



Dignity Fund Services and Allocation Plan 2020 to 2023 Funding Cycle



San Francisco Department of Aging & Adult Services
March 2019



LETTER FROM THE EXECUTIVE DIRECTOR

The 2016 passage of the Dignity Fund was a historic and momentous occasion. Designating dedicated resources to fund social services for older adults and people with disabilities and outlining a new strategic planning process, San Francisco became the first major city in the United States to pass legislation of this scale and magnitude. One in five San Franciscans is an older adult, and by 2025, seniors and adults with disabilities will represent over 25% of the City's population. It was gratifying and encouraging for all of us who work with the aging and disability populations—as well as those of us who are older or have disabilities—to see the broader City community take a clear stand in recognizing and prioritizing older adults and people with disabilities living in our community.

We must acknowledge the spirit of community and advocacy underlying the Dignity Fund. The service providers and community members who came together to form the Dignity Fund Coalition successfully harnessed the energy and momentum of community-driven advocacy to partner with City Hall to develop and campaign for Proposition I. Building on San Francisco's history of activism and diversity, this partnership of community and elected leaders worked effectively together to advance social justice in our community and make the City a more inclusive place for older adults and people with disabilities.

Most importantly, the Dignity Fund has and will continue to expand the City's capacity to support older adults and people with disabilities to live safely and engage in their communities. The growth in dedicated funding for these populations provides opportunities for us to expand services and develop new programs to address unmet needs and engage new populations. The planning and funding cycle process—of which this report is a key component—supports us to be more strategic in structuring current and future services to best address population trends and ensure resources are distributed equitably (throughout the City's diverse communities). And throughout this all, we are encouraged to strengthen our partnerships with the community, other City departments, and organizations.

It has been a privilege and a pleasure to begin the City's work in implementing the Dignity Fund over the last two years. Our department looks forward to continuing this effort over the course of the 2020-2023 funding cycle and beyond, as we partner with the community and service providers to continue making San Francisco a welcoming place for all to age and live with disability.

Sincerely,

Shireen McSpadden

Shireen McSpadden, Executive Director
San Francisco Department of Aging & Adult Services



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EXECUTIVE SUMMARY

In November 2016, San Francisco voters passed local legislation to establish the Dignity Fund. There are three main components to the Dignity Fund charter amendment:

- **Creation of a dedicated and protected funding source** – the Dignity Fund – for social services that support older adults and adults with disabilities to safely live and engage in the community;
- **Institution of a planning and four-year funding process** to ensure Dignity Fund money is appropriately and purposefully spent to address community needs; and
- **Formation of an oversight body** to monitor and participate in the administration of the Dignity Fund and to ensure the Fund is managed in a manner accountable to the community.

The Fund is administered by the San Francisco Department of Aging and Adult Services (DAAS), the City's lead agency focused on the senior and disability communities. Last year, DAAS began the planning process with a comprehensive Dignity Fund Community Needs Assessment (CNA) to review population trends and identify unmet needs. In the second year of the planning process, DAAS has focused on developing a four-year funding plan that outlines how the Department will allocate the Dignity Fund, particularly to address unmet needs and equity concerns identified through last year's assessment. **This report constitutes the first ever Dignity Fund Services and Allocation Plan (SAP)** and will guide funding decisions over the 2020-2023 funding cycle (covering FY 2019-20 through FY 2022-23).

Driven by findings from the FY 2017-18 Dignity Fund CNA, DAAS has identified eight key priorities to address in the 2020-2023 Funding Cycle. These include:

- **Increase Awareness & Accessibility of Services:** DAAS must support consumers and service providers to develop awareness of the diverse range of DAAS services, understand how to learn more about services, and access desired services.
- **Promote Inclusion of Seniors and Adults with Disabilities within the Broader City Community:** DAAS must bring community and other City agency stakeholders together to improve their sensitivity and responsiveness to the needs of seniors and adults with disabilities.
- **Focus on Equity Factors:** DAAS must continue to provide quality, culturally responsive services to clients of all backgrounds and life circumstances, with a specific focus on the following target populations: those at risk of social isolation, low-income individuals, non-English speakers, people belonging to communities of color, and LGBTQ persons.
- **Improve Geographic Access to Services:** DAAS should develop programs and locate service sites strategically so that consumers living in all parts of the City, including the outer Districts, may utilize needed services with ease.
- **Boost Service Engagement for Adults with Disabilities:** DAAS must consider how to enhance service connection among adults with disabilities, while keeping in mind the particular needs and preferences of this population.
- **Make Decisions using Data:** DAAS should conduct robust data collection of service utilization and client outcomes to support a data-informed process for service design, implementation, and evaluation.
- **Collaborate with City and Community:** DAAS must support both formal and informal community provider partnerships at the neighborhood- and District-levels, and with other City agencies serving older and disabled adults, to enhance the quality, reach, and impact of services.
- **Strengthen Community-Based Provider Infrastructure:** DAAS should reinforce and strengthen the infrastructure of community-based agencies to improve the quality, reach, and impact of services.

To advance these key priorities, **DAAS has identified strategies across all its service areas and estimated funding levels needed to make significant progress towards these goals.** Table 1 below identifies the projected funding levels by the end of the 2020-2023 funding cycle in each service area. These funding levels represent the Department’s best projection of available revenue and mandatory costs. Funding ranges are provided to allow the Department to be nimble in addressing and responding to unanticipated emergent needs, as well as account for changes in revenue from other funding sources and potential variation in mandatory costs.

Table 1. Actual and Anticipated Funding for Dignity Fund Services.

Service Area	FY 2014-15 Budget	FY 2018-19 Budget	FY 2022-23 Budget* (Anticipated)
Access & Empowerment	\$6,874,396	\$10,129,493	\$11,6621,065 to \$12,061,065
Caregiver Support	\$1,087,215	\$2,414,576	\$3,215,240 to \$3,765,240
Case Management & Care Navigation	\$6,956,580	\$8,915,541	\$10,301,089 to \$10,761,089
Community Connection & Engagement	\$4,864,038	\$12,570,144	\$14,775,087 to \$15,675,087
Housing Support	\$1,248,048	\$8,081,651	\$9,158,131 to \$9,395,631
Nutrition & Wellness	\$13,098,481	\$22,462,489	\$25,269,385 to \$25,744,385
Self-Care & Safety	\$1,081,522	\$3,553,313	\$4,222,193 to \$4,522,193
Administration	\$316,950	\$1,201,605	\$1,237,322 to \$1,326,347
Total	\$35,527,230	\$69,328,812	\$83,251,036

**Estimates include all revenue sources for services eligible to receive Dignity Fund money (e.g., supplemental local General Fund revenue and Older Americans Act funding allocated by the California Department of Aging)*

Over the course of the 2020-2023 funding cycle, DAAS will institute a three-part approach to tracking progress and measuring success in collaboration with the community, service providers, and external evaluators and researchers. This will include:

- **Annual Data and Evaluation Reports** by fiscal year to account for service deliverables and outcomes for all Dignity Fund-eligible services;
- **Focus Area Reports** to delve more deeply into key issues and topics in order to better understand population and/or program trends and assess needs; and
- **A Cycle-End Evaluation Report** that analyzes trends and impact of the Dignity Fund over the entire funding cycle, timed to support the following cycle’s planning process.

DAAS looks forward to partnering with the community, service providers, and the Oversight and Advisory Committee over the next four years to maximize use of the Dignity Fund to promote an aging- and disability-friendly city, support priority equity populations, and empower older adults and adults with disabilities to participate in their communities.

INTRODUCTION

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

As part of the Dignity Fund legislation, a **planning process was instituted to ensure that funds are distributed appropriately and with transparency** to best address community needs. This **begins with a robust community needs assessment process** to gather input from the community, review population and program data, and conduct an equity analysis to identify areas of unmet need and provide direction in how to allocate the Dignity Fund. This is **followed by a four-year funding plan** that outlines how Dignity Fund money will be used to fund services that provide adults with disabilities and seniors the opportunity to live and age with dignity as an important part of the City community.

Informed by last year's Dignity Fund Community Needs Assessment (CNA), DAAS has worked in the current fiscal year to develop the first ever Dignity Fund Services and Allocation Plan (SAP). This funding plan covers the period of FY 2019-2020 to FY 2022-2023, referred to as the **2020-2023 funding cycle**, and will serve as the Department's guide in allocating the Dignity Fund money over the next four years.

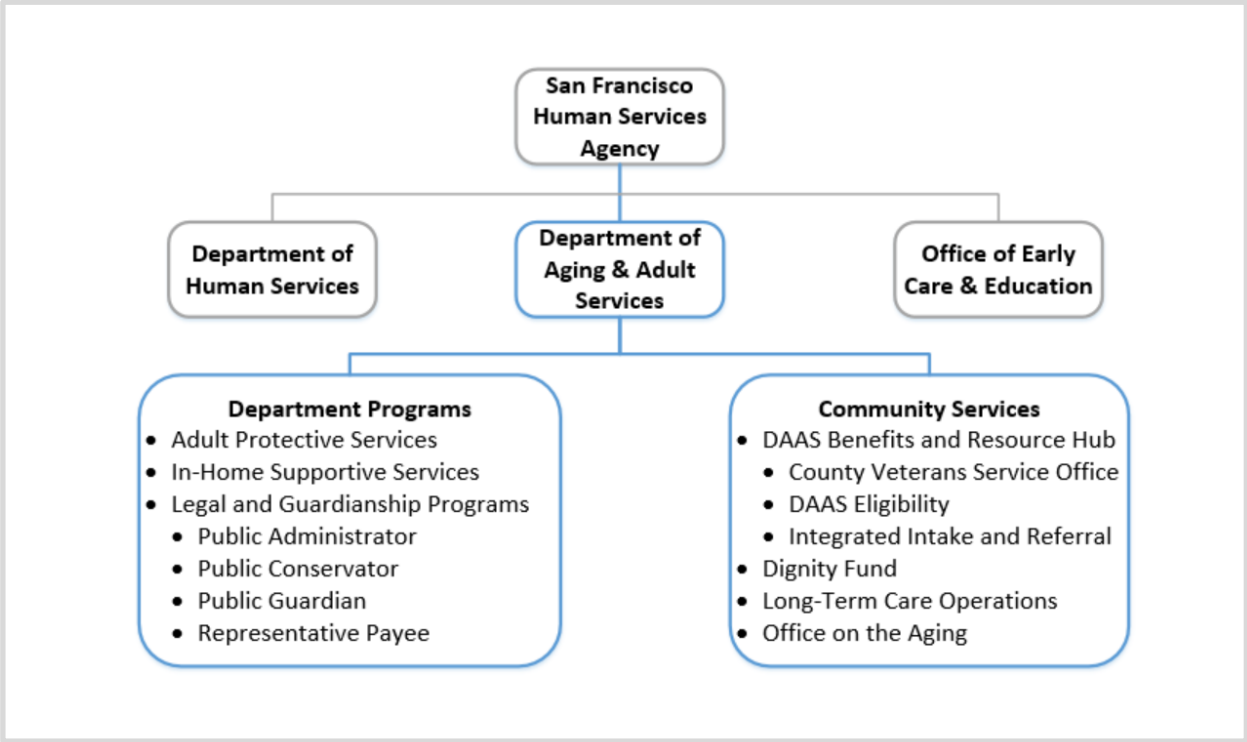
BACKGROUND

SAN FRANCISCO DEPARTMENT OF AGING & ADULT SERVICES

Within the City and County of San Francisco, **the Department of Aging and Adult Services (DAAS)** is the government agency charged with **coordinating services for older adults, veterans, people with disabilities, and their families to maximize safety, health, and independence**. This responsibility is reinforced by the Department’s role as the state-designated Area Agency on Aging for San Francisco. Under the federal Older Americans Act, this role requires DAAS to coordinate a wide array of services for seniors and adults with disabilities at the community level and serve as the focal point for local aging concerns.

Founded in 2000, DAAS is located within the San Francisco Human Services Agency, which delivers a safety net of services and public benefits to promote wellbeing and independence. Each year, **DAAS serves over 60,000 unduplicated clients through its department programs and community partnerships**. With an overall budget of \$340 million in FY 2018-19, DAAS is supported by a staff of 370 employees and contracts with over 60 community-based organizations to deliver services.

Figure 1. DAAS Organizational Structure.



DAAS provides programs both directly and through partnerships with community-based organizations, addressing a wide range of needs. This service spectrum spans from **engagement and wellness services** that promote a healthy aging experience for active and independent community members, to services that **support stability in the community** and prevent unnecessary institutional care, to **crisis intervention services** for individuals requiring immediate assistance to mitigate exposure

to risks, and reaches the level of **guardianship services** for those unable to manage their needs due to mental and cognitive challenges. This spectrum of services is portrayed below in Figure 2.

Figure 2. Spectrum of DAAS Services.



In total, DAAS operates eight direct service programs and contracts with community providers to deliver over 60 services to older adults, veterans, and people with disabilities in San Francisco. **Collectively, these services are organized into seven service areas based on their primary underlying goal. These service areas serves as a more detailed conceptual framework for the Department’s work and the ways in which it seeks to impact lives.** These service areas are listed below in Table 2. Please see Appendix A for additional detail about the services included within each area.

Table 2. DAAS Service Areas.

Service Area	Primary Goal
Access & Empowerment <i>e.g., Aging & Disability Resource Centers, Advocacy (Home Care, Housing, and Long-Term Care), Legal Services</i>	To educate, empower, and support older adults and people with disabilities to access needed benefits and participate in services
Caregiver Support <i>e.g., Adult Day Programs, Respite</i>	To support the wellbeing of family and friend caregivers and their care recipients through education, counseling, resources, and connection
Case Management & Care Navigation <i>e.g., Community Living Fund, Money Management</i>	To facilitate service connections and support individuals with complex needs to navigate available resources and promote stability in the community
Community Connection & Engagement <i>e.g., Community Service Centers, Employment Support</i>	To provide opportunities for older people and adults with disabilities to socialize, build community, and participate in a meaningful way in their community
Housing Support <i>e.g., Housing Subsidies, Scattered Site Housing</i>	To support seniors and adults with disabilities to maintain stable housing through service connection and community engagement
Nutrition & Wellness <i>e.g., Home-Delivered Meals, Health Promotion</i>	To promote physical health and wellbeing for older adults and adults with disabilities by providing nutritious foods and supporting healthy lifestyles
Self-Care & Safety <i>e.g., Elder Abuse Prevention, Long-Term Care Ombudsman</i>	To support older adults and people with disabilities to meet their needs in the most independent setting, safe from abuse and self-neglect

CREATION OF THE DIGNITY FUND

The **Dignity Fund** was established via charter amendment passed by San Francisco voters as Proposition I in 2016. Working with a coalition of community advocates, Supervisor Malia Cohen took the lead on drafting the measure, which was placed on the ballot by the Board of Supervisors and supported by Mayor Edwin Lee. Proposition I was approved with 66% of the vote.

The Dignity Fund has three key components:

- **Creates special fund:** Stabilizes funding for current services and support for older adults, veterans, adults with disabilities, and caregivers and also provides additional set aside dollars each year that will address the unmet and emerging needs of these communities. The initial baseline funding level of \$38 million will grow by \$33 million by FY 2026-27.
- **Establishes a planning and funding process:** Requires DAAS to follow a planning and funding cycle to ensure Dignity Fund money is appropriately and purposefully spent to address community needs. This four-year cycle begins with a **Community Needs Assessment (CNA)** to review population trends and identify unmet needs. This provides critical information for a subsequent **Services and Allocation Plan (SAP)** that outlines how the Department will spend the Dignity Fund over the following four year period. This report is the first ever Dignity Fund SAP.
- **Institutes an oversight body:** Creates an oversight body to monitor and participate in the administration of the Dignity Fund and to ensure the Fund is administered in a manner accountable for the community. The **Oversight and Advisory Committee (OAC)** is made up of representatives from key advisory bodies on aging and disability, including: the Aging and Adult Services Commission; the DAAS Advisory Council; the Long-Term Care Coordinating Council; and at-large members appointed by the Mayor. The OAC is also advised by a **Service Provider Working Group (SPWG)**.

