supplemental groceries due to food insecurity and is not receiving two (2) meals per day from a DAS funded nutrition partner(s), **and**
- 6. A person who has the capacity or help to store and handle delivered groceries, **and**
- 7. A person able to prepare meals at home or has a caregiver who can prepare meals.

## V. Description of Services

Grantee shall provide the following services during the term of this grant:

- 1. Grantee will provide eligible consumers with regularly scheduled delivery of food support to their homes. The food support will be supplied by the DAS Food Assistance Program (FAP) contractor at no cost to the grantee. The food support will include a variety of items from the USDA-defined food groups, offered in sufficient quantities and diversity to enable individuals to prepare at least seven distinct meals per week, following the healthy dietary patterns outlined in the most current version of the Dietary Guidelines for Americans (DGA). The standard delivery frequency will be weekly. The grantee may implement an alternative delivery schedule; however, it must be approved in advance by DAS and not impact program participants' ability to prepare at least one meal per day.
- 2. Grantee will establish an agreement with the DAS Food Assistance Program (FAP) contractor to receive food support for their home-delivered grocery (HDG) program at no cost. The grantee will have a designated drop site for receiving food, which must be reviewed and approved by the FAP contractor in advance of use. In collaboration with the FAP contractor, the grantee will ensure that the foods provided are culturally appropriate and meet the diverse dietary needs and preferences of the consumer population. To support this, the grantee must establish a feedback loop between clients, the FAP contractor, and itself to continually assess and address consumer needs.
- 3. Grantee will host a weekly food pantry in Supervisorial District 3 in collaboration with the FAP contractor. The grantee is responsible for securing the site for the weekly food pantry and establishing any related subcontract performance agreements or memorandums of understanding (MOUs) with the site partner. The grantee will facilitate the use of consumer proxies to deliver food support from the pantry site to eligible HDG consumers when feasible.
- 4. Grantee will prepare the food support provided by the FAP contractor for distribution to consumers, ensuring that each distribution food support contains a selection of USDA-defined food groups—fruits, vegetables, grains, protein foods, and dairy—in sufficient quantities and variety to prepare at least seven diverse meals per week. The grantee will have a system in place to tailor food support at the individual level based on each consumers' expressed preferences whenever possible. This includes avoiding items that consumers have indicated they dislike or cannot use.
- 5. Grantee will comply with the California Retail Food Code (CRFC) in all aspects of the HDG program. The grantee will ensure that food received from

the FAP contractor is handled with the highest standards of food safety by both paid staff and volunteers throughout all stages of program operations, including receiving, storage, packing for distribution, transporting, and delivery.

- 6. Grantee will ensure sufficient staffing is in place to meet program requirements and will utilize volunteers to support the program. All staff, paid staff and volunteers, must have the appropriate education, experience, and cultural competence to deliver quality services that meet consumers' needs. Additionally, volunteers making deliveries must be screened, including background checks, to ensure consumer safety.
- 7. Grantee will provide comprehensive orientation and training for all new staff and volunteers to prepare them for their responsibilities. This includes mandatory food safety training, which must be completed before handling food for distribution. The training will emphasize critical practices to prevent foodborne illnesses, such as proper food handling, temperature control, crosscontamination prevention, and safe food storage during transport and delivery.
- 8. Grantee will conduct in-service training at least twice per year, with one session focused on food safety. The grantee must develop, implement, and maintain a comprehensive training plan that includes both orientation and annual in-service training. This plan, along with documentation verifying the completion of all training, shall be made available to DAS upon request.
- 9. Grantee will establish and maintain a consumer enrollment process that includes eligibility verification, collection of required consumer data (including SOGI data), and completion of the food security screening. Consumer enrollment in the HDG program will be documented in SF DAS GetCare, ensuring accurate recording of all collected data. Additionally, as part of the enrollment process, the grantee will provide consumers with written program information (e.g., welcome packet) that includes, at minimum, the following: a contact person and phone number for questions, start date, and delivery details such as day of the week, time of day, and frequency.
- 10. Grantee will implement a re-enrollment process every two years to ensure ongoing eligibility and accurate data collection. This process will include reverification of consumer eligibility, an updated collection of required consumer data, and a new food security screening. The grantee will update consumer records in SF DAS GetCare to reflect any changes in status or information gathered during the re-enrollment process.
- 11. Grantee will maintain an internal waitlist for program enrollment if necessary and collaborate with other DAS-funded HDG contractors to minimize waiting times, which may include transferring or referring consumers to other DAS contractors when appropriate. The grantee will ensure that consumers on their internal waitlist are informed about the DAS-funded citywide HDG program and may receive services through the citywide HDG program if space is available. The grantee's internal waitlist shall be made available to DAS upon request.

- 12. Grantee will conduct outreach activities to connect with the target population(s) and promote program services. Outreach is a core responsibility of the grantee and is essential for informing eligible consumers about the program. Outreach efforts will specifically focus on individuals living in single room occupancy (SRO) units located in Supervisorial District 3 to support the service objectives outlined in this Appendix A.
- 13. Grantee will develop and administer an annual consumer satisfaction survey to capture feedback on program outcomes and service quality. The survey will be reviewed and approved by DAS in advance. The results will be shared with DAS by March 15 each year, or on a mutually agreed-upon date. A minimum sample size of 35% of active consumer enrollment at the time the survey is administered will be required.
- 14. Grantee program staff will complete the California Department of Aging (CDA) Security Awareness Training annually. Within 30 days of their start date, any new employee, subcontractor, or volunteer must also complete this training. The grantee will maintain records of staff completion. The grantee shall comply with the applicable privacy and security rules of the Health Insurance Portability and Accountability Act of 1996 (HIPAA).
- 15. Grantee will ensure that all program staff, regardless of position, receive initial training on elder abuse and mandated reporting. Program staff who interact with consumers must complete this training annually, in accordance with the DAS OCP Policy Memorandum.
- 16. Grantee shall develop a written grievance process for reviewing and resolving service concerns raised by consumers or their authorized representatives regarding DAS-funded programs and their employees or volunteers, in accordance with DAS OCP Policy Memorandum. This process must ensure that consumers have clearly established rights and due process for timely resolution of their concerns.
- 17. Grantee shall maintain written policies and procedures to guide the implementation of the HDG program, ensuring compliance with all applicable DAS OCP Policy Memoranda. These policies must include guidelines for the acceptance and handling of program income and shall be made available to DAS upon request. The grantee will ensure that all policies and procedures align with the goals and requirements of the HDG program and that they are made available to DAS upon request.
- 18. Grantee will attend in-service trainings and nutrition meetings coordinated and provided by DAS OCP and share relevant information with their staff and volunteers.
- 19. Grantee will ensure that DAS funding information is prominently displayed on its websites and publications related to the DAS-funded home-delivered grocery program, in accordance with DAS OCP Policy Memorandum.
- 20. Grantee will deliver food support to program participants during a major disaster where feasible and appropriate.
# VI. Location and Time of Services

The grantee will provide a home-delivered grocery program in the City and County of San Francisco. The grantee will establish a schedule for delivery days, times, and locations, which will be included in the grantee's site chart. The delivery locations in the City, including Supervisorial Districts and neighborhoods, must be identified in the site chart and submitted to DAS OCP in advance for review and approval.

## VII. Service Objectives

During the grant term, the grantee shall meet the following service objectives:

Table A	FY 25-26	FY 26-27	FY 27-28	FY 28-29
Number of Unduplicated Consumers	90	90	90	90
Number of Deliveries	4,500	4,500	4,500	4,500

- 1. 80% of the UDC enrolled in the HDG program will live in District 3.
- 2. 65% of the UDC enrolled in the HDG program will live in an SRO located in District 3.

# VIII. Outcome Objectives

On an annual basis, the Grantee will meet the following service objectives:

- 1. Consumers rate the quality of services they receive as excellent or good. Target: 85%.
- Consumers feel less worried about getting enough food to meet their needs. Target: 85%
- 3. Consumers report increased consumption of fruits, vegetables, and/or whole grains. Target: 75%
- 4. Consumers report the food support they receive helps them live stably in the community. Target: 85%

# IX. Data Collection and Reporting Requirements

- 1. Grantee shall enter all service objectives into the SF DAS GetCare Service Unit section by the 5th working day of the month for the preceding month.
- 2. Grantee shall enter monthly reports and metrics into the CARBON database system by the 15th of the following month, ensuring the accuracy and timeliness of these entries. Each report must include:
  - The number of unduplicated consumers served
  - The total units of service provided
- 3. Grantee shall issue a fiscal closeout report at the end of the fiscal year. The report is due to SFHSA no later than July 31 each year. This report must be submitted in the CARBON system.
- 4. Grantee will provide ad hoc reports as required by the Department.

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

Margarita.Gatam@sfgov.org Contract Manager, Office of Contract Management, SFHSA or

Tiffany.Kearney@sfgov.org Lead Nutritionist, Department of Disability and Aging Services, Office of Community Partnerships

### X. Monitoring Activities

- 1. <u>Program Monitoring</u>: Program monitoring will include review of client eligibility, and back-up documentation for reporting progress towards meeting service and outcome objectives; compliance to specific program standards and requirements; how participant records are collected and maintained; reporting performance including monthly service unit reports on SF DAS GetCare; maintenance of service unit logs; agency and organization standards, which include current organizational chart, evidence of provision of training to staff and volunteers regarding the Elder Abuse Reporting; evidence of provision of the California Department of Aging (CDA) Security Awareness training to staff and volunteers; program operation, which includes a review of a written policies and procedures manual of all DAS OCP-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 directors list and whether services are provided appropriately according to Sections III through VIII.
- 2. <u>Fiscal Compliance and Contract Monitoring</u>: Fiscal monitoring will include review of the Grantee's organizational budget, 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 the Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, MOUs, the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