The Dignity Fund can be used to fund a variety of services that support San Francisco's seniors and adults with disabilities to age with dignity in their communities. This funding is intended to promote an aging- and disability-friendly city, with particular attention to improving equity among historically disadvantaged groups and underserved neighborhoods. While certain types of expenditures are prohibited by the charter amendment,¹ the Dignity Fund legislation outlined a broad array of services eligible to receive Dignity Fund money. These include but are not limited to:

- **Home and community-based long-term care services**, such as adult day care programs, accessible transportation, and respite care;
- **Food** programs, such as home-delivered meals and groceries;
- **Education and empowerment** programs, including technology support, advocacy counseling, and service connection programs;
- **Community service centers** that promote connection and engagement;
- **Health and wellness services**, like chronic disease self-management programs and physical fitness activities;
- **Targeted services** that are tailored to reach specific populations, such as veterans or LGBTQ community members; and
- **Administrative services** to support the Department in administering the Dignity Fund and carrying out prescribed activities (e.g., staff and consultant support), as well as to provide technical support to service providers and support capacity building.

¹ For example, the charter amendment prohibits use of Dignity Fund money for the purchase of property and housing construction costs, as well as most medical services and services provided by hospitals.

PLANNING PROCESS FOR 2020-2023 FUNDING CYCLE

This section provides an outline of the current Dignity Fund cycle, including an overview of last year’s Dignity Fund CNA process and the contract schedule that DAAS will implement to partner with community-based organizations over the next four years to provide Dignity Fund services.

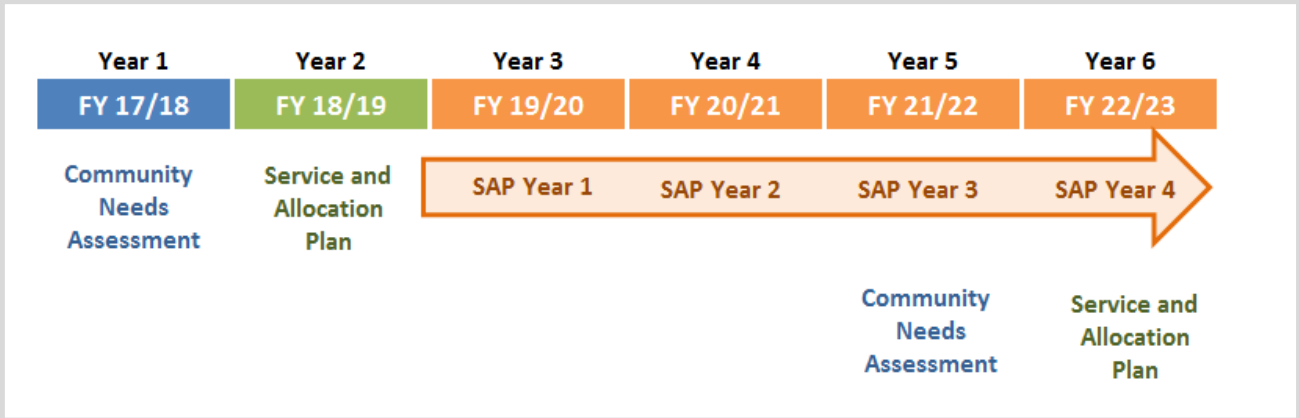
DIGNITY FUND PLANNING AND FUNDING CYCLE OVERVIEW

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

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

The cycle begins with a **Community Needs Assessment (CNA)** in Year 1 to identify equity issues and unmet needs that need to be addressed. This information supports the Year 2 development of a **Services and Allocation Plan (SAP)** that outlines how Dignity Fund money will be used to address community needs for a four-year period that begins in the subsequent year. This process is repeated every four years.

Figure 3. Overview of Dignity Fund Planning and Funding Cycle.



FY 2017-18 COMMUNITY NEEDS ASSESSMENT

The first Dignity Fund CNA was completed in FY 2017-18. To conduct this assessment, DAAS hired a local, mission-driven consulting firm, Resource Development Associates, that works with government and non-profit organizations to strengthen public and non-profit efforts to promote social and economic justice for vulnerable populations.

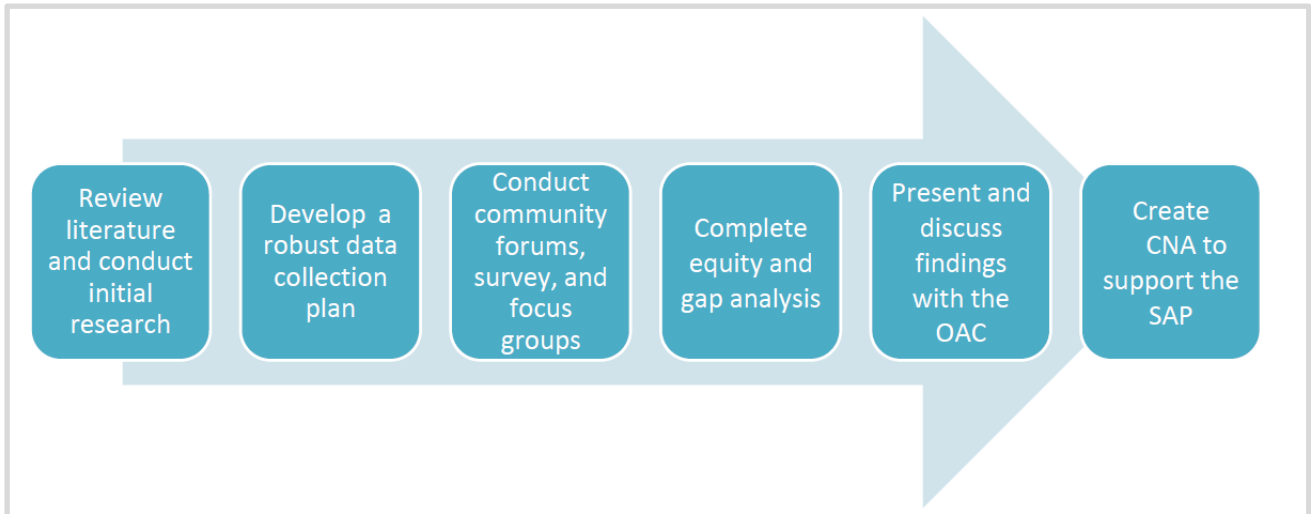
The 2017-18 Dignity Fund CNA was guided by the following questions:

1. What are the needs of older adults and adults with disabilities in San Francisco?
2. What are the system-level strengths and gaps?
3. What population subgroups may be underserved?

The needs assessment process began in July 2017 and continued through February 2018. The draft CNA was released in March 2018 and was followed by a joint public hearing of the Aging and Adult Services Commission and the Dignity Fund OAC in April 2018. Upon the Commission's approval of the report, it was sent to the Board of Supervisors and approved in June 2018.

The needs assessment process included a set of activities that built on existing data already collected by DAAS, developed a robust amount of new qualitative and quantitative data from diverse sources, and engaged community members citywide. These activities are displayed below.

Figure 4. FY 2017-18 Dignity Fund Community Needs Assessment Activities.



DAAS was committed to an extensive community engagement process with older people, adults with disabilities, caregivers, and service providers. Together, the community research activities served to meet the following objectives:

1. To provide information about and to promote awareness of the Dignity Fund and the corresponding CNA; and
2. To gather input from residents across the City about their experience engaging in services for older adults and adults with disabilities, perceptions of service gaps, and recommendations for improvement.

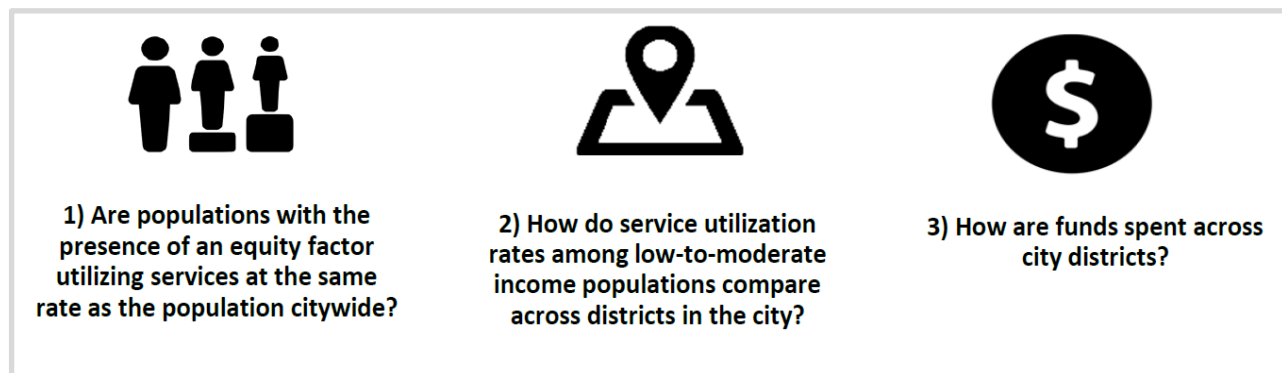
Multiple strategies were employed to solicit input and gather information from the community and service providers, including open community forums, focus groups with specific populations, and surveys of community members and service providers.

Table 3. FY 2017-18 Dignity Fund Community Needs Assessment: Community Engagement.

Community Engagement Method	Participation Levels
Community forums	11 forums (one in each supervisorial district) with 462 attendees
Focus groups with specific populations of interest	29 focus groups with 282 participants
Population survey	1,112 responses from community members
Provider survey	266 responses from service providers

The FY 2017-18 Dignity Fund CNA also included an equity analysis to help DAAS evaluate how well it is serving the city’s diverse populations and identify possible disparities in service provision and utilization. The Dignity Fund aims to serve all older adults and adults with disabilities in San Francisco. However, some populations face systematic barriers to accessing Dignity Fund services, which can lead to inequitable distribution of resources and disproportionately decreased levels of access for those populations. Furthermore, an individual’s environment and community (such as a district area) may be associated with systemic barriers leading to inequitable access to services. This analysis will be repeated in future years; the equity analysis in last year’s report is intended to serve as a baseline to track how future funding decisions improve equity issues.

Figure 5. FY 2017-18 Dignity Fund Community Needs Assessment: Equity Analysis Questions.



Based on the community research and equity analysis, a gaps analysis was completed, resulting in recommendations related to unmet needs and equity issues for DAAS to address in this SAP. Along with the driving principles of the Dignity Fund, these findings and recommendations have been synthesized into the Department’s key priorities for the 2020-2023 funding cycle. These key priorities will guide funding allocation over the next four years and are summarized in the *Guiding Principles and Key Priorities* section of this report.

2020-2023 DIGNITY FUND CONTRACT SCHEDULE

Almost all services funded by the Dignity Fund are provided via contract with community-based service provider agencies. In keeping with City policy, DAAS enters into contract with service providers following a public procurement process that is open and competitive. This section provides an overview of the schedule by which DAAS will enter into new partnerships community-based organizations for Dignity Fund services. **This approach is intended to promote transparency, provide consistency for the community and service providers, and align with the planning and funding cycle framework.**

To coordinate with the four year planning and funding cycle, DAAS will utilize four-year contract terms across all contracts.^{2,3} This allows flexibility and responsiveness to community needs by bringing services up for new contract terms following a CNA. This structure also provides certainty for service providers in the length of their contract term, supporting their ability to build up programs over the course of a contract term and prepare for developing new proposals.

DAAS will solicit proposals and conduct public procurement processes in the three years following a CNA. Currently, DAAS manages over 200 contracts for community-based services. This sequenced approach allows the Department adequate time to administer the contracting process and minimizes burden for community-based organizations. Many of these agencies provide multiple services and would be significantly challenged by a more abbreviated timeframe that would further consolidate services and increase the number of proposals to prepare in a given year. During a CNA year, there will not be a major procurement process, since this is the year of study and assessment; the Department wishes to refrain from entering into new four-year contracts for its primary services until the latest needs assessment and equity analysis information is available to inform funding allocations.

The contract schedule will be based on service area, so that similar services are procured in the same year. This supports clarity and shared understanding regarding when services will be up for new contract terms. This will also allow the Department time to conduct “deeper dive” focus area reports in interim years between CNAs and to work strategically with community partners to develop improved outcome objectives prior to entering into new contracts (see the *Tracking Progress and Measuring Success* section for more information on this topic).

Figure 6. Service Areas by Contract Schedule Group.

Schedule A	Schedule B	Schedule C
<ul style="list-style-type: none"> • Case Management & Care Navigation • Community Connection & Engagement 	<ul style="list-style-type: none"> • Access & Empowerment • Caregiver Support • Housing Support 	<ul style="list-style-type: none"> • Nutrition & Wellness • Self-Care & Safety

New contract terms will begin in the three years following an SAP. The contract schedule for the current funding cycle is displayed below in Figure 7. The Group A services will enter contract in FY 2019-20 and

² Current processes allow for more variation in contract terms. Historically, many contracts have begun with an initial term of three years, with two options to extend for one-year each (for a total potential contract length of five years).

³ A small number of contracts may be established for shorter or longer periods, for example, to accommodate requirements from other regulatory entities.

run through FY 2022-23. In the final year of a contract term, DAAS will conduct the procurement process for the subsequent cycle. This structure allows DAAS to most promptly begin issuing Dignity Fund dollars in response to needs, equity issues, and gaps identified through the most recent CNA.

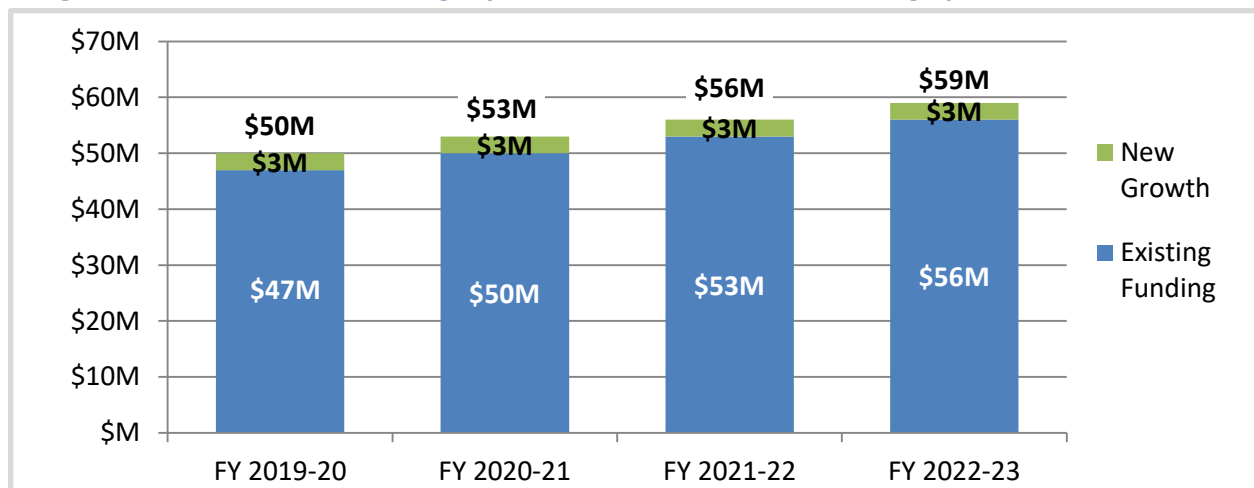
Figure 7. Contract Schedule Timeline.