				Appendix B, Page
HUMAN SERVICES	AGENCY BUDGET S			
nent Center			Full Term:	7/1/25 - 6/30/29
			Effective Date:	7/1/2025
			Modification #	
7/1/25 - 6/30/26	7/1/26 - 6/30/27	7/1/27 - 6/30/28	7/1/28 - 6/30/29	7/1/25 - 6/30/29
				18,000
,	,	,	,	Total
•		U	-	\$22,4
				\$100,0
				\$122,4
		. ,		15
				\$18,3
				\$18,3
φ2,304	ψ2,304	ψ2,304	φ2,304	φ9,2
\$37,500	\$37,500	\$37.500	\$37.500	\$150.0
<b>40</b> ,000	<i>••••</i> ,•••	<b>40</b> ., <b>000</b>	<b>401,000</b>	¢100,0
\$126.450	\$126.450	\$126.450	\$126.450	\$505,8
\$120,400	ψ120,400	ψ120,400	ψ120,400	φ000,0
\$126.450	\$126.450	\$126.450	\$126.450	\$505,8
\$120,100	¢ 120, 100	¢ 120, 100	\$120,100	\$000,0
\$163,950	\$ 163,950	\$ 163,950	\$ 163,950	\$ 655,80
\$37,500	\$37,500	\$37,500	\$37,500	\$150,0
\$37,500	\$37,500	\$37,500	\$37,500	\$150,0
\$8	\$8	\$8	\$8	
¢102.450	¢100.450	¢100.450	¢102.450	\$409,8
		. ,	. ,	
				\$48,0
\$12,000	\$12,000	\$12,000	\$12,000	\$48,0
\$126,450	\$126,450	\$126,450	\$126,450	\$505,8
\$28	\$28	\$28	\$28	\$
\$163,950	\$163,950	\$163,950	\$163,950	\$655,8
\$36	\$36	\$36	\$36	\$
van@chinatowncdc.org				HSA Budget Form (3/2
	BY ment Center 7/1/25 - 6/30/26 4,500 Original \$5,605 \$25,000 \$30,605 15% \$4,591 \$2,304 \$15% \$2,304 \$15% \$4,591 \$2,304 \$337,500 \$337,500 \$337,500 \$126,450 \$126,450 \$337,500 \$	BY PROGRAM           nent Center           7/1/25 - 6/30/26         7/1/26 - 6/30/27           4,500         4,500           4,500         4,500           0riginal         Original           0riginal         0/1/26 - 6/30/27           4,500         4,500           \$25,000         \$25,000           \$25,000         \$225,000           \$25,000         \$225,000           \$25,001         \$25,000           \$25,000         \$225,000           \$25,000         \$225,000           \$25,000         \$225,000           \$25,000         \$225,000           \$25,000         \$225,000           \$25,000         \$225,000           \$25,000         \$22,304           \$2,304         \$2,304           \$2,304         \$2,304           \$2,304         \$2,304           \$2,304         \$2,304           \$2,304         \$2,304           \$2,304         \$2,304           \$2,304         \$2,304           \$2,304         \$2,304           \$2,304         \$2,304           \$2,305         \$126,450           \$126,450         \$126,450     <	THI25 - 6/30/26         TH/26 - 6/30/27         TH/27 - 6/30/28           4,500         4,500         4,500           Original         Original         Original           \$5,605         \$5,605         \$5,605           \$22,000         \$25,000         \$25,000           \$30,605         \$30,605         \$30,605           \$30,605         \$30,605         \$30,605           \$4,591         \$4,591         \$4,591           \$2,304         \$2,304         \$2,304           \$2,304         \$2,304         \$2,304           \$2,304         \$2,304         \$2,304           \$2,304         \$2,304         \$2,304           \$2,304         \$2,304         \$2,304           \$2,304         \$2,304         \$2,304           \$2,304         \$2,304         \$2,304           \$2,304         \$2,304         \$2,304           \$2,304         \$2,304         \$2,304           \$2,304         \$2,304         \$2,304           \$2,304         \$2,304         \$2,304           \$2,304         \$2,304         \$2,304           \$126,450         \$1126,450         \$1126,450           \$126,450         \$126,450         \$126,450	BY PROGRAM           Efull Term: Effective Date: Modification #           Modification #           T/1/25 - 6/30/28         7/1/26 - 6/30/28         7/1/27 - 6/30/28         7/1/28 - 6/30/29           4.500         4,500         4,500         4,500         4,500           Original         Original         Original         Original         Original         Original           0         \$5,605

				Salaries	& Benefits Detail				
DAS Salaries & Benefits	Agency	Totals	HSA P	rogram	7/1/25 - 6/30/26	7/1/26 - 6/30/27	7/1/27 - 6/30/28	7/1/28 - 6/30/29	7/1/25 - 6/30/29
POSITION TITLE	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Original	Original	Original	Total
Director of Program Operations & Administration	\$133,099	1.00	3%	0.03	\$4,268	\$4,268	\$4,268	\$4,268	\$17,07
TOTALS	\$133,099	1.00	0.03	0.03	\$4,268	\$4,268	\$4,268	\$4,268	\$17,07
FRINGE BENEFIT RATE	31%								
EMPLOYEE FRINGE BENEFITS					\$1,337	\$1,337	\$1,337	\$1,337	\$5,34
TOTAL DAS SALARIES & BENEFITS					\$5,605	\$5,605	\$5,605	\$5,605	\$22,42
NON-DAS Salaries & Benefits	Agency	Totals	HSA Program		7/1/25 - 6/30/26	7/1/26 - 6/30/27	7/1/27 - 6/30/28	7/1/28 - 6/30/29	7/1/25 - 6/30/29
POSITION TITLE	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Original	Original	Original	Original	Total
TOTALS									
FRINGE BENEFIT RATE									
EMPLOYEE FRINGE BENEFITS									
TOTAL NON-DAS SALARIES & BENEFITS									
Total DAS and NON-DAS Salaries and Benefits					\$5,605	\$5,605	\$5,605	\$5,605	\$22,42

Grantee/Contractor: Chinatown Community Development Center Program: HOME DELIVERED GROCERIES FY25-29					Appendix B, Pag
	Operating Expense	s Detail			
Annual # Grocery Bags	7/1/25 - 6/30/26 Original 4,500	7/1/26 - 6/30/27 Original 4,500	7/1/27 - 6/30/28 Original 4,500	7/1/28 - 6/30/29 Original 4,500	7/1/25 - 6/30/29 Total 18,000
AS Operating Expenses	.,	.,	.,	.,	,
xpenditure Category					
Rental of Property					
Utilities(Elec, Water, Gas, Phone, Garbage)					
Office Supplies, Postage					
Building Maintenance Supplies and Repair					
Printing and Reproduction					
Insurance					
Staff Training					
Staff Travel-(Local & Out of Town) Rental of Equipment					
ionsulting/Professional Services Presbyterian Church in Chinatown (PCC)	\$25,000	\$25,000	\$25,000	\$25,000	\$100,
	\$23,000	φ23,000	φ23,000	φ23,000	φ100,
<u>Other</u>					
otal DAS Operating Expense	\$25,000	\$25,000	\$25,000	\$25,000	\$100,
ION-DAS Operating Expenses					
xpenditure Category					
Rental of Property					
Utilities(Elec, Water, Gas, Phone, Garbage)					
Office Supplies, Postage					
Building Maintenance Supplies and Repair Printing and Reproduction					
Insurance					
Staff Training					
Staff Travel-(Local & Out of Town)					
Rental of Equipment					
onsulting/Professional Services					
ther					
otal NON-DAS Operating Expense					
otal DAS & NON-DAS Operating Expense	\$25,000	\$25,000	\$25,000	\$25,000	\$100,

Grantee/Contractor: Chinatown Community Development Ce Program: HOME DELIVERED GROCERIES FY25-29	nter				Appendix B, Page 4
	Subcontra	actors-Pass Thru			
	7/1/25 - 6/30/26 Original	7/1/26 - 6/30/27 Original	7/1/27 - 6/30/28 Original	7/1/28 - 6/30/29 Original	7/1/25 - 6/30/29 Total
DAS Consultant/Subcontractor		U	U	U U	
Presbyterian Church in Chinatown (PCC)	\$2,304	\$2,304	\$2,304	\$2,304	\$9,216
Total DAS Consultant/Subcontractor	\$2,304	\$2,304	\$2,304	\$2,304	\$9,216
DAS Direct Client Pass-Through					
Total DAS Direct Client Pass-Through					
NON-DAS Consultant/Subcontractor					
PCC in-kind volunteer staffing	\$102,450	\$102,450	\$102,450	\$102,450	\$409,800
PCC in-kind facility usage (rent)	\$12,000	\$12,000	\$12,000	\$12,000	\$48,000
PCC in-kind Joice Street parking	\$12,000	\$12,000	\$12,000	\$12,000	\$48,000
Total NON-DAS Consultant/Subcontractor	\$126,450	\$126,450	\$126,450	\$126,450	\$505,800
NON-DAS Direct Client Pass-Through					
Total NON-DAS Direct Client Pass-Through					
Total DAS & NON-DAS Consultant/ Subcontractor, Direct					
Client Pass-Through	\$128,754	\$128,754	\$128,754	\$128,754	\$515,016
					HSA Budget Form (3/24)

	DEF	OFFICE C	OF DISABILITY OF COMMUNIT LIVERED GRO	Y PARTNERS	HIP					
AGENCY:	Chinatown Community Developm	ent Center								
MAILING ADDRESS:	615 Grant Avenue, San Francisc	o, CA 94108								
DIRECTOR:	Malcolm Yeung		EMAIL:	myeung@chinate	owncdc.org		PHONE NO .:	415-98	4-1450	
PROGRAM MANAGER	Wai Ching Kwan		EMAIL:	waiching.kwan@	chinatowncdc.org		PHONE NO .:	415-98	4-1450	
Route Name/Number	Chinatown									
Name/location of HDG drop site (where food is delivered & packed for delivery to clients)	Presbyterian Church in Chinatown (PCC)									
Address and Zip	925 Stockton Street San Francisco, CA 94108									
Phone Number	415-392-1500									
Neighborhood/ Geographic Delivery Service Area	Chinatown/North Beach									
Supervisorial District #	3									
Delivery Days	MonTues WedThurs	Mon Wed	Tues Thurs	Mon Wed	Tues Thurs	Mon Wed	Tues Thurs	Mon Wed	Tues Thurs	
	Fri <u>X</u> Sat Sun	Fri Sun	Sat	Fri _ Sun	Sat	Fri _ Sun	Sat	Fri _ Sun	Sat	
Hours Office Open	Saturdays, 9 am to 2 pm									
Grocery Delivery Schedule (start & end time)	10:30 am to 1:00 pm									
Number of Unduplicated Consumers	90									90
Number of Deliveries	90									90
Number of service days per year	52									52
Average number of grocery bags delivered per service day	90									90

Appendix C, Page 1

#### Appendix A – Services to be Provided

#### San Francisco Marin Food Bank Home-Delivered Grocery (HDG) Program

#### July 1, 2025 to June 30, 2029

#### I. Purpose of Grant

The purpose of this grant is to provide a home-delivered grocery (HDG) program for older adults and adults with disabilities living in the City and County of San Francisco. An HDG program facilitates the delivery of food support to the homes of eligible consumers. The program mitigates the risk of food insecurity, promotes the consumption of healthful foods, and provides access to additional nutrition and wellness services that enhance the wellbeing and safety of older adults and adults with disabilities living in the community.

#### II. Definitions

Grantee	San Francisco Marin Food Bank
Adult with a Disability	A person 18-59 years of age 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, transferring, 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.
CARBON	SFHSA's web-based 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.
CRFC	California Retail Food Code, which is a uniform statewide health and sanitation standard for food

Safety Code)           DAS         Department of Disability and Aging Services.           Dictary Guidelines for Americans         Evidence-based food and beverage recommendations for Americans ages two (2) and older that aim to promote health, prevent chronic disease, and help people reach and maintain a healthy weight. Published jointly every 5 years by the U.S. Department of Health and Human Services (HHS) and the U.S. Department of Agriculture (USDA).           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.           Food Assistance Program (FAP)         Sa Francisco Marin Food Bank.           Food Scurity Screening         A two-question validated screening tool designed to assess an individual's food security status.           Food Support         A selection of food items supplied by the FAP contractor for distribution and delivery to consumers enrolled in the HDG program. The food items must come from USDA- defined food groups and be offered in sufficient quantities and variety to allow the individual to prepare at least seven diverse meals that adhere to the Dietary Guidelines for Americans (DGA).           LGBTQIA+         An acronym/term used to refer to persons who self- identity does not correspond to their sex assigned at birth. This includes, but is not limited to, lesbian, gay, bisexual, transe		
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Dietary Guidelines for Americans       Evidence-based food and beverage recommendations for         (DGA)       Americans ages two (2) and older that aim to promote health, prevent chronic disease, and help people reach and maintain a healthy weight. Published jointly every 5 years by the U.S. Department of Health and Human Services (HHS) and the U.S. Department of Agriculture (USDA).         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 (ADL), b)         Capacity for independent living and self-direction; c)       Cognitive functioning, and emotional adjustment.         Food Assistance Program (FAP)       San Francisco Marin Food Bank.         Food Support       A selection of food items supplied by the FAP contractor for distribution and delivery to consumers enrolled in the HDG program. The food items must come from USDA-defined food groups and be offered in sufficient quantities and variety to allow the individual to prepare at least seven diverse meals that adhere to the Dietary Guidelines for Americans (DGA).         LGBTQIA+       An acronym/term used to refer to persons who self-identify as non- heterosexual and/or whose gender identity does not correspond to their sex assigned at birth. This includes, but is not limited to, lesbian, gay, bisexual, transgender, genderqueer, and gender nonbinary.         Limited English-Speaking       Any person who does not speak English well or is otherwise unable	Dia	
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OCP Office of Community Partnerships	Low Income	Having income at or below 200% of the federal poverty line as defined by the federal Bureau of the Census and published annually by the U.S. Department of Health and Human Services. Eligibility for program enrollment and participation is not means tested. Consumers self-report
	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".
SF DAS 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.
SFHSA	San Francisco Human Services Agency.
Socially Isolated	Having few social relationships and few people to
	interact with regularly.
	Sexual Orientation and Gender Identity; Ordinance No.
	159-16 amended the San Francisco Administrative Code
	to require City departments and contractors that provide
SOGI	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).
Supervisorial District (District)	There are eleven supervisorial districts in the City and
	County of San Francisco. A map of each district can be
	found at:
	https://www.sf.gov/maps
Unduplicated Consumer (UDC)	An individual who participates in the HDG program and
	the grantee reflects consumer participation in SF DAS
	GetCare through program enrollment.
Unit of Service (UOS)	One delivery of food support to an eligible consumer
	enrolled in the HDG program.

# III. Target Population

This program is designed to serve all people who can benefit from the services outlined in this Appendix, and particularly those demonstrating the greatest economic and social need. To ensure that the most vulnerable people are aware of and can benefit from this program, the grantee shall ensure that program services are accessible to:

- 1. Persons with low to moderate income
- 2. Persons who are socially isolated
- 3. Persons with limited English-speaking proficiency
- 4. Persons from communities of color or communities that have historically been under-served
- 5. Members of the LGBTQIA+ community
- 6. Persons at risk of institutionalization

### IV. Eligibility For Services

- 1. A resident of San Francisco, and
- 2. A person who is an older adult or an adult with a disability, and

- 3. A person who reports having an income at or below 200% of the federal poverty line, **and**
- 4. A person who reports having a condition that prevents the individual from standing in a food pantry line, **and**
- 5. A person who has demonstrated the need for supplemental groceries due to food insecurity and is not receiving two (2) meals per day from a DAS funded nutrition partner(s), **and**
- 6. A person who has the capacity or help to store and handle delivered groceries, **and**
- 7. A person able to prepare meals at home or has a caregiver who can prepare meals.

### V. Description of Services

Grantee shall provide the following services during the term of this grant:

- Grantee will provide eligible consumers with regularly scheduled delivery of food support to their homes, covering all supervisorial districts and neighborhoods throughout the City. The food support will be supplied by the DAS Food Assistance Program (FAP) contractor at no cost to the grantee. The food support will include a variety of items from the USDA-defined food groups, offered in sufficient quantities and diversity to enable individuals to prepare at least seven distinct meals per week, following the healthy dietary patterns outlined in the most current version of the Dietary Guidelines for Americans (DGA). The standard delivery frequency will be weekly. The grantee may implement an alternative delivery schedule; however, it must be approved in advance by DAS and not impact program participants' ability to prepare at least one meal per day.
- 2. Grantee will establish an agreement with the DAS Food Assistance Program (FAP) contractor to receive food support for their home-delivered grocery (HDG) program at no cost. The grantee will have a designated drop site for receiving food, which must be reviewed and approved by the FAP contractor in advance of use. In collaboration with the FAP contractor, the grantee will ensure that the foods provided are culturally appropriate and meet the diverse dietary needs and preferences of the consumer population. To support this, the grantee must establish a feedback loop between clients, the FAP contractor, and itself to continually assess and address consumer needs.
- 3. Grantee will prepare the food support provided by the FAP contractor for distribution to consumers, ensuring that each distribution food support contains a selection of USDA-defined food groups—fruits, vegetables, grains, protein foods, and dairy—in sufficient quantities and variety to prepare at least seven diverse meals per week. The grantee will have a system in place to tailor food support at the individual level based on each consumers' expressed preferences whenever possible. This includes avoiding items that consumers have indicated they dislike or cannot use.
- 4. Grantee will comply with the California Retail Food Code (CRFC) in all aspects of the HDG program. The grantee will ensure that food received from the FAP contractor is handled with the highest standards of food safety by

both paid staff and volunteers throughout all stages of program operations, including receiving, storage, packing for distribution, transporting, and delivery.

- 5. Grantee will conduct citywide and neighborhood-targeted outreach to community stakeholders, including food pantries, to support the HDG program's delivery services. Priority will be given to recruiting partners who can leverage their own resources to improve cost efficiency by utilizing existing community infrastructure. The grantee will also facilitate the use of consumer proxies, when feasible, to deliver food from pantry sites to eligible HDG consumers. Additionally, the grantee will establish and manage subcontract performance agreements or memorandums of understanding (MOUs) with delivery partners. As part of this process, the grantee will develop and implement a clear onboarding process to communicate program expectations. The grantee will monitor delivery partners at least once every two years to ensure compliance with safe food handling practices throughout the program, from the receipt of food to its delivery to consumers."
- 6. Grantee will ensure sufficient staffing is in place to meet program requirements and will utilize volunteers to support the program. All staff, paid and volunteers and including delivery partner staff, must have the appropriate education, experience, and cultural competence to provide quality services that meet consumers' needs. Additionally, volunteers making deliveries must be screened, including background checks, to ensure consumer safety.
- 7. Grantee will provide comprehensive orientation and training for all new staff and volunteers to prepare them for their responsibilities. This includes mandatory food safety training, which must be completed before handling food for distribution. The training will emphasize critical practices to prevent foodborne illnesses, such as proper food handling, temperature control, crosscontamination prevention, and safe food storage during transport and delivery.
- 8. Grantee will conduct in-service training at least twice per year, with one session focused specifically on food safety. The grantee must develop, implement, and maintain a comprehensive training plan that includes both orientation and annual in-service training. This plan, along with documentation verifying the completion of all training, shall be made available to DAS upon request.
- 9. Grantee will establish and maintain a consumer enrollment process that includes eligibility verification, collection of required consumer data (including SOGI data), and completion of the food security screening. Consumer enrollment in the HDG program will be documented in SF DAS GetCare, ensuring accurate recording of all collected data. Additionally, as part of the enrollment process, the grantee will provide consumers with written program information (e.g., welcome packet) that includes, at minimum, the following: a contact person and phone number for questions, start date, and delivery details such as day of the week, time of day, and frequency.
- 10. Grantee will implement a re-enrollment process every two years to ensure ongoing eligibility and accurate data collection. This process will include re-

verification of consumer eligibility, an updated collection of required consumer data, and a new food security screening. The grantee will update consumer records in SF DAS GetCare to reflect any changes in status or information gathered during the re-enrollment process.

- 11. Grantee will be the main point of contact and administrator for handling all referrals for the citywide HDG program. The grantee will serve as repository for HDG referrals for DAS consumers, acting as the central entity responsible for receiving, managing, and coordinating referrals for the citywide HDG program. The grantee will screen referrals to assess consumer eligibility, create a tracking system for referrals, and establish and maintain a waitlist for the program.
- 12. Grantee will monitor the HDG waitlist and coordinate quarterly meetings with all DAS funded HDG contractors to facilitate connections to their program when appropriate and to provide technical assistance as needed. For consumers on the waitlist for sixty (60) days or longer, the grantee will conduct check-in calls to confirm continued interest in receiving services. The grantee will provide DAS with a waitlist status report upon request.
- 13. Grantee will conduct outreach activities to connect with the target population(s) and promote program services. Outreach is a core responsibility of the grantee and is essential for informing eligible consumers about the program.
- 14. Grantee will develop and administer an annual consumer satisfaction survey to capture feedback on program outcomes and service quality. The survey will be reviewed and approved by DAS in advance. The results will be shared with DAS by March 15 each year, or on a mutually agreed-upon date. A minimum sample size of 35% of active consumer enrollment at the time the survey is administered will be required.
- 15. Grantee program staff will complete the California Department of Aging (CDA) Security Awareness Training annually. Within 30 days of their start date, any new employee, subcontractor, or volunteer must also complete this training. The grantee will maintain records of staff completion. The grantee shall comply with the applicable privacy and security rules of the Health Insurance Portability and Accountability Act of 1996 (HIPAA).
- 16. Grantee will ensure that all program staff, regardless of position, receive initial training on elder abuse and mandated reporting. Program staff who interact with consumers must complete this training annually, in accordance with the DAS OCP Policy Memorandum.
- 17. Grantee shall develop a written grievance process for reviewing and resolving service concerns raised by consumers or their authorized representatives regarding DAS-funded programs and their employees or volunteers, in accordance with DAS OCP Policy Memorandum. This process must ensure that consumers have clearly established rights and due process for timely resolution of their concerns.
- 18. Grantee shall maintain written policies and procedures to guide the implementation of the HDG program, ensuring compliance with all applicable DAS OCP Policy Memoranda. These policies must include guidelines for the

acceptance and handling of program income and shall be made available to DAS upon request. The grantee will ensure that all policies and procedures align with the goals and requirements of the HDG program and that they are made available to DAS upon request.