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	
Planning Activity	CNA	SAP			CNA	SAP			
Cycle A • Case Management & Care Navigation • Community Connection & Engagement		*	4 Year Contract Term				*		
Cycle B • Access & Empowerment • Caregiver Support • Housing Support			*	4 Year Contract Term				*	
Cycle C • Nutrition & Wellness • Self-Care & Safety				*	4 Year Contract Term				*

* Procurement process

This approach also supports transparent and systematic allocation of new Dignity Fund growth. Over the next four years, the protected Dignity Fund baseline will grow by \$3 million each year for a total growth of \$12 million over the period covered by this SAP. In allocating each year’s growth, DAAS will prioritize the service areas undergoing a new procurement process in that year⁴ (see the *Service Areas and Funding Allocation* section of this report for more information on this topic). This supports transparency of process and provides open opportunities for all service providers to apply for additional funding.

Figure 8. Growth in Mandated Dignity Fund Baseline, 2020-2023 Funding Cycle.



⁴ Should an urgent new service need be identified between contract terms, DAAS may procure the service more immediately via contract modification or new solicitation and will work to realign the service into the contract cycle schedule in the next procurement process for that service area.

KEY PRIORITIES FOR 2020-2023 FUNDING CYCLE

The Dignity Fund SAP is guided by the underlying principles of the Dignity Fund and the findings and recommendations that emerged from the FY 2017-18 Dignity Fund CNA.

The Dignity Fund was established to **ensure that older adults and adults with disabilities in San Francisco are able to live and age with dignity in the communities of which they are a part.**

Recognizing these individuals as valued members of their communities, the Fund supports services and programs that make the City aging- and disability-friendly, enabling them to achieve their optimal health and well-being in those communities. The Dignity Fund **empowers seniors and disabled adults of diverse backgrounds and circumstances to live safely and independently** throughout all parts of the City, and to participate with pride in the civic and cultural life of San Francisco.

In order to make the best use of limited resources, **the Fund prioritizes services and programs with demonstrable impact.** DAAS, in partnership with community providers, makes data-informed decisions to guide the strategic use of established best practices as well as new or innovative approaches to meeting the needs of the City's elders and adults with disabilities. In addition, the Dignity Fund **emphasizes the need for intentional inter-agency collaborations**, particularly those that leverage the cultural competencies and community ties of service providers to enhance service delivery to underserved populations. Advocacy and partnership with other City departments also offer opportunities for the Department to advance its strategic goals and improve the inclusion of older and disabled adults throughout San Francisco. Ultimately, such inter-agency collaborations help to **ensure the equitable delivery of high-quality services to San Francisco's diverse older adults and adults with disabilities.**

These bedrock values and principles of the Dignity Fund are supplemented by the Dignity Fund CNA, which provided a framework for the design and delivery of community programs supported by the Fund. Specifically, **the Dignity Fund CNA outlined five factors that are important to consider when structuring successful services:**

- **Accessibility:** Services are known to older adults and adults with disabilities. Consumers are able to enroll in desired services with little or no difficulty.
- **Service Delivery:** Strategies for service provision account for the needs and preferences of older adults and adults with disabilities.
- **Inclusiveness & Responsivity:** Services are inclusive of all older adults and adults with disabilities, including specific subpopulations that may have unique service needs and face systemic barriers to access. Services are also culturally responsive and reflect the diverse makeup of older adults and adults with disabilities.
- **Efficiency:** Services and resources are organized to maximize the impact of the Dignity Fund for older adults and adults with disabilities throughout San Francisco
- **Collaboration:** Organizations and agencies coordinate their efforts and share resources strategically – through both formal and informal partnerships – to maximize impact, reach, and effectiveness of services to older adults and adults with disabilities.

SPOTLIGHT: EQUITY FACTORS

The Dignity Fund places particular emphasis on considerations of equity. A key component of the Dignity Fund CNA was an equity analysis that examined service utilization rates of populations that have historically faced systemic barriers to service access. **The report identified five equity factors that characterize populations at greater risk of poor life outcomes, and who are likely to have unique service needs** related to the cultural or socioeconomic conditions in which they live.

Social Isolation	Poverty	Limited or No English-Speaking Proficiency	Communities of Color	Sexual Orientation and Gender Identity
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The Dignity Fund CNA found that in most cases – such as among clients living alone or poverty, those belonging to communities of color, or those who speak limited or no English – priority equity populations use services at higher rates than the general population of older adults and adults with disabilities. LGBTQ clients, by contrast, use services far less frequently than the client population overall.

The Dignity Fund CNA equity analysis findings reinforce the need for DAAS and community providers to be particularly attentive to these populations as they design and deliver services, maintaining and enhancing their commitment to supporting even the most vulnerable older adults and adults with disabilities to achieve their optimal health and well-being in a community setting.

KEY PRIORITIES

The FY 2017-18 Dignity Fund CNA made numerous recommendations based on its findings. Across these recommendations, key thematic priorities emerged, often touching upon more than one of the factors in the report’s framework for structuring successful services. **These key priorities identify areas for systematic improvements in the development and delivery of Dignity Fund programs and services.** Table 4 on the next page describes these priorities and identifies the related dimensions of the Dignity Fund CNA framework.

Considered alongside the principles of the Fund, these key priorities will drive the Department’s decisions about services and funding allocation in this planning cycle. DAAS has identified specific strategies to advance these key priorities across its service area, and the Department will prioritize use of Dignity Fund growth to support these efforts. These plans are highlighted in the *Services and Funding Plan* section of this report.

Table 4. Key Priorities for 2020-2023 Funding Cycle.

Key Priorities	Accessibility	Service Delivery	Inclusiveness & Responsivity	Efficiency	Collaboration
<p>Increase Awareness & Accessibility of Services DAAS must support consumers and service providers to develop awareness of the diverse range of DAAS services, understand how to learn more about services, and access desired services.</p>	X	X	X		
<p>Promote Inclusion of Seniors and Adults with Disabilities within the Broader City Community DAAS must bring community and other City agency stakeholders together to improve their sensitivity and responsiveness to the needs of seniors and adults with disabilities.</p>	X		X		X
<p>Focus on Equity Factors DAAS must continue to provide quality, culturally responsive services to clients of all backgrounds and life circumstances, with a specific focus on the following target populations: those at risk of social isolation, low-income individuals, non-English speakers, people belonging to communities of color, and LGBTQ persons.</p>	X	X	X		X
<p>Improve Geographic Access to Services DAAS should develop programs and locate service sites strategically so that consumers living in all parts of the City, including the outer Districts, may utilize needed services with ease.</p>	X	X	X	X	
<p>Boost Service Engagement for Adults with Disabilities DAAS must consider how to enhance service connection among adults with disabilities, while keeping in mind the particular needs and preferences of this population.</p>	X	X	X		X
<p>Make Decisions Using Data DAAS should conduct robust data collection of service utilization and client outcomes to support a data-informed process for service design, implementation, and evaluation.</p>	X	X	X	X	
<p>Collaborate with City and Community DAAS must support both formal and informal community provider partnerships at the neighborhood- and District-levels, and with other City agencies serving older and disabled adults, to enhance the quality, reach, and impact of services.</p>	X	X	X	X	X
<p>Strengthen Community-Based Provider Infrastructure DAAS should reinforce and strengthen the infrastructure of community-based agencies to support the quality, reach, and impact of services.</p>		X		X	

SERVICES AND FUNDING ALLOCATIONS

Over the 2020-2023 funding cycle, the City is required to increase its contribution to the Dignity Fund by \$3 million each year, resulting in total growth of \$12 million. This section outlines the service and funding strategies that DAAS will employ to advance its key priorities over the 2020-2023 funding cycle and to support older adults and people with disabilities to safely live and engage with their communities.

This allocation plan is primarily focused on services eligible to receive Dignity Fund money. To provide full context for the Department’s work, all DAAS services are listed within the overview of each service area. Services that are not eligible to receive Dignity Fund money are identified in *italic* font and depicted in red within service level charts; funding for these services is not included in the allocation estimates.

The DAAS budget for these services is a combination of Dignity Fund, supplemental funding from the local General Fund, and state and federal dollars (primarily Older Americans Act funding). **This allocation plan includes all revenue sources to provide a comprehensive picture of total funding for these services and the full context for the budget circumstances in which Dignity Fund allocation decisions are made.** The funding levels included in this estimate represent the Department’s best projection of available revenue and mandatory costs.⁵ Actual funding levels may vary based on City-set cost of doing business increases or if supplemental General Fund, state, or federal revenue changes.

This **information is organized by service area** – the conceptual framework that organizes services by their primary purposes and captures the strategic areas in which Department seeks to impact lives and support an age- and disability-friendly city. Please see Appendix B for a list of services that identifies service area and provides a brief service description.

OVERVIEW

The \$12 million Dignity Fund growth over the 2020-2023 funding cycle will increase the Fund’s protected baseline value to approximately \$59 million by the cycle’s end in FY 2022-23. Most of this money is already in use funding services in the community. Last year’s Dignity Fund CNA found that these services are pivotal for existing clients and well utilized by the Department’s prioritized equity populations, including people with low income and from communities of color. **To promote continued engagement and support of existing clients, DAAS intends to maintain relatively stable funding levels for existing services.**

The funding allocations included in this report are informed in part by historical funding levels. Seniors and adults with disabilities have multifaceted needs, and **the upcoming growth of the Dignity Fund provides DAAS with the opportunity to develop or expand programming across the full spectrum of**

⁵ This allocation plan assumes revenue from non-Dignity Fund sources will remain stable and includes a placeholder for annual cost of doing business increases. While the Controller’s Office five-year financial plan cites projected increases in the Consumer Price Index (CPI) closer to 3%, this plan utilizes a 2.5% CODB placeholder based on trends in recent years.

supportive services, especially in those areas that have not always benefitted from broad public recognition or robust advocacy. In particular, review of funding levels over the past four years has helped highlight trends within and across service areas, providing useful context as DAAS has considered how to allocate new funds over the next four years during the 2020-2023 funding cycle.

Against this historical backdrop and driven by last year’s Dignity Fund CNA, **DAAS will prioritize use of the \$12 million Dignity Fund growth to advance its key priorities for the 2020-2023 funding cycle.** The Department has identified strategies in each service area to support these key priorities; in many cases, these strategies help to address more than one key priority. The table below summarizes the key priorities that the Department will primarily focus on in each DAAS service area.⁶ This includes an additional area, Administration, consisting of resources that support Dignity Fund operations.

Table 5. DAAS Service Areas and Key Priorities for the 2020-2023 Funding Cycle.

Service Area	Advancing Key Priorities for 2020-2023 Funding Cycle
Access & Empowerment	<ul style="list-style-type: none"> • Increase Awareness & Accessibility of Services • Promote Inclusion in the City • Focus on Equity Factors
Caregiver Support	<ul style="list-style-type: none"> • Focus on Equity Factors • Making Decisions with Data • Strengthen CBO Infrastructure
Case Management & Care Navigation	<ul style="list-style-type: none"> • Increase Awareness & Accessibility of Services • Making Decisions with Data • Strengthen CBO Infrastructure
Community Connection & Engagement	<ul style="list-style-type: none"> • Promote Inclusion in the City • Focus on Equity Factors • Improve Geographic Access to Services • Boost Engagement of Adults with Disabilities • Collaborate with City and Community
Housing Support	<ul style="list-style-type: none"> • Increase Awareness & Accessibility of Services • Promote Inclusion in the City • Collaborate with City and Community
Nutrition & Wellness	<ul style="list-style-type: none"> • Improve Geographic Access • Boost AWD Engagement • Use Decisions Using Data • Focus on Equity Factors
Self-Care & Safety	<ul style="list-style-type: none"> • Promote Inclusion in the City • Making Decisions with Data • Collaborate with City and Community
Administration	<ul style="list-style-type: none"> • Making Decisions with Data • Collaborate with City and Community • Strengthen CBO Infrastructure

⁶ The need to provide technical assistance and capacity-building support crosscuts all service areas; DAAS has identified more specific and significant needs in certain service areas and that is reflected here.

DAAS has estimated the funding needed to support these strategies to advance its key priorities. The **funding allocations in this plan are presented as a range of estimated funds needed to advance the Department’s key priorities and satisfy mandatory costs by service area**. This structure enables DAAS to be nimble and responsive to unanticipated or rapidly emerging needs, particularly later in the funding cycle when political and/or economic conditions and also future data analysis and evaluation work may result in newly-identified needs. DAAS will work with the Dignity Fund Oversight and Advisory Committee to finalize exact dollar amounts in the funding allocation annually, prior to initiating the procurement process corresponding to that year’s funding.

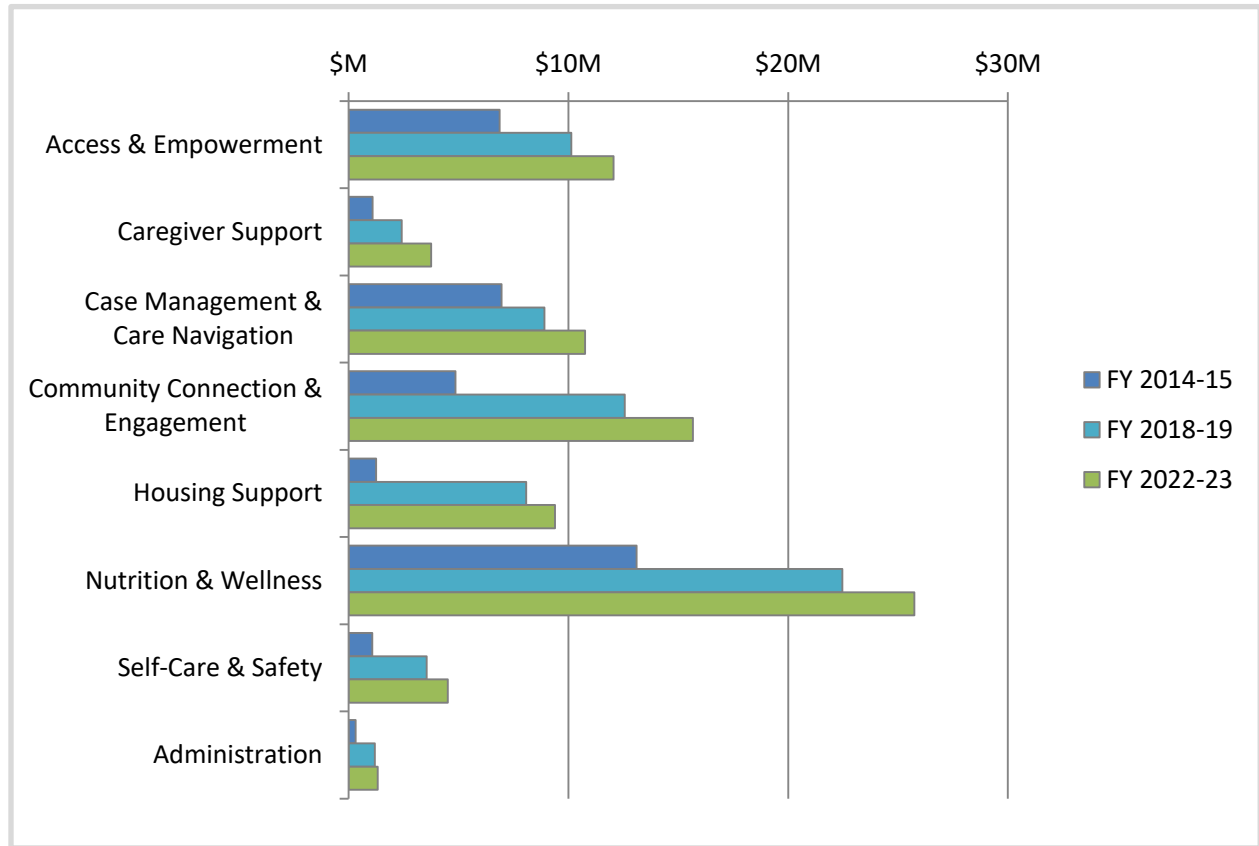
Table 6. Actual and Anticipated Funding by Service Area.

Service Area	FY 2014-15 Budget	FY 2018-19 Budget	FY 2022-23 Budget* (Anticipated)
Access & Empowerment	\$6,874,396	\$10,129,493	\$11,6621,065 to \$12,061,065
Caregiver Support	\$1,087,215	\$2,414,576	\$3,215,240 to \$3,765,240
Case Management & Care Navigation	\$6,956,580	\$8,915,541	\$10,301,089 to \$10,761,089
Community Connection & Engagement	\$4,864,038	\$12,570,144	\$14,775,087 to \$15,675,087
Housing Support	\$1,248,048	\$8,081,651	\$9,158,131 to \$9,395,631
Nutrition & Wellness	\$13,098,481	\$22,462,489	\$25,269,385 to \$25,744,385
Self-Care & Safety	\$1,081,522	\$3,553,313	\$4,222,193 to \$4,522,193
Administration	\$316,950	\$1,201,605	\$1,237,322 to \$1,326,347
Total	\$35,527,230	\$69,328,812	\$83,251,036

**By FY 2022-23, DAAS estimates its annual budget will reach approximately \$83 million. In addition to the mandated \$12 million growth in Dignity Fund, this includes anticipated cost of doing business increases for supplemental funding outside of the Dignity Fund (estimated at \$2 million based on the \$22 million in supplemental funding currently in the Department’s budget).*

This anticipated growth is also displayed on the following page in Figure 9, which depicts the upper bounds of allocation estimates for funding levels in FY 2022-23.

Figure 9. Actual and Anticipated Funding Levels by Service Area.



SPOTLIGHT: PILOT PROGRAMS & NEIGHBORHOOD-INITIATED SERVICES

In its description of the funding and allocation planning process, the **Dignity Fund legislation emphasizes the importance of funding pilot programs and neighborhood-initiated services**. These provisions of the legislation are very much in keeping with the principles of the Fund: to adopt best practices with demonstrated impact, to develop and test innovative approaches to meet client needs, and to work collaboratively with community members and local service providers to ensure the equitable delivery of services throughout the City's diverse neighborhoods and communities.

DAAS currently funds both pilot programs and neighborhood-initiated services, and will maintain or expand funding levels in these areas, as described later in this section of the report. A high-level overview of the Department's pilot programs and neighborhood-initiated services is provided below.

PILOT PROGRAMS

- **Support at Home:** This pilot, which began in FY 2016-17, provides home care subsidies for people who have too much income to qualify for In-Home Supportive Services but not enough to afford to privately pay for home care. The pilot is scheduled to conclude in FY 19-20, and will be evaluated by researchers at the University of California, San Francisco. The evaluation will allow the Department to examine the interest in and impact of sliding scale home care for middle-income City residents and to determine the value of continued funding for the program.
- **Community Service Program Pilots:** Intended to engage underserved older adults and adults with disabilities, these pilots use diverse approaches across many different community service sites in the City to reach new consumers. These engagement strategies include (1) new activities such as exercise classes and leadership programming, (2) extended service hours such as evening or weekend programming, and (3) enhanced outreach through avenues such as community events, local health clinics, or social media.

NEIGHBORHOOD-INITIATED SERVICES

- **Community Connector:** Community Connector services provide older and disabled adults with diffuse, neighborhood-based opportunities for community and social connection. These services are facilitated by a local resident and advisory board, and are an important means of supporting social engagement and inclusion in those neighborhoods not already being served by a Community Service Center.
- **Village Programs:** These programs support seniors and adults with disabilities to live independently in their homes, helping them to build and maintain meaningful relationships with other members of their community as part of a neighborhood network of support. These programs use a membership model in which paid staff and volunteers coordinate services and social activities for Village members.

In addition to maintaining funding levels for these programs, DAAS will allocate additional resources for pilot and neighborhood-initiated services over the course of the 2020-2023 funding cycle. One approach that the Department will utilize toward this aim will be an open bid to which community providers can propose a program model that aims to meet desired outcomes outlined by DAAS. As these new models are established and new services tested, DAAS will uphold the Dignity Fund commitment to evaluating impact for clients and funding services and programs with demonstrable impact.

SERVICE AREAS

The following pages provide additional detail by service area. This includes an overview of the goals of the service area and services included therein, service enrollment levels, strategies that DAAS will employ within the service area to advance its key priorities, and anticipated funding levels by the end of the FY 2022-23 funding cycle. Please see Appendix B for an alphabetical list of services with a brief description for each; Appendix C provides historic and current funding levels for each service.

ACCESS & EMPOWERMENT

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

While San Francisco provides a rich array of services for seniors and disabled adults, these services are of little value if they are not accessible to clients, making Access & Empowerment services among the most critically important services offered by the Department. Within DAAS alone, there are over 60 community providers operating at over 100 hundred service sites and also providing many services at clients' homes. There is significant risk that those individuals in need of services may be unaware of the extent of available services, confused about the variety of options, and/or unsure of how to access desired services. Even those clients who are aware of services may face systemic barriers to using them, such as access to transportation, specific linguistic needs, or cultural preferences for service delivery.

To address these concerns, Access & Empowerment services are robust and varied, helping to promote awareness of services and facilitate service connection, provide advocacy and support empowerment on behalf of clients, and build service providers' capacity to deliver culturally responsive services to the diverse client population.

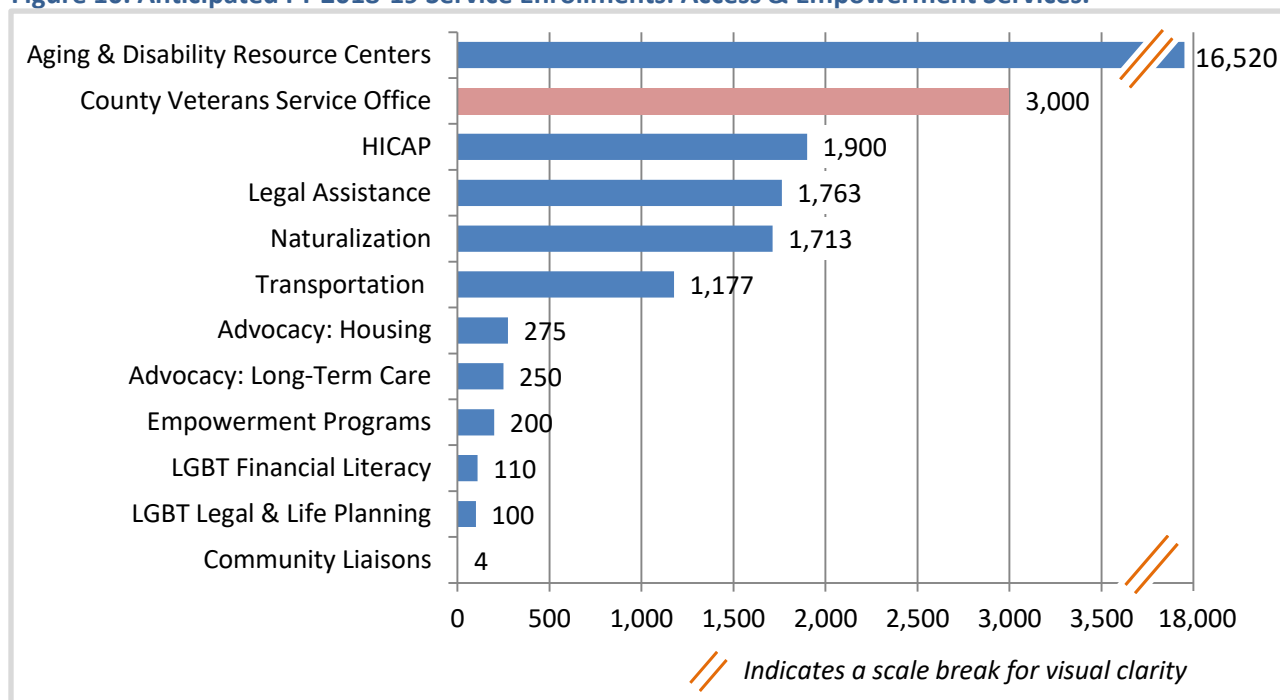
OVERVIEW OF ACCESS & EMPOWERMENT SERVICES

Access & Empowerment services include the following:

- Advocacy (Home Care, Housing, Long-Term Care)
- Aging and Disability Resource Centers
- Community Liaisons & Ambassadors
- *County Veterans Service Office*
- DAAS Integrated Intake & Referral Unit
- Empowerment for Seniors & Adults with Disabilities
- Health Insurance Counseling and Advocacy Program (HICAP)
- Legal Services
- LGBTQ Cultural Competency Trainings
- LGBTQ Legal & Financial Planning
- Naturalization
- Transportation

DAAS supports about 26,500 Access & Empowerment service enrollments every year. The majority of this capacity is in the Aging and Disability Resource Centers (ADRCs), which host information and referral specialists located at community hubs to provide one-to-one support to seniors and adults with disabilities, including educating them about available services and providing translation support. These service levels are depicted on the following page in Figure 10.

Figure 10. Anticipated FY 2018-19 Service Enrollments: Access & Empowerment Services.



ADVANCING KEY PRIORITIES FOR 2020-2023 FUNDING CYCLE

Access & Empowerment services are critical to advance the Department’s key priorities for the current funding cycle. Key strategies include:

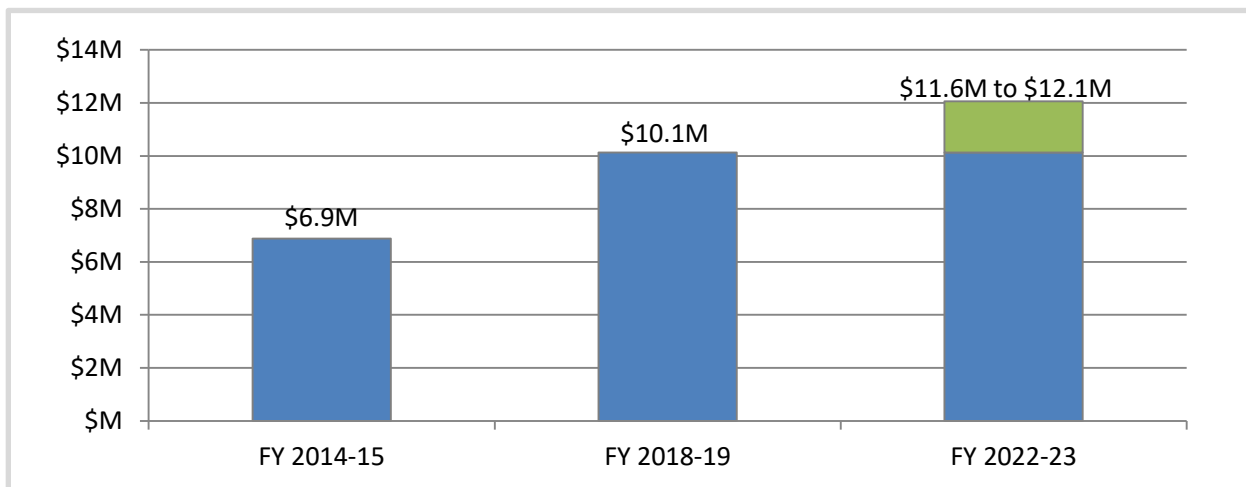
- Increase Awareness and Accessibility of Services:** Access & Empowerment services provide a key pathway for the Department’s priority of working on community awareness and utilization of services. DAAS will employ several strategies towards this aim. One tactic will be a Public Information Campaign launched over the next year with a primary focus on improving public awareness of services and how to access them. In particular, this will highlight the Department’s one-stop service center managed by the DAAS Integrated Intake Unit and also key access points in the community, including the ADRC information and referral specialists. The Department will use new Dignity Fund growth to support the capacity of ADRCs to maintain staff and connect with consumers within their communities. This campaign will also publicize the Department’s resources for people with disabilities and veterans, addressing findings from the Dignity Fund CNA that these populations are not widely known to be within the DAAS purview.
- Promote Inclusion in the City:** The Department’s Public Information Campaign will also include an effort focused more broadly on public awareness of the older population. The primary goals of this work will be to raise aging issues to the broader consciousness and reframe perceptions of aging. By shifting the narrative from expectations of loss and vulnerability to a more positive and empowering focus on the abilities and value that older adults bring to our community, DAAS and its community partners will promote a more inclusive environment where seniors feel valued as equal members of the City.
- Focus on Equity Factors:** Providing a welcoming environment is critical to ensure all seniors and adults with disabilities are comfortable accessing services at sites throughout the City. Towards this aim, DAAS will expand its training programs for service providers to promote cultural sensitivity and support their ability to engage the City’s diverse communities, including adults with disabilities, veterans, and LGBTQ clients from communities of color. As part of its Public Information Campaigns, the Department will work with community partners to craft outreach

strategies and develop specific messaging to address different cultural perspectives and linguistic needs. DAAS will also explore opportunities to expand its LGBTQ Legal and Life Planning programs so that all priority equity populations can access services that empower them to make and legally memorialize decisions regarding their end of life preferences.

FUNDING ALLOCATION

Since FY 2014-15, funding for Access & Empowerment services has grown by \$3.3 million. The largest portion of this growth – almost \$620,000 – occurred in Legal Services, which provides legal advice, counseling, and representation on a variety of issues including housing, immigration status, and public benefits. This increase was funded by Dignity Fund growth in FY 2017-18, primarily intended to support the program’s sustainability. Paratransit services that connect consumers to DAAS-funded community service programs grew by about \$500,000 over this time period, as did the DAAS Integrated Intake Unit. Over the last four years, funding for ADRCs has grown by over 50% to expand operating hours and the number of community-based sites providing this service. Additionally, using new Dignity Fund growth in the last two years, DAAS has allocated \$500,000 for new services to support community members in accessing services, including Peer Ambassadors, as well as Financial Literacy and Legal and Life Planning services tailored for LGBTQ consumers, and a Public Information Campaign.

Figure 11. Actual and Anticipated Funding Levels: Access & Empowerment Services.



By the end of the 2020-2023 funding cycle, DAAS anticipates that its budget for Access & Empowerment services will be between to \$11.6 and \$12.1 million. The Department will allocate up to almost \$900,000 in new Dignity Fund growth to advance the key priorities discussed above, and the rest will fund anticipated cost of doing business increases.⁷

Table 7. Actual and Anticipated Funding Levels Detail: Access & Empowerment Services.

FY 2014-15 Budget	FY 2018-19 Budget	FY 2022-23 Anticipated Budget	Dignity Fund Growth	
			Key Priorities	CODB
\$6,874,396	\$10,129,493	\$11,6621,065 to \$12,061,065	\$880,000	\$1,051,572

⁷ This funding estimate for key priorities, and all such estimates in the service area sections within this report, represents the upper bound of the Department’s intended budget for new programming. This reflects the Department’s best estimate based on information available at the time of this report.