- 19. Grantee will attend in-service trainings and nutrition meetings coordinated and provided by DAS OCP and share relevant information with their staff, volunteers, and delivery partners.
- 20. Grantee will ensure that DAS funding information is prominently displayed on its websites and publications related to the DAS-funded home-delivered grocery program, in accordance with DAS OCP Policy Memorandum.
- 21. Grantee will deliver food support to program participants during a major disaster where feasible and appropriate.

### VI. Location and Time of Services

The grantee will provide a home-delivered grocery program in the City and County of San Francisco. Deliveries will be made in all the supervisorial districts and inclusive of all neighborhoods. The grantee will establish a schedule for delivery days and times, which will be included in the grantee's site chart. This chart must be submitted to DAS OCP in advance for review and approval.

### VII. Service Objectives

During the grant term, the grantee shall meet the following service objectives:

Table A	FY 25-26	FY 26-27	FY 27-28	FY 28-29
Number of Unduplicated Consumers	2,981	2,981	2,981	2,981
Number of Deliveries	155,000	155,000	155,000	155,000

### VIII. Outcome Objectives

On an annual basis, the Grantee will meet the following service objectives:

- 1. Consumers rate the quality of services they receive as excellent or good. Target: 85%.
- Consumers feel less worried about getting enough food to meet their needs. Target: 85%
- 3. Consumers report increased consumption of fruits, vegetables, and/or whole grains. Target: 75%
- 4. Consumers report the food support they receive helps them live stably in the community. Target: 85%

### IX. Data Collection and Reporting Requirements

- 1. Grantee shall enter all service objectives into the SF DAS GetCare Service Unit section by the 5th working day of the month for the preceding month.
- 2. Grantee shall enter monthly reports and metrics into the CARBON database system by the 15th of the following month, ensuring the accuracy and timeliness of these entries. Each report must include:
  - The number of unduplicated consumers served
  - The total units of service provided

- 3. Grantee shall issue a fiscal closeout report at the end of the fiscal year. The report is due to SFHSA no later than July 31 each year. This report must be submitted in the CARBON system.
- 4. Grantee will provide ad hoc reports as required by the Department.

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

Emmy.Miller@sfgov.org Contract Manager, Office of Contract Management, SFHSA

or

Tiffany.Kearney@sfgov.org

Lead Nutritionist and Program Analyst, Department of Disability and Aging Services, Office of Community Partnerships

#### X. Monitoring Activities

- 1. <u>Program Monitoring</u>: Program monitoring will include review of client eligibility, and back-up documentation for reporting progress towards meeting service and outcome objectives; compliance to specific program standards and requirements; how participant records are collected and maintained; reporting performance including monthly service unit reports on SF DAS GetCare; maintenance of service unit logs; agency and organization standards, which include current organizational chart, evidence of provision of training to staff and volunteers regarding the Elder Abuse Reporting; evidence of provision of the California Department of Aging (CDA) Security Awareness training to staff and volunteers; program operation, which includes a review of a written policies and procedures manual of all DAS OCP-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 directors list and whether services are provided appropriately according to Sections III through VIII.
- 2. <u>Fiscal Compliance and Contract Monitoring</u>: Fiscal monitoring will include review of the Grantee's organizational budget, 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 the Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, MOUs, the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

				1	Appendix B, Page
	HUMAN SERVICE	S AGENCY BUD BY PROGRAM	GET SUMMARY		
Grantee/Contractor: SF Marin Food Bar	ık			Full Term:	7/1/25 - 6/30/29
Program: Home-Delivered Groceries				Effective Date:	7/1/2025
New ☑ Modification	eck One)			Modification #	
·					
	7/1/25 - 6/30/26	7/1/26 - 6/30/27	7/1/27 - 6/30/28	7/1/28 - 6/30/29	7/1/25 - 6/30/29
Annual # Grocery Bags	155000 Original	155000 Original	155000 Original	155000 Original	620000
DAS Expenditures	Original	Original	Original	Original	Total
Salaries & Benefits	\$496,049	\$496,049	\$496,049	\$496,049	\$1,984,19
Operating Expenses	¢400.040	¢400.040	¢406.040	¢406.040	¢1 004 40
Subtotal	\$496,049	\$496,049	\$496,049	\$496,049	\$1,984,19
Indirect Percentage (%)	15%	15%	15%	15%	15%
Indirect Costs (Line 16 X Line 15)	\$74,398	\$74,398	\$74,398	\$74,398	\$297,59
Consultant/Subcontractor	\$307,120	\$307,120	\$307,120	\$307,120	\$1,228,480
Direct Client Pass-Through					
Capital Expenses	¢077.507	¢077 507	¢077 507	¢077 507	¢0 540 00
Total DAS Expenses	\$877,567	\$877,567	\$877,567	\$877,567	\$3,510,26
Non-DAS Expenditures	<b>*</b> ****	<b>*</b> ***	<b>*</b> ***	<b>*</b> 222.242	<b>AA AA A A</b>
Salaries & Benefits	\$609,610	\$609,610	\$609,610	\$609,610	\$2,438,44
Operating Expenses				<b>.</b>	
Consultant/Subcontractor	\$55,159	\$55,159	\$55,159	\$55,159	\$220,63
Direct Client Pass-Through					
Capital Expenses	<b>*</b> ***	<b>*</b> ***	¢004 700	<b>\$664 760</b>	¢0.050.07
Total NON-DAS Expenses	\$664,769	\$664,769	\$664,769	\$664,769	\$2,659,07
TOTAL DAS AND NON DAS EXPEDITURES	\$1,542,336	\$1,542,336	\$1,542,336	\$1,542,336	\$6,169,34
HSA / DAS Revenues					
General Fund	\$877,567	\$877,567	\$877,567	\$877,567	\$3,510,26
State			, , , , , , , , , , , , , , , , , , , ,		, - , , -
Federal					
Total HSA / DAS Revenues	\$877,567	\$877,567	\$877,567	\$877,567	\$3,510,26
NON HSA / DAS Revenues					
General Operating	\$664,769	\$664,769	\$664,769	\$664,769	\$2,659,07
	φ00 <del>4</del> ,703	φ00 <del>4</del> ,705	φ00 <del>4</del> ,703	φ00 <del>4</del> ,703	φ2,000,07
Total NON HSA / DAS Revenues	\$664,769	\$664,769	\$664,769	\$664,769	\$2,659,07
TOTAL DAS AND NON DAS REVENUE	\$1,542,336	\$1,542,336	\$1,542,336	\$1,542,336	\$6,169,34
TOTAL DAS AND NON DAS REVENUE Prepared by: Trish Moyce Telephone No. & Email: (415) 702-5690 / tmoyce@		\$1,542,336	\$1,542,336		\$6,16 A Budget Form