CAREGIVER SUPPORT

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

While caregiving for a loved one can be a rewarding and positive experience, it is also often characterized by emotional, physical, and financial strain. Research has found that almost half of all caregivers nationwide are over age 50, putting them at higher risk for a decline in their own health, and one-third of these caregivers describe their own health as fair to poor; approximately 20% of care recipients live in their caregiver's home, offering little chance of respite for the caregiver.⁸ Moreover, reliance on family and other sources of support for caregiving are on the rise in the face of increasing life spans and mounting health care costs. As they age, people are requiring higher levels of caregiving and other support than in the past, contributing to a greater burden on caregivers to provide that support even as they age themselves.

These trends underscore the need for Caregiver Support services benefiting both informal caregivers and their care recipients. Services in this area offer respite and other resources to caregivers to support their ability to care for their loved ones, and to maintain or improve their own wellbeing.

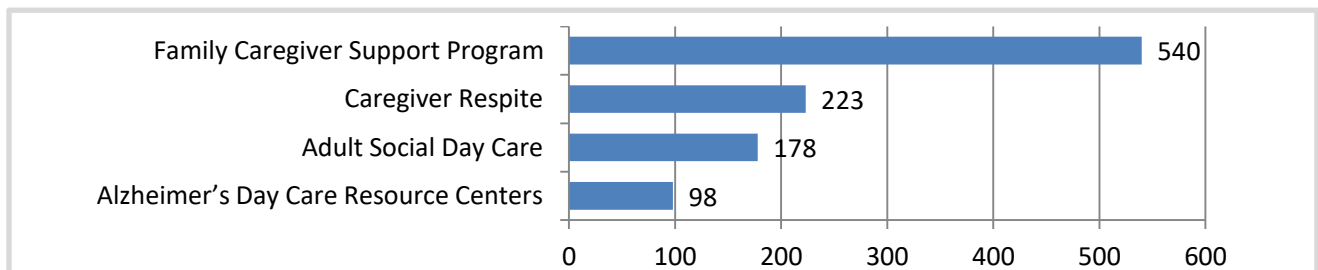
OVERVIEW OF CAREGIVER SUPPORT SERVICES

Caregiver Support services include the following:

- Adult Day Programs (Adult Day Care, Alzheimer's Day Care Resource Center)
- Caregiver Respite
- Family Caregiver Supportive Services Program

DAAS funds over 1,000 enrollments in Caregiver Support services. Over half of these occur in the Family Caregiver Support Program, which is modeled on the Older Americans Act's program and provides a variety of services, such as caregiver assessments, individual counseling, and group support classes.

Figure 12. Anticipated FY 2018-19 Service Enrollments: Caregiver Support Services.



ADVANCING KEY PRIORITIES FOR 2020-2023 FUNDING CYCLE

DAAS will leverage Caregiver Support services to advance several of its key priorities for the current Dignity Fund cycle, including:

- **Focus on Equity Factors:** As a follow up to the FY 2017-18 Dignity Fund CNA, DAAS completed a deep-dive report into caregiver needs and service utilization this year. A notable finding in this report was that Latinos participate in caregiver services at a disproportionately lower level.

⁸ San Francisco Department of Aging and Adult Services. 2016 Assessment of the Needs of San Francisco Seniors and Adults with Disabilities.

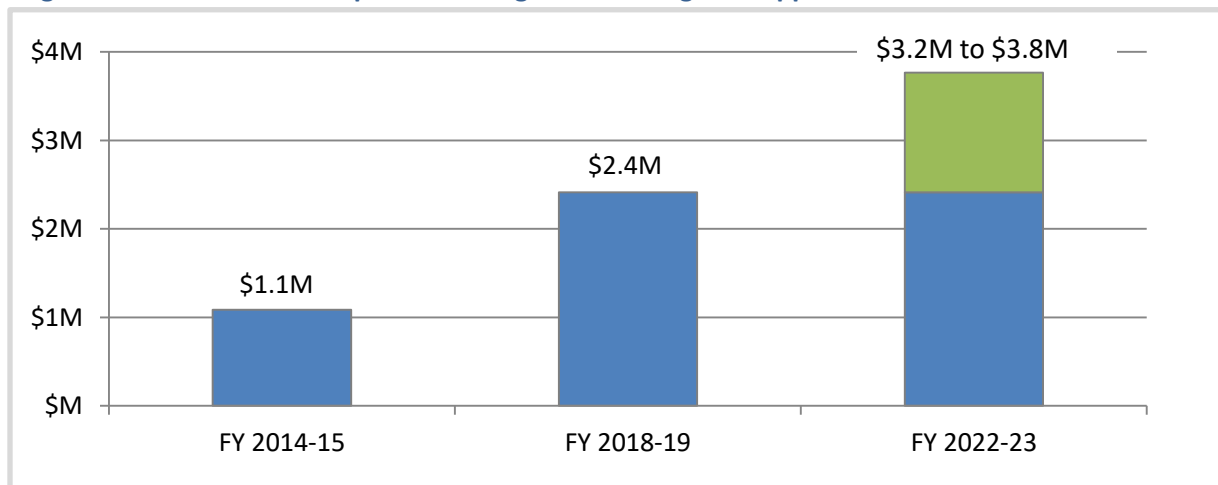
However, the reasons for this discrepancy are unclear; a recommendation in the report was that DAAS dig further into this trend, leveraging the insight of community leaders and service providers to better understand how cultural factors may impact need for caregiver support or preference for certain types of services. DAAS will continue to pursue this issue and develop tailored outreach or program models as appropriate.

- Making Decisions with Data:** Using a new caregiver assessment tool launched last year, the Department’s community partners collect a significant amount of information about caregiver needs. Analysis of this data for the caregiver needs assessment completed earlier this year has already provided direction to the Department related to caregiver support needs. In addition to the low levels of Latino participation in Caregiver Support services, this analysis identified the prevalence of Alzheimer’s and dementia among care recipients, highlighting the need to expand ongoing respite options for their caregivers. Based on this data, DAAS plans to expand funding for Alzheimer’s Day Care Resource Centers in the 2020-2023 funding cycle. The Department will continue to revisit this assessment data prior to the next procurement process for Caregiver Support services to identify additional or new needs.
- Strengthen CBO Infrastructure:** Day care programs provide structured programming for older adults with functional impairments, including socialization, supervision, and personal care needs; some specialize in working with clients with Alzheimer’s Disease. As primarily a private pay service, these programs utilize a sliding scale funding model so that individuals of varying income can enroll; however, in recent years, these sites have consistently experienced difficulty meeting costs at the level clients are able to pay, putting this important resource at risk for closure. DAAS will use Dignity Fund growth to help address this issue and support the sustainability of this service.

FUNDING ALLOCATION

The Dignity Fund has allowed DAAS to make significant investments in Caregiver Support services. Historically a smaller service area for DAAS, **funding for Caregiver Support services has more than doubled over the last four years** to reach its current funding level of approximately \$2.4 million. Most of this growth is attributable to the Caregiver Respite program, which DAAS began in FY 2017-18 using new Dignity Fund money and is now funded at \$775,000. DAAS has also increased funding by \$250,000 each for the Family Caregiver Support Program and Adult Day Programs.

Figure 13. Actual and Anticipated Funding Levels: Caregiver Support Services.



This service area will remain a priority for significant growth in the 2020-2023 funding cycle. **DAAS anticipates its Caregiver Support services budget will be between \$3.2 to \$3.8 million by the end of the funding cycle.** Most of this growth will support expanded services to advance the key priorities described above. DAAS anticipates about \$250,000 will support cost of doing business increases.

Table 8. Actual and Anticipated Funding Levels Detail: Caregiver Support Services.

FY 2014-15 Budget	FY 2018-19 Budget	FY 2022-23 Anticipated Budget	Dignity Fund Growth	
			Key Priorities	CODB
\$1,087,215	\$2,414,576	\$3,215,240 to \$3,765,240	\$1,070,000	\$250,664

CASE MANAGEMENT & CARE NAVIGATION

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

Seniors and adults with disabilities may find themselves overwhelmed by unfamiliar circumstances that accompany major life changes, such as deteriorating health, the death of a loved one, discharge from a hospital or rehabilitation facility, or unexpected financial hardship. When their needs become complex, many consumers need help navigating available supportive resources, advocating for services to adequately meet their needs, and following up to ensure consistent service. While some clients need only short-term assistance during an unexpected crisis, others benefit from more sustained support to help them age in place with safety and stability.

Case Management & Care Navigation services provide critical support, assisting clients to navigate a complex web of services to get connected with the services that are right for them, and ultimately to improve their quality of life and stability in the community.

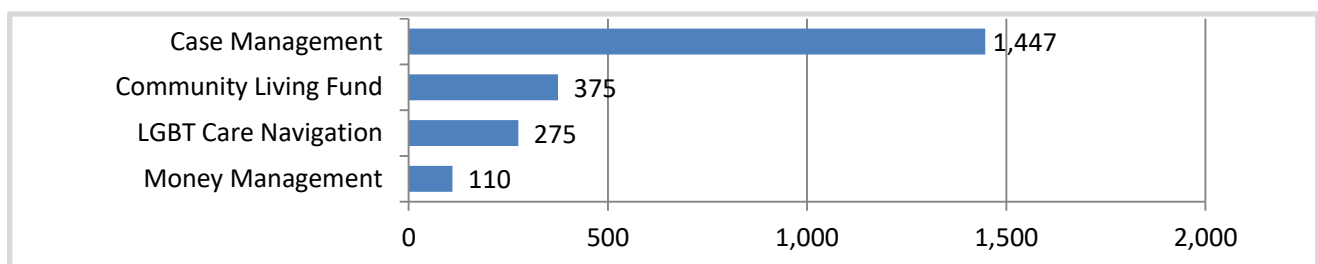
OVERVIEW OF CASE MANAGEMENT & CARE NAVIGATION SERVICES

Case Management & Care Navigation services include the following:

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

Across these services, DAAS funds over 2,000 enrollments. Most are through the community-based case management program provided via 12 agencies around the city. Almost 400 clients are served per year in the Community Living Fund program, focused on supporting people with skilled nursing level of care needs to live safely and with stability in the community.

Figure 14. Anticipated FY 2018-19 Service Enrollments: Case Management & Care Navigation Services.



ADVANCING KEY PRIORITIES FOR 2020-2023 FUNDING CYCLE

Case Management & Care Navigation services offer many opportunities to advance the Department's key priorities for the current Dignity Fund cycle:

- **Increase Awareness and Accessibility of Services:** The primary focus of Case Management & Care Navigation services is to help clients connect to services that they need but have not been able to successfully access on their own or through lighter-touch services. These services provide a key opportunity to advance the Department's priority of increasing awareness and accessibility of services for those who are unable to independently learn about and access services due to the complexity and breadth of their needs. Using Dignity Fund growth over the funding cycle, DAAS will strengthen the capacity of all of these services. DAAS will also expand its LGBTQ Care Navigation and Money Management services, smaller programs currently

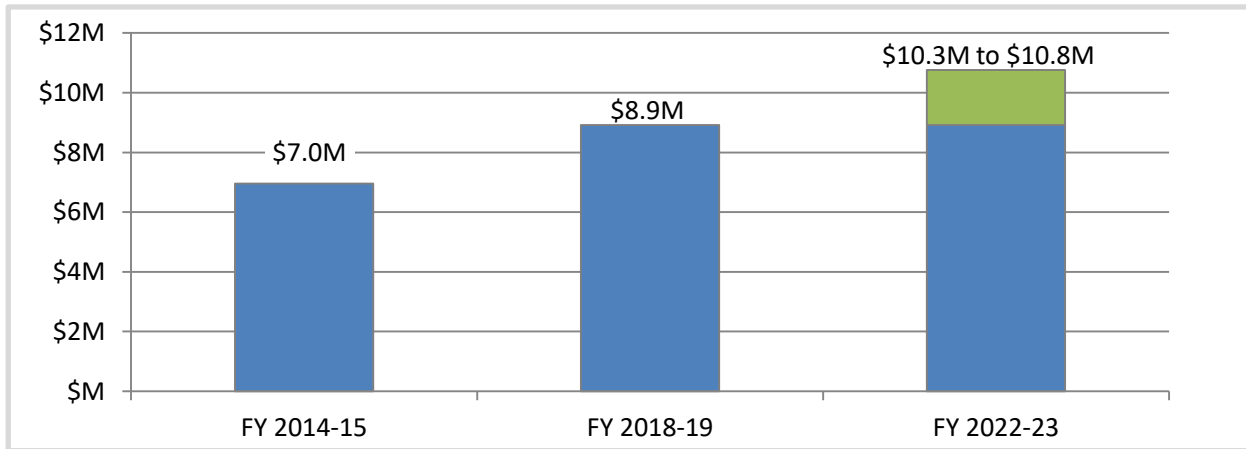
focused on specific populations and neighborhoods, to serve other communities.

- Make Decisions with Data:** In FY 2018-19, DAAS has funded a systems assessment of the City’s case management resources for older adults and people with disabilities. This study will provide insight into areas of the City’s broader case management system that can be improved, such as enhancing coordination across agencies or increasing capacity in certain programs; from this, DAAS will identify appropriate uses of Dignity Fund growth to support system efficacy and unmet needs. This work will draw in part on information gathered from a centralized intake and waitlist system that DAAS established in 2017 for its community-based case management service. The Department will continue to analyze data from the centralized system to identify areas of need and inequity, using this information to shape services.
- Strengthen CBO Infrastructure:** Community-based case management is a bedrock social service. Over the last four years, DAAS has consistently heard from these service providers that client needs have become more complex and that newer case managers experience difficulty working with new client populations under the centralized intake and waitlist system. DAAS will augment the capacity to serve diverse clients by enhancing its training and clinical consultation program for case managers.

FUNDING ALLOCATION

Over the last four years, **funding for Case Management & Care Navigation services has grown by \$2.0 million – a 22% increase.** This is driven by the establishment of the LGBTQ Care Navigation program, currently funded at \$736,000 and growth in the Community Living Fund program. Additionally, the budget for Case Management has increased by about \$400,000, primarily due to cost of doing business adjustments.

Figure 15. Actual and Anticipated Funding Levels: Case Management & Care Navigation Services.



In this funding cycle, **DAAS anticipates its budget for Case Management & Care Navigation Services will be between \$10.3 and \$10.8 million.** The Department intends to allocate up to \$920,000 in Dignity Fund growth to support the Department’s key priorities.

Table 9. Actual and Anticipated Funding Levels Detail: Case Management & Care Navigation Services.

FY 2014-15 Budget	FY 2018-19 Budget	FY 2022-23 Anticipated Budget	Dignity Fund Growth	
			Key Priorities	CODB
\$7,316,843	\$8,915,541	\$10,301,089 to \$10,761,089	\$920,000	\$925,548

COMMUNITY ENGAGEMENT & CONNECTION

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

Older adults and persons with disabilities are at heightened risk for social isolation. Multiple factors contribute to this risk, including living on a fixed income, impairments to mobility, and the loss of social connection as peers pass away or suffer declining health. According to the FY 2017-18 Dignity Fund CNA, an estimated 14,000 seniors and 1,600 people with disabilities were at heightened risk of isolation, illustrating the scale of need for services that provide these populations with the opportunity to socialize and build community with one another. Community programming is especially important for particular linguistic and marginalized cultural communities, such as LGBTQ-identified individuals, who may face increased risk of isolation related to these identities and the availability (or lack thereof) of welcoming and culturally relevant services.

Community Connection & Engagement services are important to mitigate isolation and enable seniors and disabled adults to participate meaningfully in their communities. These services are offered through site-based programming, such as varied socialization activities hosted at Community Service Centers, and more diffuse programs provided throughout the community, such as Peer Visitor and Technology at Home services.

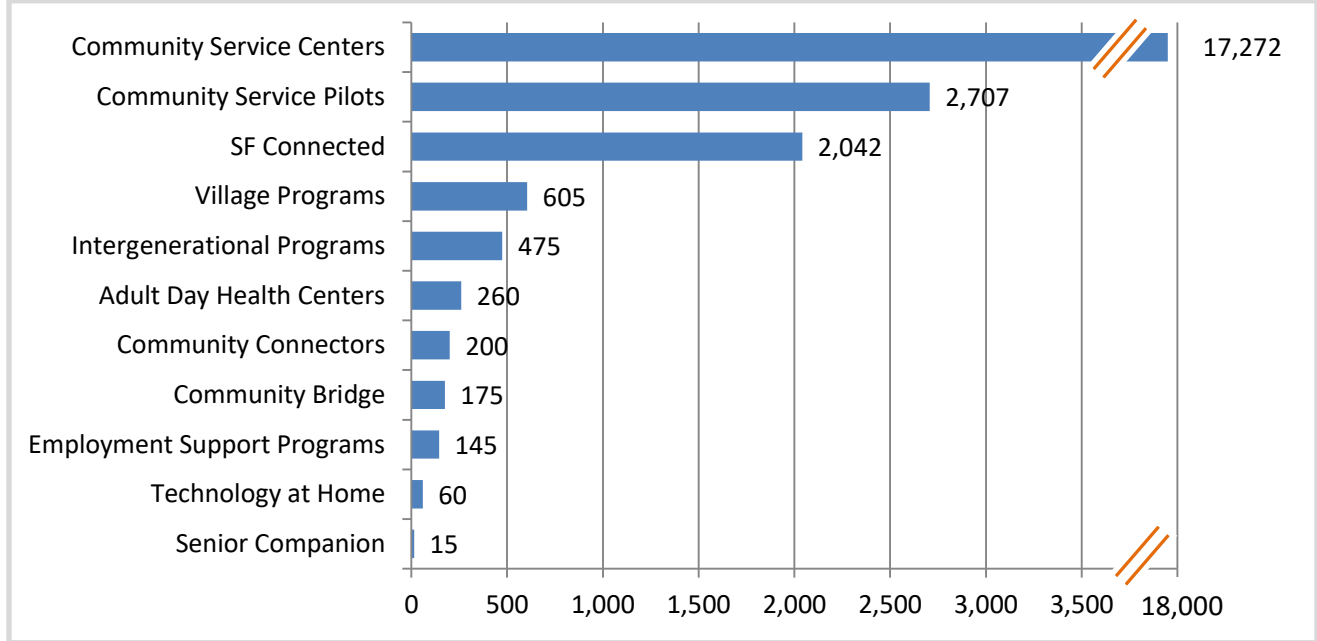
OVERVIEW OF PROGRAMS & SERVICES

Community Connection & Engagement services include the following:

- Adult Day Health Centers
- Community Connector
- Community Service Centers (and Pilots)
- Employment Support
- Intergenerational Programs
- Peer Visitor
- Senior Companion
- SF Connected
- Technology at Home
- Village Programs

DAAS supports almost 24,000 enrollments in Community Connection & Engagement services. Most occur in Community Service Centers, which provide social and educational activities, as well as social services and translation support. Counting the new pilot programs funded out of the first year of Dignity Fund growth, DAAS funds about 20,000 enrollments at these sites. These are shown in Figure 16 on the following page.

Figure 16. Anticipated FY 2018-19 Service Enrollments: Community Connection & Engagement Services.



ADVANCING KEY PRIORITIES FOR 2020-2023 FUNDING CYCLE

DAAS will leverage its Community Connection & Engagement services in many ways to support its key priorities for this funding cycle. These include:

- Promote Inclusion in the City:** With a focus on promoting meaningful connections in the broader community, Community Connection & Engagement services are a key avenue to promote inclusion of older adults and people with disabilities in the City. DAAS will build on its existing work to further this aim, including using Dignity Fund growth to stabilize funding in its new Intergenerational Programs and support new neighborhood-initiated services and pilot programs to promote inclusion and community-building – programs that seek to break down silos and bring community members together to develop meaningful connections and form relationships that integrate older adults and people with disabilities within their communities. Another strategy towards this priority is the development of a Disability Cultural and Community Center, discussed below under the priority of boosting engagement of adults with disabilities.
- Focus on Equity Factors:** The equity analysis in the FY 2017-28 Dignity Fund CNA found that most priority equity populations are accessing Community Connection & Engagement Services at a higher rate than the overall population. However, deeper dives into communities of color and the LGBTQ population identified disparities that DAAS will address in the 2020-2023 funding cycle. This includes convening community leaders and service providers to better understand the factors underlying these trends, particularly related to African-Americans, Spanish speakers, and LGBTQ community members. DAAS also intends to begin funding services tailored for transgender seniors and adults with disabilities and will gather input from the community and agencies serving these populations to identify appropriate services to support.
- Improve Geographic Access:** Many Community Connection & Engagement services are site-based, serving as impactful resources for nearby residents and those who travel from other parts of the City to participate in services. However, for those living in areas of the City with limited space for large-scale, fixed-site activities, it can be a challenge to travel to another neighborhood for services. In recent years, DAAS has supported pilot projects and development

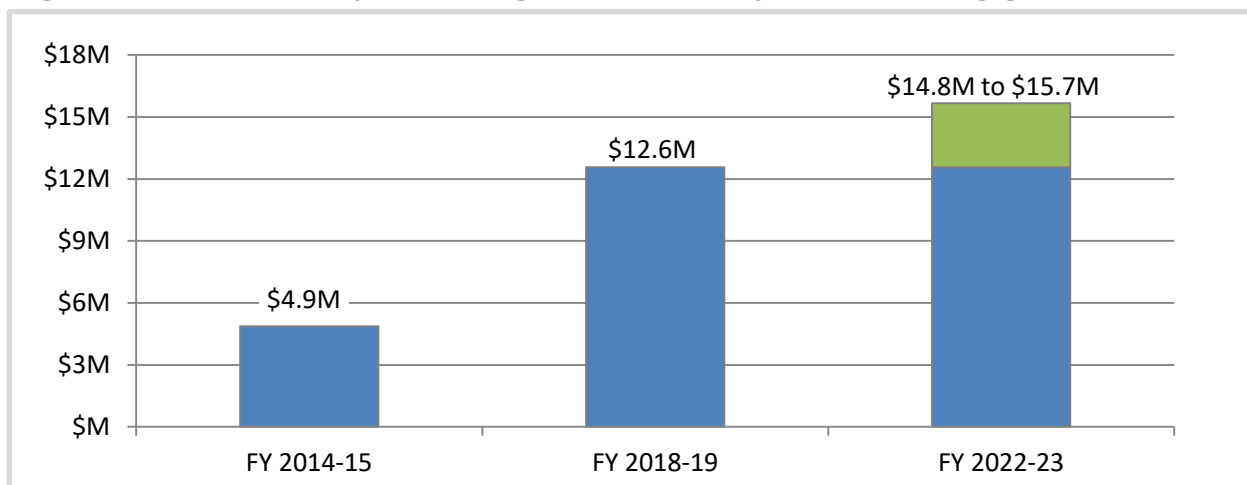
of new services that are neighborhood-focused initiatives that have successfully enroll new consumers. Over the 2020-2023 funding cycle, DAAS will continue these innovative efforts to ensure residents all over the City live in proximity to services that interest and engage them.

- Boost Engagement of Adults with Disabilities:** A notable finding in the FY 2017-18 Dignity Fund CNA was that disabled adults under age 60 participate in services at a lower rate than seniors, and qualitative data indicates a key factor in this trend is that most services are focused on seniors and the younger population has different interests and preferences for services. From this report and finding, DAAS has established a goal of developing a Disability Cultural and Community Center in San Francisco that is driven by the interests and needs of people with disabilities and that also provides a space to directly recognize and celebrate the disability community. In the current year, the Department has funded a study to put together a plan for such a center, and over the 2020-2023 funding cycle, DAAS will use Dignity Fund growth to support the establishment of this site.
- Collaborate with City and Community:** Partnering directly and supporting partnerships with City agencies and community providers is a key strategy to maximize the impact of DAAS services. In developing a plan for a Disability Cultural and Community Center, DAAS will continue to work closely with the Mayor’s Office on Disability and aims to partner with community-based providers, as well as government agencies, to provide onsite services. Over the 2020-2023 funding cycle, DAAS will also work with the City’s Recreation and Parks Department, which provides social and recreational activities for active seniors, to identify opportunities for collaboration, minimize service duplication, and support clients with increasing support needs to access services. Additionally, DAAS will support its community-based service providers to collaborate where appropriate, particularly to address equity issues and enhance the quality, reach, and impact of services.

FUNDING ALLOCATION

DAAS has significantly expanded funding for Community Connection & Engagement services over the last four years, more than doubling total funding to reach the current funding level of \$12.6 million. Most of this increase has supported Community Service Centers, including a general infrastructure boost and addition of new sites to address geographic equity issues. About \$1 million is the result of new Dignity Fund growth to develop new services and reach new populations; this has funded Intergenerational Programs, Technology at Home, and Peer Visitors. Additionally DAAS has developed Employment Support services, now funded at about \$840,000 per year, that support seniors and people with disabilities to procure employment.

Figure 17. Actual and Anticipated Funding Levels: Community Connection & Engagement Services.



DAAS anticipates its budget for Community Connection & Engagement services will be between \$14.8 and \$15.7 million by FY 2022-23. Most of this will support new and expanded services to advance the Department’s key priorities; about \$1.3 million is anticipated for cost of doing business increases.

Table 10. Actual and Anticipated Funding Levels Detail: Community Connection & Engagement Services.

FY 2014-15 Budget	FY 2018-19 Budget	FY 2022-23 Anticipated Budget	Dignity Fund Growth	
			Key Priorities	CODB
\$4,864,038	\$12,570,144	\$14,775,087 to \$15,675,087	\$1,800,000	\$1,304,943

HOUSING SUPPORT

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

The high cost of living produces challenges that pervade all aspects of life in San Francisco, posing especially urgent housing stability concerns for seniors and adults with disabilities. Nearly half of senior-headed households and most households headed by a disabled adult are renters, making them vulnerable to fluctuations in the rental market.⁹ Due to their lower income levels, these populations are also more likely than the general population to experience high rent burden, and they face increased risks related to eviction and displacement. Accessibility poses another significant challenge in safely housing seniors and adults with disabilities: while new housing development in San Francisco is compliant with federal regulations regarding accessibility, much of the City's housing stock is old, and may be difficult to navigate for individuals using wheelchairs, or for those who have difficulty walking or climbing stairs, or have other mobility issues. This underscores the importance of maintaining existing housing that meets an individual's accessibility needs; they may be unable to secure a similarly accessible unit at an affordable rate.

Housing Support services help seniors and adults with disabilities to maintain or secure housing appropriate to their needs and further support their stability by connecting them with needed services and providing opportunities to build community.

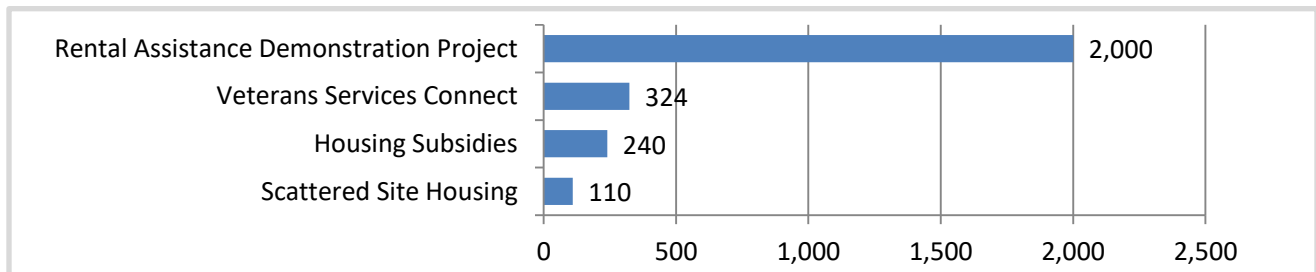
OVERVIEW OF PROGRAMS & SERVICES

Housing Support services include the following:

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

DAAS funds almost 2,400 enrollments in Housing Support services. Most of this service is through programs that promote connection, engagement, and housing stability for residents in senior and veteran housing sites through the Rental Assistance Demonstration Project and the Veterans Services Connect program. The Department also funds two smaller rental subsidy programs that are specifically tailored to seniors and adults with disabilities with social service needs that DAAS and its service provider network are best-suited to address.

Figure 18. Anticipated FY 2018-19 Service Enrollments: Housing Support Services.



⁹ San Francisco Department of Aging and Adult Services. 2016 Assessment of the Needs of San Francisco Seniors and Adults with Disabilities.

ADVANCING KEY PRIORITIES FOR 2020-2023 FUNDING CYCLE

In its role as the social service agency supporting seniors and adults with disabilities, DAAS activities in the housing sphere are focused mainly on promoting housing stability through social service connection and engagement, as well as small housing programs primarily for individuals with other social service needs. While the City has other agencies serving as lead on key housing-related issues (such as affordability, construction, and accessibility) there are still important roles for DAAS within the housing arena that it will pursue over the 2020-2023 funding cycle. These include:

- **Increase Awareness and Accessibility:** Affordable housing has been described as a “golden ticket” in San Francisco. However, even for seniors and adults with disabilities residing in public housing or with a rent subsidy, isolation and unmet service needs remain real and prevalent risks that threaten their stability. DAAS will build on its work to facilitate connection to services and to engage seniors and adults with disabilities living in population-specific housing sites by expanding the capacity of its Veterans Services Connect program, which provides community building activities and connection to supportive services. Additionally, based on findings of a recent study of San Francisco Housing Authority clientele, DAAS will pilot outreach to older adults with Housing Choice Vouchers (also referred to as “Section 8”) to increase their awareness of Department programs and supports.
- **Promote Inclusion in the City:** As the lead City agency working with and on behalf of seniors and adults with disabilities, DAAS has an opportunity and responsibility to advocate for senior and disabled populations to be meaningfully considered across all domains of services and incorporated into strategic planning efforts by other City agencies. This includes housing and homelessness. The City’s homeless population is increasingly made up of older persons. Over 20% of homeless people seeking shelter are age 60 or older,¹⁰ many of whom are struggling with chronic health conditions and physical disabilities that require continuing care. Over the 2020-2023 funding cycle, DAAS will seek opportunities to highlight the need to include older adults and people with disabilities in efforts to address the City’s homelessness situation, as well as its affordable housing strategic plans.
- **Collaborate with City and Community:** Parallel to the Department’s advocacy role is its position as partner in strategic collaborations with other government and community agencies to support housing stability among seniors and adults with disabilities. In addition to a new collaboration with the San Francisco Housing Authority to engage aging and disabled Housing Choice Voucher holders in supportive services, DAAS will pursue several other efforts. Over the next four years, DAAS will identify and evaluate strategies to support housing stability of high-risk populations, including a study of IHSS clients living in supportive housing and supported by public health services. DAAS will also administer a state grant to pilot a new homelessness prevention program led by its Adult Protective Services program in partnership with the Department of Homelessness and Supportive Housing and a community-based agency providing intensive case management.