Grantee/Contractor: SF Marin Food Bank																				A	ppendix B, Page 2
Program: Home-Delivered Groceries																					
									Salaries	& Benefits Det	ail										
DAS Salaries & Benefits	Agency	/ Totals	HSA P	rogram	7/1/25 - 6/30/26	Agency	/ Totals	HSA Pr	rogram	7/1/26 - 6/30/27	Agency	Totals	HSA P	rogram	7/1/27 - 6/30/28	Agenc	y Totals	HSA P	rogram	7/1/28 - 6/30/29	7/1/25 - 6/30/29
	Annual Full Time Salary		% FTE funded by HSA	Adjusted		Annual Full Time Salary		% FTE funded by HSA	Adjusted		Annual Full Time Salary		% FTE funded by HSA	Adjusted		Annual Full Time Salary		% FTE funded by HSA	Adjusted		
POSITION TITLE Associate Director of HDG Operations	for FTE \$122.588	Total FTE	(Max 100%) 83%	FTE 0.83	Original \$102.293	for FTE \$122.588	Total FTE 1.00	(Max 100%) 83%	FTE 0.83	Original \$102.293	for FTE \$122,588	Total FTE	(Max 100%) 83%	FTE 0.83	Original \$102.293	for FTE \$122.588	Total FTE	(Max 100%) 83%	FTE 0.83	Original \$102.293	Total \$409.172
Delivery Driver	\$69,414	1.00	83%	0.83	\$102,293 \$57,922	\$122,000	1.00	83%	0.83	\$102,293	\$122,588	1.00	83%	0.83	\$102,293	\$122,000	1.00	83%	0.83	\$102,293	\$409,172 \$231,688
Bilingual Program Manager	\$92,034	0.80	83%	0.67	\$61,438	\$92,034	0.80	83%	0.67	\$61,438	\$92,034	0.80	83%	0.67	\$61,438	\$92,034	0.80	83%	0.67	\$61,438	\$231,000
Associate Director of Enrollment and Customer	\$92,034	0.50	83%	0.67	\$49,609	\$92,034	0.50	83%	0.67	\$49,609	\$92,034	0.50	83%	0.67	\$61,430	\$118,903	0.50	83%	0.42	\$49,609	\$240,702
Program Coordinator	\$71.385	0.50	83%	0.42	\$49,609 \$41,697	\$71,385	0.50	83%	0.42	\$49,609	\$71.385	0.50	83%	0.42	\$49,609 \$41,697	\$71.385	0.50	83%	0.42	\$49,609	\$198,430
	\$67.014	0.50	83%	0.38	\$27,960	\$67.014	0.50	83%	0.38	\$27,960	\$67.014	0.50	83%	0.42	\$27,960	\$67.014	0.50	83%	0.38	\$27,960	\$100,780
Program Associate	\$67,014	0.50	83%	0.42	\$27,960	\$67,014	0.50	83%	0.42	\$27,960	\$67,014	0.50	83%	0.42	\$27,960	\$67,014	0.50	83%	0.42	\$27,960	\$111,840
Program Associate	\$67,014	0.50	83%	0.42	\$27,960	\$67,014	0.50	83%	0.42	\$27,960	\$67,014	0.50	83%	0.42	\$27,960	\$67,014	0.50	83%	0.42	\$27,960	\$111,840
Program Associate	\$67,014	0.50	83%	0.42	\$27,960	\$67,014	0.50	63%	0.42	\$27,960	\$67,014	0.50	03%	0.42	\$27,960	\$67,014	0.50	63%	0.42	\$27,900	\$111,640
TOTALS	\$675,366	5.50	6.68	4.59	\$396,839	\$675,366	5.50	668%	4.59	\$396,839	\$675,366	5.50	668%	4.59	\$396,839	\$675,366	5.50	668%	4.59	\$396,839	\$1,587,356
FRINGE BENEFIT RATE	25%	1			ſ	25%	1				25%					25%	1				
EMPLOYEE FRINGE BENEFITS	25%				\$99.210	25%				\$99.210	25%				\$99.210	25%				\$99.210	
EMPLOYEE FRINGE BENEFITS					\$99,210					\$99,210					\$99,210					\$99,210	\$396,840
TOTAL DAS SALARIES & BENEFITS					\$496,049					\$496,049					\$496,049					\$496,049	\$1,984,196
NON-DAS Salaries & Benefits		. T.4.1.	1104.0		7/1/25 - 6/30/26		Tatala	1104 0		7/1/26 - 6/30/27		T.4.1.	1004.0		7/1/27 - 6/30/28		Tatala	1104.5		7/1/28 - 6/30/29	7/1/25 - 6/30/29
NON-DAS Salaries & Benefits	Agency	/ Totals	HSA P % FTE not	rogram	7/1/25 - 6/30/26	Agency		HSA Pr % FTE not	rogram	7/1/26 - 6/30/27	Agency	lotais	HSA P % FTE not	rogram	7/1/27 - 6/30/28	Agenc	y Totals	HSA P % FTE	rogram	7/1/28 - 6/30/29	7/1/25 - 6/30/29
	Annual Full		funded by			Annual Full		funded by			Annual Full		funded by			Annual Full		funded by			
POSITION TITLE	Time Salary		HSA	Adjusted	1	Time Salary		HSA	Adjusted		Time Salary		HSA	Adjusted		Time Salary		HSA	Adjusted		
					Original	for FTF	Total FTF														Total
Associate Director of HDG Operations	for FTE \$122.588	Total FTE	(Max 100%)	FTE 0.17	Original \$20.295	for FTE \$122 588	Total FTE	(Max 100%) 17%	FTE 0.17	Original \$20.295	for FTE \$122 588	Total FTE	(Max 100%)	FTE 0.17	Original \$20.295	for FTE \$122 588	Total FTE	(Max 100%)	FTE 0.17	Original \$20.295	Total \$81.180
Associate Director of HDG Operations	\$122,588	Total FTE 1.00	(Max 100%) 17% 17%	0.17	Original \$20,295 \$11,492	\$122,588		Max 100%) 17% 17%	0.17 0.17	Original \$20,295 \$11,492	\$122,588	1.00		0.17	Original \$20,295 \$11,492	\$122,588	1.00	(Max 100%) 17% 17%	0.17	Original \$20,295 \$11,492	\$81,180
Delivery Driver	\$122,588 \$69,414	1.00	17% 17%	0.17	\$20,295 \$11,492	\$122,588 \$69,414	1.00 1.00	17% 17%	0.17	\$20,295 \$11,492	\$122,588 \$69,414	1.00	17% 17%	0.17	\$20,295 \$11,492	\$122,588 \$69,414	1.00	17% 17%	0.17	\$20,295 \$11,492	\$81,180 \$45,968
	\$122,588	1.00	17%	0.17	\$20,295	\$122,588	1.00	17%	0.17	\$20,295	\$122,588	1.00	17%	0.17	\$20,295	\$122,588 \$69,414 \$92,034	1.00	17%	0.17	\$20,295	\$81,180
Delivery Driver Bilingual Program Manager	\$122,588 \$69,414 \$92,034	1.00 1.00 0.80	17% 17% 17%	0.17 0.17 0.13	\$20,295 \$11,492 \$12,189 \$9,843	\$122,588 \$69,414 \$92,034	1.00 1.00 0.80	17% 17% 17%	0.17 0.17 0.13	\$20,295 \$11,492 \$12,189 \$9,843	\$122,588 \$69,414 \$92,034	1.00 1.00 0.80	17% 17% 17%	0.17 0.17 0.13	\$20,295 \$11,492 \$12,189 \$9,843	\$122,588 \$69,414 \$92,034	1.00 1.00 0.80	17% 17% 17%	0.17 0.17 0.13	\$20,295 \$11,492 \$12,189 \$9,843	\$81,180 \$45,968 \$48,756
Delivery Driver Bilingual Program Manager Associate Director of Enrollment and Customer Program Coordinator	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385	1.00 1.00 0.80 0.50 0.70	17% 17% 17% 17% 17%	0.17 0.17 0.13 0.08 0.12	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385	1.00 1.00 0.80 0.50 0.70	17% 17% 17% 17% 17%	0.17 0.17 0.13 0.08 0.12	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385	1.00 1.00 0.80 0.50 0.70	17% 17% 17% 17% 17%	0.17 0.17 0.13 0.08 0.12	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385	1.00 1.00 0.80 0.50 0.70	17% 17% 17% 17% 17%	0.17 0.17 0.13 0.08 0.12	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273	\$81,180 \$45,968 \$48,756 \$39,372 \$33,092
Delivery Driver Bilingual Program Manager Associate Director of Enrollment and Customer Program Coordinator Program Associate	\$122,588 \$69,414 \$92,034 \$118,903	1.00 1.00 0.80 0.50	17% 17% 17% 17%	0.17 0.17 0.13 0.08	\$20,295 \$11,492 \$12,189 \$9,843	\$122,588 \$69,414 \$92,034 \$118,903	1.00 1.00 0.80 0.50	17% 17% 17% 17%	0.17 0.17 0.13 0.08	\$20,295 \$11,492 \$12,189 \$9,843	\$122,588 \$69,414 \$92,034 \$118,903	1.00 1.00 0.80 0.50	17% 17% 17% 17%	0.17 0.17 0.13 0.08	\$20,295 \$11,492 \$12,189 \$9,843	\$122,588 \$69,414 \$92,034 \$118,903	1.00 1.00 0.80 0.50	17% 17% 17% 17%	0.17 0.17 0.13 0.08	\$20,295 \$11,492 \$12,189 \$9,843	\$81,180 \$45,968 \$48,756 \$39,372
Delivery Driver Bilingual Program Manager Associate Director of Enrollment and Customer Program Coordinator Program Associate Program Associate	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.70 0.50	17% 17% 17% 17% 17% 17%	0.17 0.17 0.13 0.08 0.12 0.08	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.70 0.50 0.50	17% 17% 17% 17% 17% 17%	0.17 0.17 0.13 0.08 0.12 0.08	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547	\$122,588 \$89,414 \$92,034 \$118,903 \$71,385 \$87,014 \$67,014	1.00 1.00 0.80 0.50 0.70 0.50 0.50	17% 17% 17% 17% 17%	0.17 0.13 0.08 0.12 0.08 0.08 0.08	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.70 0.50 0.50	17% 17% 17% 17% 17% 17%	0.17 0.13 0.08 0.12 0.08 0.08 0.08	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547	\$81,180 \$45,968 \$48,756 \$39,372 \$33,092 \$22,188 \$22,188
Delivery Driver Bilingual Program Manager Associate Director of Enrollment and Customer Program Coordinator Program Associate	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.70 0.50 0.50	17% 17% 17% 17% 17% 17% 17%	0.17 0.13 0.08 0.12 0.08 0.08	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014	1.00 1.00 0.80 0.50 0.70 0.50	17% 17% 17% 17% 17% 17% 17%	0.17 0.13 0.08 0.12 0.08 0.08	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014	1.00 1.00 0.80 0.50 0.70 0.50	17% 17% 17% 17% 17% 17% 17% 17% 17% 17%	0.17 0.17 0.13 0.08 0.12 0.08	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014	1.00 1.00 0.80 0.50 0.70 0.50	17% 17% 17% 17% 17% 17% 17%	0.17 0.13 0.08 0.12 0.08	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547	\$81,180 \$45,968 \$48,756 \$39,372 \$33,092 \$22,188
Delivery Driver Bilingual Program Manager Associate Director of Enrollment and Customer Program Coordination Program Associate Program Associate Program Associate	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.70 0.50 0.50 0.50	17% 17% 17% 17% 17% 17% 17% 17%	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08	\$20,295 \$11,492 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.70 0.50 0.50 0.50	17% 17% 17% 17% 17% 17% 17% 17%	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547	\$122,588 \$89,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.70 0.50 0.50 0.50	17% 17% 17% 17% 17% 17% 17% 17% 17% 17%	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.70 0.50 0.50 0.50	17% 17% 17% 17% 17% 17% 17% 17%	0.17 0.17 0.13 0.08 0.12 0.08 0.08 0.08	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547	\$81,180 \$45,968 \$48,756 \$39,372 \$33,092 \$22,188 \$22,188 \$22,188
Delivery Driver Billingal Program Marager Associate Director of Envoltment and Customer Program Coordinator Program Associate Program Associate Program Associate Benico Director of Programs - Programs & Ope Delivery Systems Coordinator	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.70 0.50 0.50 0.15	17% 17% 17% 17% 17% 17% 17% 17% 17%	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.15	\$20,295 \$11,492 \$9,843 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547 \$5,547 \$25,281	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543	1.00 1.00 0.80 0.50 0.70 0.50 0.50 0.50 0.15	17% 17% 17% 17% 17% 17% 17% 17% 17%	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547	\$122,588 \$89,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543	1.00 1.00 0.80 0.50 0.70 0.50 0.50 0.50 0.15	17% 17% 17% 17% 17% 17% 17% 17%	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543	1.00 1.00 0.80 0.50 0.70 0.50 0.50 0.15	17% 17% 17% 17% 17% 17% 17% 17%	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547 \$5,547 \$25,281	\$81,180 \$45,968 \$48,756 \$39,372 \$33,092 \$22,188 \$22,188 \$22,188 \$22,188 \$101,124
Delivery Driver Bilinguar Program Marager Associate Director of Enrolment and Customer Program Associate Program Associate Program Associate Senior Director of Programs - Programs & Ope	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213	1.00 1.00 0.80 0.50 0.70 0.50 0.50 0.50 0.15 1.00	17% 17% 17% 17% 17% 17% 17% 17% 100%	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00	\$20.295 \$11.492 \$12.189 \$9.843 \$8.273 \$5.547 \$5.547 \$5.547 \$5.547 \$5.547 \$5.281 \$71.213	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213	1.00 1.00 0.80 0.50 0.70 0.50 0.50 0.50 0.15 1.00	17% 17% 17% 17% 17% 17% 17% 17% 17% 17%	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00	\$20.295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547 \$5,547 \$25,281 \$71,213	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213	1.00 1.00 0.80 0.50 0.70 0.50 0.50 0.50 0.15 1.00	17% 17% 17% 17% 17% 17% 17% 17% 17% 17%	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00	\$20.295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547 \$5,547 \$25,281 \$71,213	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213	1.00 1.00 0.80 0.50 0.70 0.50 0.50 0.50 0.50 0.15 1.00	17% 17% 17% 17% 17% 17% 17% 10%	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00	\$20.295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547 \$5,547 \$25,281 \$71,213	\$81,180 \$45,988 \$48,756 \$39,372 \$33,092 \$22,188 \$22,188 \$22,188 \$22,188 \$22,188 \$22,188 \$22,188
Delivery Driver Bilingual Program Manager Associate Director of Errollment and Customer Program Associate Program Associate Program Associate Benor Director of Programs - Programs & Ope Delivery Systems Coordinator Program Manager HDG Operations	\$122,588 \$69,414 \$18,903 \$71,385 \$67,014 \$67,014 \$67,014 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 0.50 0.50 0.50 0	17% 17% 17% 17% 17% 17% 17% 17% 100% 100	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.15 1.00 1.00	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547 \$25,281 \$71,213 \$79,762	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762	1.00 1.00 0.80 0.50 0.50 0.50 0.50 0.50 0.15 1.00 1.00	17% 17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00 1.00	\$20.295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547 \$25,281 \$71,213 \$79,762	\$122,588 \$69,414 \$18,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762	1.00 1.00 0.80 0.50 0.50 0.50 0.50 0.50 0.50 0	17% 17% 17% 17% 17% 17% 17% 17% 10% 100%	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00 1.00	\$20.295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547 \$25,281 \$71,213 \$79,762	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762	1.00 1.00 0.80 0.50 0.50 0.50 0.50 0.50 0.15 1.00 1.00	17% 17% 17% 17% 17% 17% 17% 17% 17% 100% 100	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00 1.00	\$20.295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547 \$25,281 \$71,213 \$79,762	\$81,180 \$45,968 \$48,756 \$39,372 \$33,092 \$22,188 \$22,188 \$22,288 \$101,124 \$204,852 \$319,048
Delivery Driver Billingaar Program Martager Associate Director of Enrollment and Customer Program Associate Program Associate Benior Director of Programs - Programs & Ope Delivery Systems Coordinator Program Manager HCG Operations Billingual Home Delivery Distribution Associate	\$122,588 \$69,414 \$122,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845	1.00 1.00 0.80 0.50 0.50 0.50 0.50 0.50 1.00 1.00 1.00	17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00 1.00 1.00	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547 \$25,281 \$71,213 \$79,762 \$54,845	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845	1.00 1.00 0.80 0.50 0.50 0.50 0.50 0.15 1.00 1.00	17% 17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00 1.00	\$20,285 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$25,281 \$71,213 \$79,762 \$54,845	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$188,543 \$71,213 \$79,762 \$54,845	1.00 1.00 0.80 0.50 0.50 0.50 0.50 0.50 0.50 0.15 1.00 1.00 1.00	17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00 1.00 1.00	\$20,285 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$25,281 \$71,213 \$79,762 \$54,845	\$122,588 \$69,414 \$18,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845	1.00 1.00 0.80 0.50 0.50 0.50 0.50 0.50 0.15 1.00 1.00 1.00	17% 17% 17% 17% 17% 17% 17% 17% 17% 10% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00 1.00	\$20.295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$25,281 \$71,213 \$79,762 \$54,845	\$81,180 \$45,968 \$48,756 \$39,372 \$33,082 \$22,188 \$22,188 \$22,188 \$101,124 \$24,852 \$319,048 \$219,380
Delivery Driver Billingal Program Manager Associate Director of Enrolment and Cuatomer Program Associate Program Associate Program Associate Program Associate Bener Director of Programs - Programs & Ope Delivery Svetems Coordinator Program Manager HDG Operations Billingael Home Delivery Distribution Associate Billingual Home Delivery Distribution Associate	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917	1.00 1.00 0.80 0.50 0.50 0.50 0.15 1.00 1.00 1.00 1.00	17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.15 1.00 1.00 1.00 1.00	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917	1.00 1.00 0.80 0.50 0.50 0.50 0.50 0.50 0.15 1.00 1.00	17% 17% 17% 17% 17% 17% 17% 17% 17% 17%	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00 1.00 1.00	\$20,295 \$11,492 \$12,189 \$9,843 \$5,547 \$5,547 \$25,281 \$71,213 \$79,782 \$54,845 \$55,917	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$667,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917	1.00 1.00 0.80 0.50 0.50 0.50 0.50 0.15 1.00 1.00 1.00 1.00	17% 17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.15 1.00 1.00 1.00 1.00	\$20,285 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$25,281 \$71,213 \$79,762 \$54,845 \$55,917	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917	1.00 1.00 0.80 0.50 0.50 0.50 0.50 0.50 0.15 1.00 1.00	17% 17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.15 1.00 1.00 1.00 1.00	\$20.295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$2,5,281 \$71,213 \$79,762 \$54,845 \$55,917	\$81.160 \$45.968 \$48.756 \$39.372 \$22.188 \$22.188 \$101.124 \$28.452 \$319.048 \$219.360 \$223.668
Delivery Driver Bilingual Program Manager Associate Director of Errollment and Customer Program Associate Program Associate Program Associate Brengram Associate Benery Systems Coordinator Program Manager HDG Operations Bilingual Home Delivery Distribution Associate Bilingual Home Delivery Distribution Associate Additional Program Coordinator	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385	1.00 1.00 0.80 0.50 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30	17% 17% 17% 17% 17% 17% 17% 10% 100% 100	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.15 1.00 1.00 1.00 1.00 0.30	\$20.295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$25,281 \$71,213 \$79,762 \$\$4,845 \$55,917 \$22,14,16	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385	1.00 1.00 0.80 0.50 0.50 0.50 0.50 0.55 1.00 1.00 1.0	17% 17% 17% 17% 17% 17% 17% 17% 10% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.15 1.00 1.00 1.00 1.00 0.30	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$25,281 \$71,213 \$79,782 \$5,4845 \$55,917 \$21,416	\$122,588 \$89,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385	1.00 1.00 0.80 0.50 0.50 0.50 0.50 0.15 1.00 1.00 1.0	17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.15 1.00 1.00 1.00 1.00 0.30	\$20,295 \$11,492 \$12,189 \$9,843 \$5,547 \$5,547 \$25,281 \$71,213 \$79,782 \$54,845 \$55,917 \$21,416	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385	1.00 1.00 0.80 0.50 0.50 0.50 0.50 0.50 1.00 1.00 1.0	17% 17% 17% 17% 17% 17% 17% 17% 10% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00 1.00 1.00 1.00 0.30	\$20.295 \$11,492 \$12,189 \$9,843 \$5,547 \$5,547 \$25,281 \$71,213 \$79,762 \$54,845 \$55,917 \$25,917	\$81,180 \$45,968 \$48,759 \$33,092 \$22,188 \$22,188 \$22,188 \$101,124 \$284,852 \$319,048 \$219,380 \$223,668 \$85,664
Delivery Driver Billingal Program Martager Associate Dreckor of Ervolfinent and Cuatomer Program Associate Program Associate Program Associate Program Associate Program Associate Delivery Stytems Coordinator Program Manager HDG Operations Billingal Home Delivery Distribution Associate Billingal Home Delivery Distribution Associate Additional Program Coordinator Additional Program Associate	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$67,014 \$67,014 \$67,014 \$18,543 \$71,213 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 1.00 1.00 1.00 1.00 0.30 0.50	17% 17% 17% 17% 17% 17% 17% 10% 100% 100	0.17 0.17 0.13 0.08 0.08 0.08 0.08 0.08 0.15 1.00 1.00 1.00 1.00 0.30 0.50	\$20.295 \$11.492 \$9.843 \$9.843 \$5.547 \$5.547 \$25.281 \$71.213 \$79.762 \$54.845 \$55.917 \$21.21416 \$33.507	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.05 1.00 1.00 1.0	17% 17% 17% 17% 17% 17% 17% 17% 10% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.15 1.00 1.00 1.00 1.00 0.30 0.50	\$20,295 \$11,492 \$12,189 \$9,843 \$5,547 \$5,547 \$25,281 \$71,213 \$79,762 \$55,917 \$21,416 \$33,507	\$122,588 \$89,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.50	17% 17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.15 1.00 1.00 1.00 1.00 0.30 0.50	\$20,295 \$11,492 \$12,189 \$9,843 \$8,273 \$5,547 \$5,547 \$25,281 \$71,213 \$79,762 \$54,845 \$55,917 \$21,416 \$33,507	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$71,213 \$71,763 \$54,845 \$55,917 \$71,385 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.50	17% 17% 17% 17% 17% 17% 17% 17% 10% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.15 1.00 1.00 1.00 1.00 0.30 0.50	\$20.295 \$11.492 \$2.2189 \$9.843 \$8.273 \$5.547 \$5.547 \$25.281 \$71.213 \$79.762 \$54.845 \$55.917 \$21.418 \$33.507	\$81,180 \$45,968 \$48,760 \$39,372 \$33,092 \$22,188 \$22,188 \$101,124 \$284,852 \$319,048 \$219,380 \$223,686 \$55,664 \$134,028
Delivery Driver Billingal Program Manager Associate Director of Erroritment and Cuatomer Program Associate Program Associate Program Associate Benkor Xietector of Programs - Programs & Ope Delivery Xietems Coordinator Program Manager HDG Operations Billingal Home Delivery Distribution Associate Billingal Home Delivery Distribution Associate Additional Program Coordinator Additional Program Associate	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$67,014 \$67,014 \$71,213 \$71,213 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 1.00 1.00 1.00 1.00 0.30 0.50 0.50	17% 17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.08 0.08 0.08 0.08 0.15 1.00 1.00 1.00 1.00 0.30 0.50 0.50	\$20,295 \$11,492 \$12,185 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547 \$25,281 \$71,213 \$79,762 \$54,845 \$55,917 \$21,416 \$33,507 \$33,507	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 1.0	17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.15 1.00 1.00 1.00 1.00 0.00 0.50 0.50	\$20,295 \$11,492 \$9,443 \$8,272 \$5,547 \$5,547 \$5,547 \$7,762 \$5,547 \$7,762 \$5,547 \$7,762 \$5,547 \$7,762 \$5,547 \$7,762 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547\$5,547	\$122.588 \$89,414 \$92,034 \$118,903 \$71,385 \$87,014 \$67,014 \$67,014 \$168,543 \$71,213 \$71,213 \$71,213 \$71,213 \$54,845 \$55,917 \$71,385 \$55,917 \$71,385 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 0.15 1.00 1.00 1.00 0.30 0.50 0.50 0.50	17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.15 1.00 1.00 1.00 1.00 0.00 0.50 0.50	\$20,265 \$11,426 \$9,443 \$5,547 \$5,547 \$5,547 \$7,722 \$5,445 \$5,977 \$25,281 \$71,712 \$79,762 \$5,4455 \$17,171 \$5,977 \$25,4455 \$17,172 \$5,977 \$25,281 \$17,172 \$17,175 \$17,175 \$17,175 \$17,175 \$17,17	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.50 0	17% 17% 17% 17% 17% 17% 17% 17% 17% 100% 100	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.15 1.00 1.00 1.00 1.00 0.30 0.50 0.50	\$20,295 \$11,492 \$9,843 \$8,273 \$5,547 \$5,547 \$5,547 \$25,281 \$71,213 \$79,762 \$54,845 \$55,917 \$21,416 \$33,507 \$33,507	\$81,180 \$45,968 \$39,372 \$33,002 \$22,188 \$22,188 \$22,218 \$101,124 \$248,852 \$319,048 \$219,340 \$228,858 \$219,340 \$228,858 \$35,668 \$134,029 \$134,029
Delivery Driver Bilingal Program Manager Associate Director of Errollment and Customer Program Associate Program Associate Program Associate Program Associate Program Associate Bilingal Home Delivery Distribution Associate Bilingal Home Delivery Distribution Associate Additional Program Coordinator Additional Program Associate Additional Program Associate Additional Program Associate Additional Program Associate Additional Program Associate Additional Program Associate	\$122,588 \$69,414 \$92,034 \$116,903 \$77,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014 \$67,014 \$67,014 \$1,378,073	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.30 0.50 0.50 0.50 0.50	17% 17% 17% 17% 17% 17% 17% 17% 17% 100% 100	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,285 \$11,482 \$12,185 \$18,843 \$18,273 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$2,213 \$7,213 \$7,213 \$7,213 \$7,213 \$7,213 \$5,547 \$2,21416 \$33,507 \$33,507 \$33,507	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$57,014 \$67,014 \$1,378,073	1.00 1.00 0.80 0.50 0.50 0.50 0.55 0.15 1.00 1.00 1.0	17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00 1.00 1.00 0.00 0.50 0.50	\$20,296 \$11,492 \$12,189 \$5,943 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547	\$122,588 \$69,414 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$55,917 \$71,385 \$67,014 \$67,014 \$1,378,073	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.50 0	17% 17% 17% 17% 17% 17% 17% 17% 100% 100	0.17 0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,265 \$11,462 \$12,169 \$3,842 \$3,86,273 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547\$5,	\$122,588 \$69,414 \$22,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014 \$67,014 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.30 0.50 0	17% 17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,285 \$11,482 \$12,185 \$38,483 \$38,273 \$5,547 \$55,547 \$55,547 \$55,547 \$25,281 \$77,213 \$79,782 \$55,847 \$25,285 \$72,213 \$79,782 \$55,847 \$21,416 \$33,507 \$33,507 \$33,507	\$91,180 \$45,569 \$48,756 \$39,377 \$22,188 \$22,188 \$22,188 \$101,124 \$244,555 \$319,048 \$223,666 \$252,386 \$55664 \$355664 \$134,022 \$134,022 \$134,022
Delivery Driver Billingal Program Marager Associate Dreckor of Ervolfment and Customer Program Associate Program Associate Program Associate Program Associate Program Associate Brogram Associate Brogram Manager HCG Operations Billingal Home Delivery Distribution Associate Billingan Home Delivery Distribution Associate Additional Program Associate Additional Program Associate TOTALS PruNCE BENEFIT RATE	\$122,588 \$89,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.30 0.50 0.50 0.50 0.50	17% 17% 17% 17% 17% 17% 17% 17% 17% 100% 100	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,285 \$11,482 \$14,822 \$14,823 \$14,825 \$14,825 \$15,547 \$5	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213 \$71,213 \$74,845 \$55,847 \$55,917 \$71,385 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 0.55 0.15 1.00 1.00 1.0	17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00 1.00 1.00 0.00 0.50 0.50	\$20,296 \$11,4624 \$12,189 \$5,943 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$70,762 \$70,762 \$70,762 \$70,762 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$14,507 \$15,	\$122,588 \$89,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.50 0	17% 17% 17% 17% 17% 17% 17% 17% 100% 100	0.17 0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,296 \$11,462 \$12,189 \$8,8275 \$5,547\$5,547 \$5,547 \$5,547\$5,547\$5,547\$5,547\$5,547\$5,54	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.30 0.50 0	17% 17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,28 \$11,482 \$2,843 \$2,844 \$5,847 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,557 \$5,567\$5,567 \$5	\$81,180 \$45,586 \$48,755 \$33,002 \$22,188 \$22,188 \$22,21,88 \$22,21,88 \$22,21,88 \$22,21,89 \$310,048 \$210,380 \$22,3,669 \$223,669 \$154,028 \$154,028 \$1,960,752
Delivery Driver Bilingual Program Manager Associate Dreckor of Errollment and Cuatomer Program Associate Program Associate Program Associate Program Associate Breitor Dreckor of Programs - Porgams & Ope Delivery Systems Coordinator Program Manager HDG Operations Bilingual Home Delivery Distribution Associate Bilingual Home Delivery Distribution Associate Additional Program Coordinator Additional Program Associate Additional Program Associate Additional Program Associate	\$122,588 \$69,414 \$92,034 \$116,903 \$77,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014 \$67,014 \$67,014 \$1,378,073	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.30 0.50 0.50 0.50 0.50	17% 17% 17% 17% 17% 17% 17% 17% 17% 100% 100	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,285 \$11,482 \$12,185 \$18,843 \$18,273 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$2,213 \$7,213 \$7,213 \$7,213 \$7,213 \$7,213 \$5,547 \$2,21416 \$33,507 \$33,507 \$33,507	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$57,014 \$67,014 \$1,378,073	1.00 1.00 0.80 0.50 0.50 0.50 0.55 0.15 1.00 1.00 1.0	17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00 1.00 1.00 0.00 0.50 0.50	\$20,296 \$11,492 \$12,189 \$5,943 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547	\$122,588 \$69,414 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$55,917 \$71,385 \$67,014 \$67,014 \$1,378,073	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.50 0	17% 17% 17% 17% 17% 17% 17% 17% 100% 100	0.17 0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,265 \$11,462 \$12,169 \$3,842 \$3,86,273 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547\$5,	\$122,588 \$69,414 \$22,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014 \$67,014 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.30 0.50 0	17% 17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,285 \$11,482 \$12,185 \$38,483 \$38,273 \$5,547 \$55,547 \$55,547 \$55,547 \$25,281 \$77,213 \$79,782 \$55,847 \$25,285 \$72,213 \$79,782 \$55,847 \$21,416 \$33,507 \$33,507 \$33,507	\$81,180 \$45,588 \$48,759 \$39,977 \$22,188 \$22,188 \$22,188 \$101,124 \$24,452 \$319,048 \$223,868 \$219,383 \$223,868 \$55,684 \$134,022 \$134,022 \$134,022
Delivery Driver Bilingal Program Manager Associate Director of Errollment and Customer Program Associate Program Manager HDG Operations Bilingal Nom Delivery Distribution Associate Additional Program Associate Additional Program Associate Additional Program Associate TOTALS Provide ENEFIT RATE EMPLOYEE FRINCE BENEFITS	\$122,588 \$69,414 \$92,034 \$116,903 \$77,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014 \$67,014 \$67,014 \$1,378,073	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.30 0.50 0.50 0.50	17% 17% 17% 17% 17% 17% 17% 17% 17% 100% 100	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,292 \$11,492 \$2,1492 \$3,273 \$3,547 \$5,547 \$5,547 \$5,547 \$5,547 \$2,233 \$7,762 \$5,547 \$2,243 \$3,567 \$2,445 \$35,567 \$2,445 \$35,567 \$2,345 \$3,567 \$35,567 \$35,5	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$57,014 \$67,014 \$1,378,073	1.00 1.00 0.80 0.50 0.50 0.50 0.55 0.15 1.00 1.00 1.0	17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00 1.00 1.00 0.00 0.50 0.50	\$20,295 \$11,492 \$52,189,843 \$5,647 \$5,547\$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5	\$122,588 \$69,414 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$55,917 \$71,385 \$67,014 \$67,014 \$1,378,073	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.50 0	17% 17% 17% 17% 17% 17% 17% 17% 100% 100	0.17 0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,265 \$11,462 \$12,168 \$5,947\$5,947 \$5,947 \$5,947 \$5,947\$5,947 \$5,947 \$5,947\$5,947 \$5,947	\$122,588 \$69,414 \$22,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014 \$67,014 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.30 0.50 0	17% 17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,28 \$11,482 \$12,188 \$0,863 \$0,272 \$0,8547 \$5,847 \$5,547 \$25,281 \$77,782 \$5,485 \$55,917 \$23,367 \$33,567 \$34,575 \$35,575	\$81,160 \$46,098 \$48,727 \$33,092 \$22,168 \$22,168 \$22,168 \$22,168 \$22,168 \$22,168 \$22,168 \$22,168 \$22,168 \$22,168 \$22,10,20 \$23,00,20 \$23,000,20 \$23,0
Delivery Driver Billingual Program Markager Associate Drevetor of Ervoltivent and Customer Program Associate Program Associate Program Associate Program Associate Program Associate Program Associate Remor Director of Programs - Programs & Ope Delivery Systems Coordinator Program Manager HCG Operations Billingual Home Delivery Distribution Associate Billingual Home Delivery Distribution Associate Additional Program Associate Additional Program Associate TOTALS FNINGE BENEFIT FARTE	\$122,588 \$69,414 \$92,034 \$116,903 \$77,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014 \$67,014 \$67,014 \$1,378,073	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.30 0.50 0.50 0.50	17% 17% 17% 17% 17% 17% 17% 17% 17% 100% 100	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,285 \$11,482 \$14,822 \$14,823 \$14,825 \$14,825 \$15,547 \$5	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$57,014 \$67,014 \$1,378,073	1.00 1.00 0.80 0.50 0.50 0.50 0.55 0.15 1.00 1.00 1.0	17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00 1.00 1.00 0.00 0.50 0.50	\$20,296 \$11,4624 \$12,189 \$5,943 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$70,762 \$70,762 \$70,762 \$70,762 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$13,507 \$14,507 \$15,	\$122,588 \$69,414 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$55,917 \$71,385 \$67,014 \$67,014 \$1,378,073	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.50 0	17% 17% 17% 17% 17% 17% 17% 17% 100% 100	0.17 0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,296 \$11,462 \$12,189 \$8,8275 \$5,547\$5,547 \$5,547 \$5,547\$5,547\$5,547\$5,547\$5,547\$5,54	\$122,588 \$69,414 \$22,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014 \$67,014 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.30 0.50 0	17% 17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,28 \$11,482 \$2,843 \$2,844 \$5,847 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,557 \$5,567\$5,567 \$5	\$81,180 \$45,586 \$48,755 \$33,002 \$22,188 \$22,188 \$22,21,88 \$22,21,88 \$22,21,88 \$22,21,89 \$310,048 \$210,380 \$22,3,669 \$223,669 \$154,028 \$154,028 \$1,960,752
Delivery Driver Bilingal Program Manager Associate Director of Errollment and Customer Program Associate Program Manager HDG Operations Bilingal Nom Delivery Distribution Associate Additional Program Associate Additional Program Associate Additional Program Associate TOTALS Provide ENEFIT RATE EMPLOYEE FRINCE BENEFITS	\$122,588 \$69,414 \$92,034 \$116,903 \$77,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014 \$67,014 \$67,014 \$1,378,073	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.30 0.50 0.50 0.50	17% 17% 17% 17% 17% 17% 17% 17% 17% 100% 100	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,292 \$11,492 \$2,1492 \$3,273 \$3,547 \$5,547 \$5,547 \$5,547 \$5,547 \$2,233 \$7,762 \$5,547 \$2,243 \$3,567 \$2,445 \$35,567 \$2,445 \$35,567 \$2,345 \$3,567 \$35,567 \$35,5	\$122,588 \$69,414 \$92,034 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$57,014 \$67,014 \$1,378,073	1.00 1.00 0.80 0.50 0.50 0.50 0.55 0.15 1.00 1.00 1.0	17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.15 1.00 1.00 1.00 0.00 0.50 0.50	\$20,295 \$11,492 \$52,189,843 \$5,647 \$5,547\$5,547 \$5,547 \$5,547 \$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547 \$5,547 \$5,547\$5,547\$5,547 \$5,547\$5,547\$5,547 \$5	\$122,588 \$69,414 \$118,903 \$71,385 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$55,917 \$71,385 \$67,014 \$67,014 \$1,378,073	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.50 0	17% 17% 17% 17% 17% 17% 17% 17% 100% 100	0.17 0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,265 \$11,462 \$12,168 \$5,947\$5,947 \$5,947 \$5,947 \$5,947\$5,947 \$5,947 \$5,947\$5,947 \$5,947	\$122,588 \$69,414 \$22,034 \$118,903 \$71,385 \$67,014 \$67,014 \$67,014 \$168,543 \$71,213 \$79,762 \$54,845 \$55,917 \$71,385 \$67,014 \$67,014 \$67,014 \$67,014	1.00 1.00 0.80 0.50 0.50 0.50 0.50 1.00 1.00 1.00 0.30 0.30 0.50 0	17% 17% 17% 17% 17% 17% 17% 17% 17% 10% 100% 10	0.17 0.13 0.08 0.12 0.08 0.08 0.08 0.08 0.08 0.08 0.08 0.0	\$20,28 \$11,482 \$12,188 \$0,863 \$0,272 \$0,8547 \$5,847 \$5,547 \$25,281 \$77,782 \$5,485 \$55,917 \$23,3697 \$33,567 \$34,575 \$35,575	\$81,160 \$46,098 \$48,727 \$33,092 \$22,168 \$22,168 \$22,168 \$22,168 \$22,168 \$22,168 \$22,168 \$22,168 \$22,168 \$22,168 \$22,10,20 \$23,00,20 \$23,000,20 \$23,0

Program: Home-Delivered Groceries					
	Operating Expenses Deta	il			
	7/1/25 - 6/30/26	7/1/26 - 6/30/27	7/1/27 - 6/30/28	7/1/28 - 6/30/29	7/1/25 - 6/30/2
	Original	Original	Original	Original	Total
Annual # Grocery Bags	5/16/24	5/16/24	5/16/24	5/16/24	7/1/97
DAS Operating Expenses					
Expenditure Category					
Rental of Property					
Utilities(Elec, Water, Gas, Phone, Garbage)					
Office Supplies, Postage					
Building Maintenance Supplies and Repair					
Printing and Reproduction					
Insurance					
Staff Training					
Staff Travel-(Local & Out of Town)					1
Rental of Equipment					
Consulting/Professional Services Consultant A					
Subcontractor A					
Dther					1
Other A					
Other B					
Other B					<u>i</u>
Total DAS Operating Expense					
NON-DAS Operating Expenses					
Expenditure Category					r
Rental of Property					
Utilities(Elec, Water, Gas, Phone, Garbage)					
Office Supplies, Postage					
Building Maintenance Supplies and Repair					
Printing and Reproduction					
Insurance					
Staff Training					
Staff Travel-(Local & Out of Town)					
Rental of Equipment					
Consulting/Professional Services Consultant A					
Subcontractor A					
					1
<u>Dther</u>					1
Other A					
Other B					
					1
otal NON-DAS Operating Expense					1