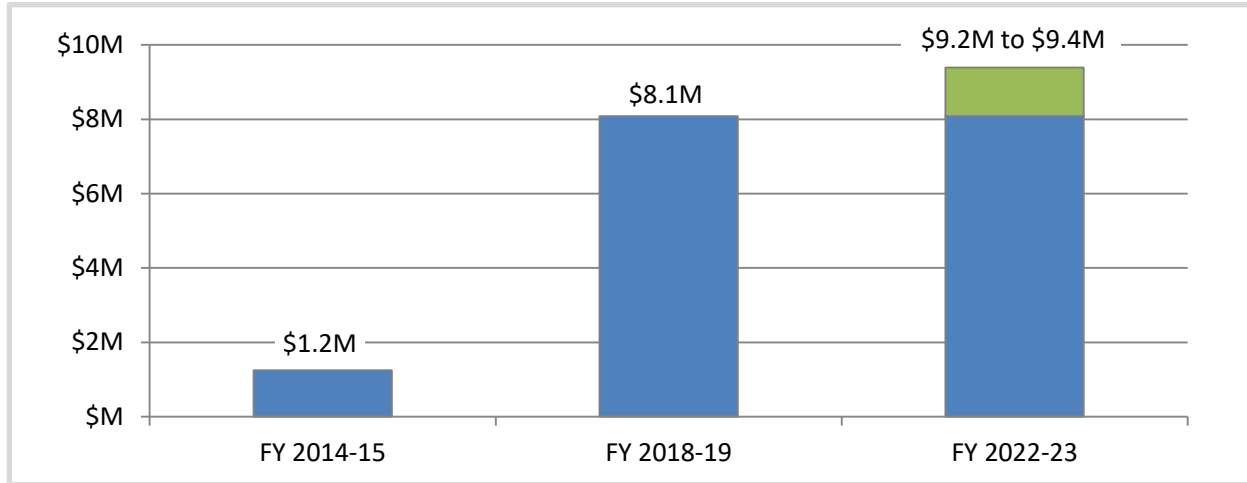
FUNDING ALLOCATION

Over the last four years, **DAAS funding for Housing Support services has increased rapidly and significantly.** Almost half of the nearly \$7 million increase is due to the transfer of the Scattered Site Housing from the Department of Public Health to DAAS in FY 2015-16, a program focused primarily on transitioning clients out of skilled nursing facilities with intensive case management support through the

¹⁰ San Francisco Department of Aging and Adult Services 2016 Needs Assessment

DAAS Community Living Fund. Other major drivers in this funding growth include a \$2.3 million expansion of the Housing Subsidy program funded by budget enhancements from Mayor Edwin Lee and the Board of Supervisors, as well as the expansion of the Rental Assistance Demonstration Project to additional senior housing sites for an additional \$1.2 million. These trends are captured in Figure 19 on the following page.

Figure 19. Actual and Anticipated Funding Levels: Housing Support Services.



The Dignity Fund legislation specifically prohibits use of the Fund to construct new housing or enter long-term property leases. By the end of the funding cycle, **DAAS anticipates its annual budget for Housing Support services will be between \$9.2 and \$9.4 million.** To support its key priorities, DAAS plans to allocate up to half a million dollars for new and expanded services.

Table 11. Actual and Anticipated Funding Levels Detail: Housing Support Services.

FY 2014-15 Budget	FY 2018-19 Budget	FY 2022-23 Anticipated Budget	Dignity Fund Growth	
			Key Priorities	CODB
\$1,248,048	\$8,081,651	\$9,158,131 to \$9,395,631	\$475,000	\$838,980

NUTRITION & WELLNESS

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

Older adults and persons with disabilities are more likely than their peers to experience food insecurity, which is closely connected to malnutrition, poor health status, and negative health events. Quality nutrition is an important factor in maintaining good health – without it, these individuals may experience loss of strength, greater susceptibility to disease, and increased need for emergency health services. Low-income seniors and adults with disabilities face even greater risk of food insecurity; they may not have access to affordable and nutritious fresh produce in their neighborhoods or may be forced to make a choice between purchasing healthy foods and meeting other basic needs. These risks can be compounded by changes in health through the aging process that can increase risks of falls and injury. Services that provide quality, nutritious food – whether through congregate meal settings, home-delivery, or pantry models – are important to support improved health and life outcomes among this population. Health and wellness among older and disabled adults may also be enhanced through non-nutritional interventions, including health promotion activities focused on exercise and disease management.

Nutrition & Wellness services provide meals and groceries to alleviate food insecurity among older adults and adults with disabilities. In addition to food itself, services in this area further support wellness by providing programs that educate clients about nutrition for disease management, assist clients to develop healthy nutrition habits, and offer clients opportunities to improve their physical fitness and overall health.

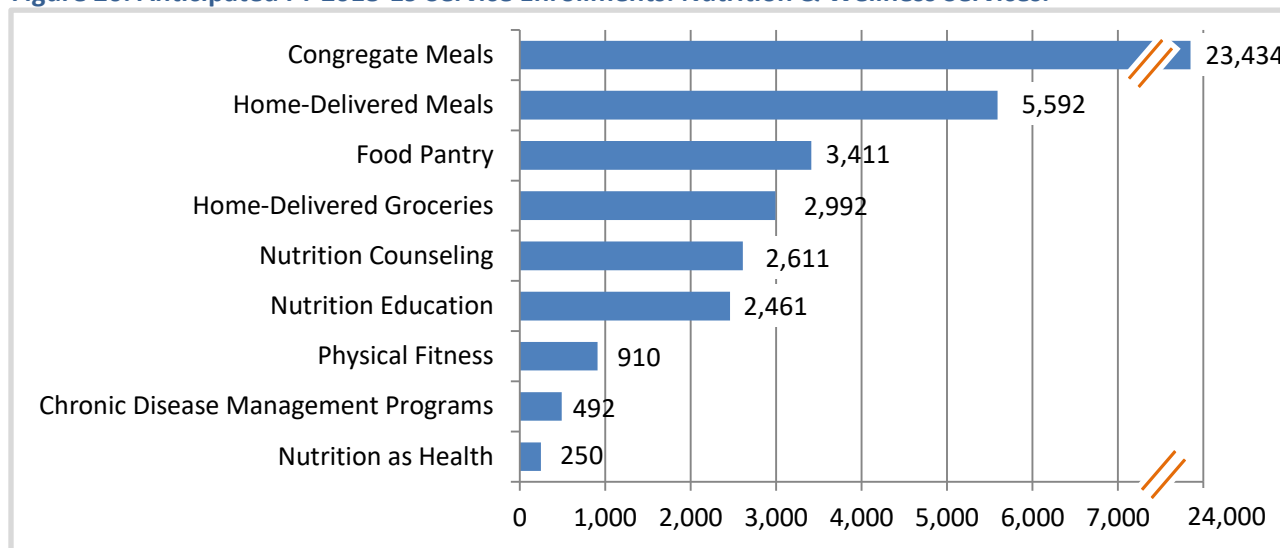
OVERVIEW OF PROGRAMS & SERVICES

Nutrition & Wellness services include the following:

- Chronic Disease Management
- Congregate Meals
- Food Pantry
- Home-Delivered Groceries
- Home-Delivered Meals
- Nutrition Counseling & Education
- Nutrition for Healthy Outcomes
- Physical Fitness

DAAS funds over 42,000 enrollments in Nutrition & Wellness services. Over half of these are in the Congregate Meals program, providing communal dining as an opportunity for socialization and nutrition at over 40 sites throughout the City. DAAS supports almost 8,600 enrollments in home-delivered nutrition programs (meals and grocery bags). DAAS funds approximately 1,800 enrollments in its wellness and health promotion programs, with most occurring in Physical Fitness classes that provide exercise structured to reduce risks of falls and injury. These service levels are depicted in Figure 20 on the following page.

Figure 20. Anticipated FY 2018-19 Service Enrollments: Nutrition & Wellness Services.



ADVANCING KEY PRIORITIES FOR 2020-2023 FUNDING CYCLE

Nutrition & Wellness services provide many opportunities to work towards the Department’s key priorities. In particular, DAAS will prioritize the following:

- Focus on Equity Factors:** Across all services, DAAS partners with community providers with deep roots in cultural communities throughout the City as a strategy to reach its priority equity populations. In Nutrition & Wellness services, providing culturally diverse meals is a key strategy to engage clients in services. This strategy is, overall, successful; last year’s Dignity Fund CNA equity analysis found that priority equity populations tend to access these services at a higher rate than the overall population. However, a deeper dive into specific ethnic communities highlighted important nuance, including that Asian/Pacific Islanders (API) access Home-Delivered Meals at a lower rate, while African-Americans and Latinos are less likely to access Grocery programs. DAAS will work to better understand the factors underlying these trends and address any persisting inequities over the course of this funding cycle. Additionally, DAAS will fund an expansion of the Physical Fitness health promotion program to engage API and African-American seniors in this important service.
- Improve Geographic Access:** With over 40 Congregate Meal sites throughout the City, the Department provides service in every supervisorial district. However, areas that are primarily residential offer limited space to operate a traditional Congregate Meal site. To address geographic inequities highlighted in the FY 2017-18 Dignity Fund CNA, DAAS plans to expand the CHAMPSS model, through which a community provider partners with a restaurant to develop a select menu of healthy meal options from which older adults can order and pay for using a special DAAS meal card.
- Boost Engagement of Adults with Disabilities:** In recent years, DAAS has worked to expand capacity to serve adults with disabilities in its nutrition programs. In some respects, this has succeeded; participation in Home-Delivered Meals has increased, but a byproduct of greater community awareness of this service is a growing waitlist and extended wait times. DAAS will use Dignity Fund growth to further expand capacity to serve the under-60 population in this program. In recent public procurements, DAAS has attempted to expand Congregate Meal services for adults with disabilities but experienced limited success, in part because most

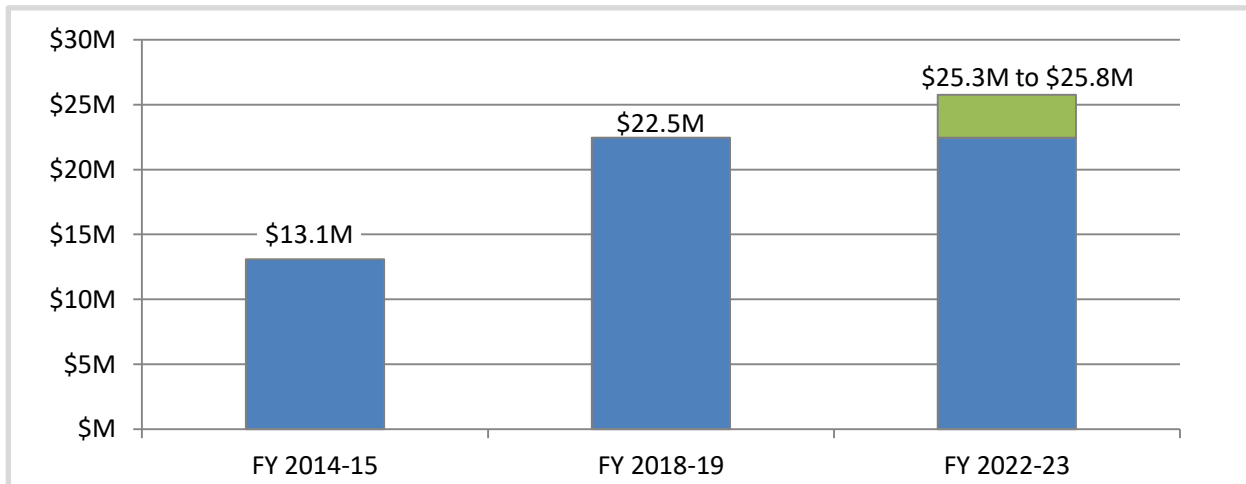
current Congregate Meal providers are mission-focused on serving seniors. DAAS will also allocate Dignity Fund growth to provide nutrition services at the Disability Cultural Community Center (discussed in the Community Connection & Engagement service area).

- Make Decisions Using Data:** The DAAS Integrated Intake Unit manages a centralized intake and waitlist system for Home-Delivered Meals, providing a rich source of data to assess community need for this service. Over the course of this funding cycle, DAAS will use information from the waitlist to track emergent needs and to allocate additional funding for this service for older adults and adult with disabilities. Similarly, in its expansions of Congregate Meals and health promotion programs, DAAS will review data on existing service levels to identify areas where demand exceeds supply to inform decisions regarding neighborhoods and populations to prioritize.

FUNDING ALLOCATION

The **Nutrition & Wellness service area has experienced the greatest actual growth in funding over the last four years**, increasing by \$9.4 million to reach the current budget of \$22.5 million. Most of this growth has occurred in meal and grocery programs: approximately \$3.8 million for Home-Delivered Meals, \$2.2 million for Congregate Meals, and \$2.1 million for Home-Delivered Groceries. Using \$500,000 in Dignity Fund growth, DAAS has also established a new service that provides nutrition resources specifically tailored to clients’ chronic health conditions (e.g., HIV, diabetes).

Figure 21. Actual and Anticipated Funding Levels: Nutrition & Wellness Services.



DAAS estimates that funding for Nutrition & Wellness services will reach \$25.3 to \$25.7 million by FY 2022-23. Because this service area has such a large existing allocation, future cost of doing business increases account for the majority of this growth; DAAS plans to allocate up to \$950,000 to support its key priorities.

Table 12. Actual and Anticipated Funding Detail: Nutrition & Wellness Services.

FY 2014-15 Budget	FY 2018-19 Budget	FY 2022-23 Anticipated Budget	Dignity Fund Growth	
			Key Priorities	CODB
\$13,098,481	\$22,462,489	\$25,269,385 to \$25,744,385	\$950,000	\$2,331,896

SELF-CARE & SAFETY

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

While older and disabled persons possess a variety of strengths and many are increasingly able to live independently in the community without assistance, some benefit from supportive services that promote their safety and help them to meet their basic needs. These services include help with personal care and basic daily tasks to maintain stability and independence. Those individuals who have difficulty meeting their basic needs may experience heightened risks related to their health, housing, and safety; as such, they may require immediate intervention to address critical issues and facilitate connections to resources that promote ongoing stability. Seniors and adults with disabilities who are unable to manage their needs due to cognitive impairment or unaddressed mental health challenges may need ongoing guardianship services or conservatorship support.

Self-Care & Safety services provide critical assistance to meet this broad spectrum of client needs, supporting seniors and adults with disabilities to live safely in the least restrictive setting.