Program: Home-Delivered Groceries					opendix B, Page
	Subcontrac	tors-Pass Thru			
	7/1/25 - 6/30/26 Original	7/1/26 - 6/30/27 Original	7/1/27 - 6/30/28 Original	7/1/28 - 6/30/29 Original	7/1/25 - 6/30/29 Total
DAS Consultant/Subcontractor	original	ongina	ongina	ongina	lotai
Meals on Wheels of San Francisco	\$255,978	\$255,978	\$255,978	\$255,978	\$1,023,9 <sup>.</sup>
Self-Help for the Elderly	\$25,116	\$25,116	\$25,116	\$25,116	\$100,40
Russian American Community Services	\$26,026	\$26,026	\$26,026	\$26,026	\$104,10
Total DAS Consultant/Subcontractor	\$307,120	\$307,120	\$307,120	\$307,120	\$1,228,48
DAS Direct Client Pass-Through					
Direct Client Pass-Through A					
Direct Client Pass-Through B					
Total DAS Direct Client Pass-Through					
NON-DAS Consultant/Subcontractor					
Meals on Wheels of San Francisco	\$27,715	\$27,715	\$27,715	\$27,715	\$110,8
Self-Help for the Elderly	\$2,976	\$2,976	\$2,976	\$2,976	\$11,9
Russian American Community Services	\$24,468	\$24,468	\$24,468	\$24,468	\$97,8
Total NON-DAS Consultant/Subcontractor	\$55,159	\$55,159	\$55,159	\$55,159	\$220,63
NON-DAS Direct Client Pass-Through					
Direct Client Pass-Through A					
Direct Client Pass-Through B					
Total NON-DAS Direct Client Pass-Through					
Total DAS & NON-DAS					
Consultant/Subcontractor, Direct Client Pass-	0000 070	<b>*</b> ***	<b>*</b> ***	<b>*</b> ***	<b>.</b>
<u>Through</u>	\$362,279	\$362,279	\$362,279	\$362,279	\$1,449,1

DEPARTMENT OF DISABILITY AND AGING SERVICES OFFICE OF COMMUNITY PARTNERSHIP								
		OME-DELIVERED GROCERY PR						
	San Francisco Marin Food							
	900 Pennsylvania Avenue, San Francisco CA 94107							
DIRECTOR:	Sheila Kopf	EMAIL: skopf@sfmfoodbank.org		PHONE NO.: 415-882-6115				
PROGRAM MANAGER	Seth Harris	EMAIL: sharris@sfmfoodbank.org		PHONE NO.: 415-702-5604				
Route Name/Number	Meals on Wheels	Russian American Community           Meals on Wheels         Service		Iderly San Francisco Marin Food Ban				
Name/location of HDG drop site (where food is delivered & packed for delivery to clients)	Meals on Wheels	Russian American Community Service Self Help for the Eldo		San Francisco Marin Food Bank				
Address and Zip	2142 Jerrold Ave. San Francisco, CA 94124	300 Anza St. San Francisco, CA 94118	1483 Mason St. San Francisco, 94133	1050 Marin St. San Francisco 94124				
Phone Number	(415) 343-1314	(415) 387-5336	15) 387-5336 (415) 677-7600 (415)					
Neighborhood/ Geographic Delivery Service Area	Citywide	94121, 94115, 94118	94133	Citywide				
Supervisorial District #	All Districts	D2	D3	All Districts				
Delivery Days	MonTues X_WedThurs FriSat Sun	MonX_Tues X_WedThurs FriSat Sun	MonTues _X_WedThurs FriSat Sun	Mon <u>X_</u> Tues X_Wed <u>X_</u> Thurs X_Fri <u>X</u> _Sat Sun				
Hours Office Open	9:00AM - 5:00PM	9:00AM - 5:00PM	9:00AM - 5:00PM	9:00AM - 5:00PM				
Grocery Delivery Schedule (start & end time)	8:30AM - 2:00PM	10:00AM -2:00PM	2:00PM - 4:00PM	9:00AM - 3:30PM	FY 26-29 2,981			
Number of Unduplicated Consumers	499	50	50	2,382				
Number of Deliveries	25,935 2,600		2,600	123,865	155,000			
Number of service days per year	52	52	52	52	52			
Average number of grocery bags delivered per service day	499	50	50	2,382	2,981			