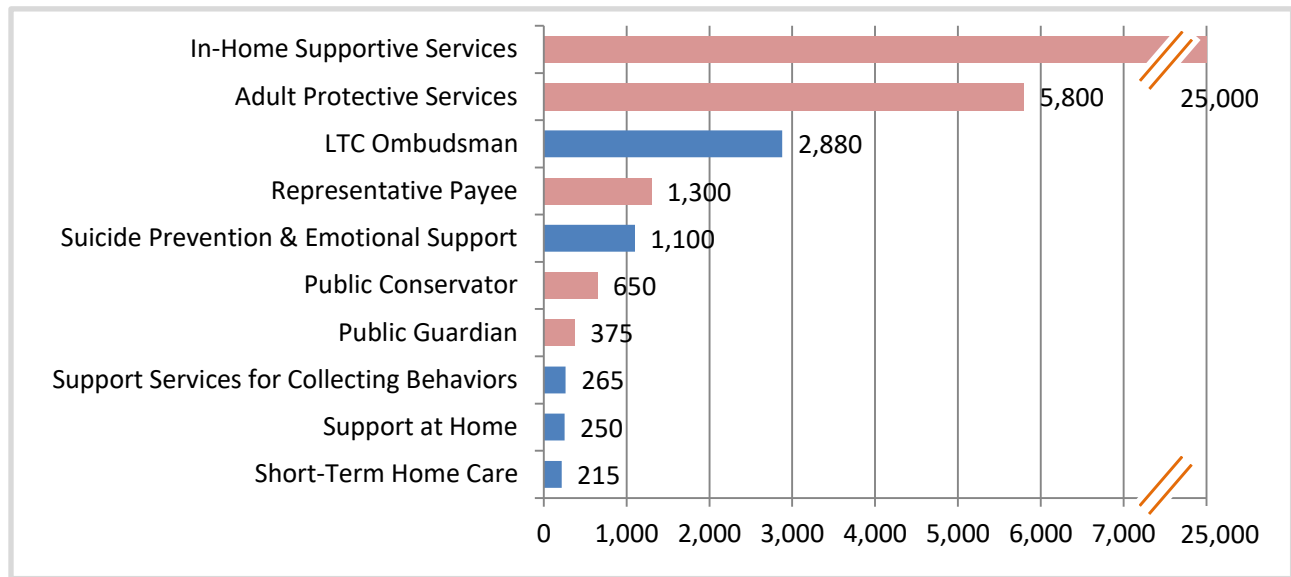
OVERVIEW OF PROGRAMS & SERVICES

Self-Care & Safety services include the following:

- *Adult Protective Services*
- Alzheimer's Grant
- Assisted Living Facility Support
- Elder Abuse Prevention Services
- Emergency Short-Term Home Care
- *In-Home Supportive Services (IHSS)*
- LTC Ombudsman
- *Legal & Guardianship Programs (Public Administrator, Public Conservator, Public Guardian, Representative Payee)*
- Suicide Prevention & Emotional Support
- Support at Home
- Support for Hoarders & Clutterers

As shown in Figure 22, most Self-Care & Safety services are provided directly by DAAS. However, the Department also promotes safe and independent living through community-based programs that offer support for suicide prevention, hoarding and cluttering behaviors, and personal care needs.

Figure 22. Anticipated FY 2018-19 Service Enrollments: Self-Care & Safety Services.



ADVANCING KEY PRIORITIES FOR 2020-2023 FUNDING CYCLE

Within the Self-Care & Safety service area, DAAS will pursue several of its key priorities over the next four years:

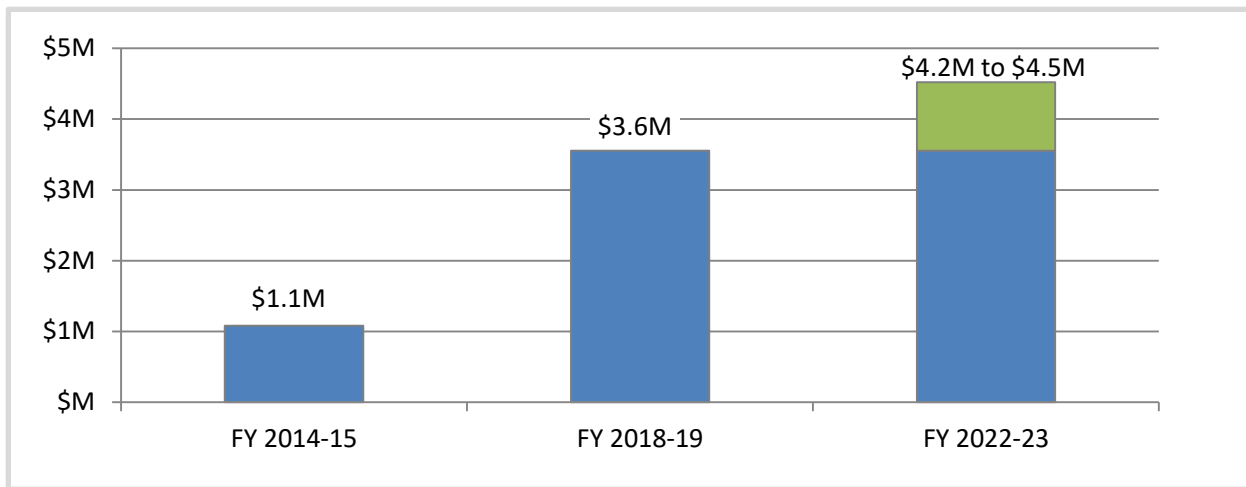
- Promote Inclusion in the City:** While the Self-Care & Safety service area contains the Department’s protective services, it also consists of services that empower seniors and adults with disabilities to participate in their communities and live as independently as possible. The In-Home Supportive Services (IHSS) program is a bedrock social service that enables people with disabilities to manage their basic daily tasks with dignity. However, as a Medi-Cal benefit, this program is inaccessible to many people who have too much income to qualify for IHSS but have difficulty affording to privately pay for home care. This service gap led to the DAAS Support at Home pilot project that began in FY 2017-18 to evaluate the impact of a sliding scale home care program for middle income individuals. Over the 2020-2023 funding cycle, DAAS will continue its partnerships with community providers to ensure eligible persons are appropriately directed to IHSS or Support at Home. DAAS will also support the stability of Suicide Prevention and Emotional Support services that mitigate loneliness and isolation, providing a key touchstone for older adults and people with disabilities experiencing depression.
- Make Decisions with Data:** Self-Care & Safety services touch about half of the individuals served each year by DAAS, offering a trove of information about many of the City’s older adults and adults with disabilities. Many of these clients are experiencing a period of crisis, and data from programs that support these individuals provides insight into factors that contribute to these situations. This information can support creation and implementation of services that prevent and mitigate such circumstances. This includes new data on client outcomes in the Adult Protective Services program, which rolled out a new evidence-based risk assessment tool this year, as well as a formal evaluation by UCSF researchers on the Support at Home pilot program. DAAS can use Dignity Fund resources to provide community-based supplemental services to address identified service gaps, and the Department is committed to evaluating the impact that these services have on wellbeing, community stability, and independence.
- Collaborate with City and Community:** Many clients who come to use Self-Care & Safety services are at a critical juncture in their lives, experiencing high risks related to their health,

housing, and safety. This may be due to the actions of another or inability to manage their own needs; they often present with complex and multi-faceted needs. It is critical that DAAS develop and maintain close partnerships with other City and community agencies that also serve and help clients in order to support clients to address challenges and achieve stability in the community. DAAS will continue its efforts to promote an effective and coordinated safety net for these individuals. One area in particular that DAAS will explore in the next four years is opportunities to collaborate with City partners and expand its support for persons struggling with hoarding and cluttering behavior, a key risk factor for eviction and homelessness.

FUNDING ALLOCATION

As shown in Figure 23, **DAAS has increased funding in its community-based Self-Care & Safety services by \$2.5 million over the last four years.** This is primarily driven by the \$1.7 million budget for the Support at Home pilot. DAAS has also expanded funding by about \$150,000 each for its Suicide Prevention & Emotional Support Program, which provides both an emergency hotline and also warmlines services to address isolation, and the Long-Term Care Ombudsman, which addresses issues of abuse and neglect in assisted living and skilled nursing facilities.

Figure 23. Actual and Anticipated Funding Levels: Self-Care & Safety Services.



Due to the critical nature of situations that bring many clients to need support from Self-Care & Safety services, most services in this service area are mandated programs provided directly by DAAS and, as such, are not eligible for Dignity Fund money.¹¹ **DAAS expects its budget for Dignity-Fund eligible Self-Care & Safety services will reach \$4.2 to \$4.5 million by FY 2020-2023.** DAAS intends to allocate up to \$600,000 to support of the key priorities discussed above.

Table 13. Actual and Anticipated Funding Levels Detail: Self-Care & Safety Services.

FY 2014-15 Budget	FY 2018-19 Budget	FY 2022-23 Anticipated Budget	Dignity Fund Growth	
			Key Priorities	CODB
\$1,081,522	\$3,553,313	\$4,222,193 to \$4,522,193	\$600,000	\$368,880

¹¹ DAAS spends approximately \$254 million on these services, most of which funds the IHSS program (about \$237 million).

ADMINISTRATION

Administrative services allow the Department to comply with Dignity Fund legislation, manage the procurement process to fund services in the community, and evaluate Fund goals and services.

The Dignity Fund legislation permits DAAS to use funding to support administration of the Fund, including **Department staff** to support the Oversight and Advisory Committee, conduct planning and evaluation processes, and facilitate funding allocation. Additionally, these funds can be used to **contract with external consultants and outside experts** to prepare the Dignity Fund CNA and SAP reports and support equity analyses. Administrative services also include **database systems** that support day-to-day provision of services and collect data used for evaluation of performance and client outcomes. DAAS is also permitted to fund **technical assistance and capacity-building** services with Dignity Fund revenue.

The Dignity Fund legislation also permits DAAS to retain up to two percent of the Fund in an undesignated contingency reserve. **The Department does not intend to hold ongoing funding in reserve and instead will consider available unspent funding – that is, one-time savings – as its primary contingency resource.** DAAS will use this funding to satisfy one-time needs or fill gaps until a service comes up for a four-year procurement in the contract schedule outlined in the *Planning Process for 2020-2023 Funding Cycle* section of this report.

ADVANCING KEY PRIORITIES FOR 2020-2023 FUNDING CYCLE

While most of the Department’s work to advance key priorities will occur in its client-facing service programs, DAAS will also leverage its Administration services as follows:

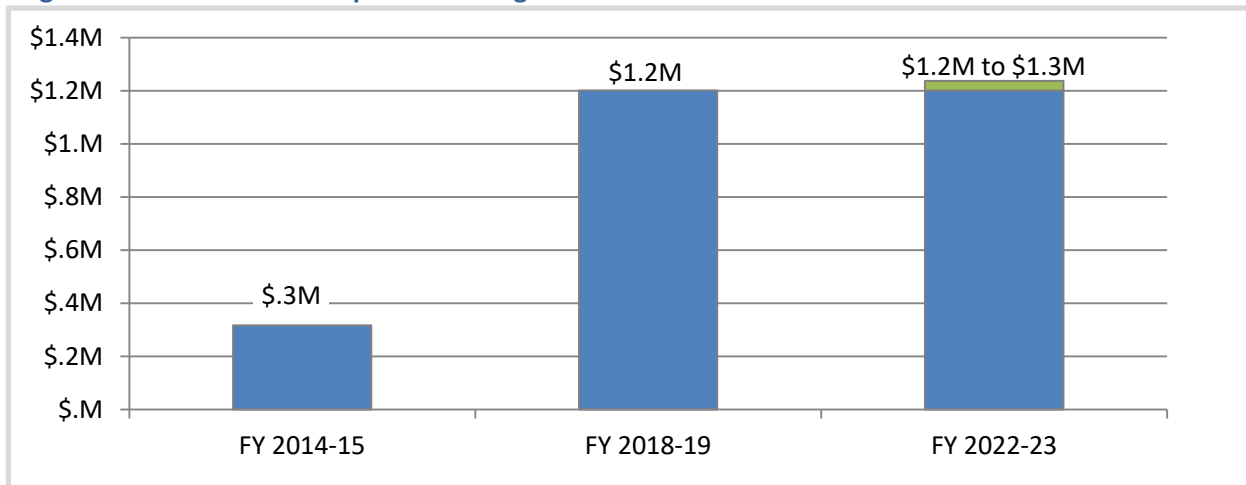
- **Make Decisions with Data:** The importance of planning and evaluation in responsibly and transparently administering the Dignity Fund is echoed throughout the charter amendment. Administration services are a critical resource in ensuring useful and appropriate data is reliably and consistently collected to support analysis of program performance and client outcomes. Administration services also include resources that assess community needs and evaluate issues related to equity and service gaps. Over the course of the 2020-2023 funding cycle, DAAS will continue to use its internal resources and partner with outside experts as needed to develop information that supports data-informed decision-making and prepares the Department for the next funding cycle.
- **Collaborate with City and Community:** For older adults and people with disabilities to live and engage in community, it is critical that San Francisco has a robust professional workforce trained in aging and disability issues to provide services and supports. DAAS will build upon its efforts to support workforce pipelines in many ways. This includes regional collaborations with other counties and universities to support bachelors and masters level education in social services and aging specialties, as well partnering with City College and the health field to explore opportunities to leverage community health worker positions and programs. The Department will also work with its community partners to explore a potential pilot project to provide compensation to student interns working in the field of aging and/or disability services. DAAS will also be working to coordinate conversations across sectors, disciplines, and regions to integrate efforts and maximize impact of this work.
- **Strengthen CBO Infrastructure:** Providing service providers with tools that support their work is a critical consideration for the Department. Within Administration services, an overarching infrastructure support that impacts the ability of providers to serve older adults and people with disabilities is the data system used to manage client enrollment in services. These databases also support evaluation of performance and client outcomes. DAAS will work towards updating

its data systems to improving efficiency, minimize burden, and maximize useful of information collected for the Department and its service providers. Additionally, DAAS will consider opportunities to provide general technical assistance and capacity-building support to its providers. This includes assistance in developing and maintaining a knowledgeable and prepared workforce. In addition to the cultural competency training highlighted in the Access & Empowerment service area and the clinical support and education in Case Management & Care Navigation, DAAS will also explore opportunities to expand its training curriculum to more broadly provide education about the San Francisco network of services.

FUNDING ALLOCATION

Currently, the **DAAS budget for Dignity Fund-related Administrative services is approximately \$1.2 million**. Growth in funding since FY 2014-15 has occurred in several areas, including data system expansions and consultant support to support evaluations and planning projects; this service area also now includes staff support to administer the Dignity Fund and support planning and evaluation.¹² The largest amount of funding, about \$480,000, funds database systems used by service providers to provide Dignity Fund eligible services. One-third of this budget is for Consultant Support for projects like a systems assessment of the City’s Case Management support network; on an ongoing basis, DAAS will budget \$300,000 for external support. About \$330,000 funds staffing support to manage the Dignity Fund.

Figure 24. Actual and Anticipated Funding Levels: Administration Services.



By FY 2020-23, DAAS anticipates its Administration services budget will be between \$1.2 and \$1.3 million. DAAS does not anticipate significantly expanding funding for Administration services over the 2020-2023 funding cycle. The Department anticipates that existing funding will likely be adequate to cover ongoing need. Any additional projects will likely be one-time occurrences, and DAAS anticipates that available unspent funding from one-time savings can be used to address these needs as they arise. See Table 14 on the following page for detail.

¹² Administrative services included in this plan are those that can be tied to current and upcoming Dignity Fund support. While data systems and evaluation support have historically been funded, there was no staff support dedicated to Dignity Fund administration in FY 2014-15 because this pre-dates the Fund’s creation.

Table 14. Actual and Anticipated Funding Levels Detail: Administration Services.

FY 2014-15 Budget	FY 2018-19 Budget	FY 2022-23 Anticipated Budget	Dignity Fund Growth	
			Key Priorities	CODB
\$316,950	\$ 1,201,605	\$1,237,322 to \$1,326,347	\$0	\$124,742

TRACKING PROGRESS AND MEASURING SUCCESS

Tracking program deliverables and service outcomes is critical to ensure that the Dignity Fund is achieving its intended impact in the community and making best use of available resources. The charter amendment requires that the Department develop an SAP that is outcomes-oriented and focuses on measurable and verifiable objectives, as well as provide for evaluation on a regular basis.

DAAS is committed to measuring progress across all service areas and will utilize a **three-part approach to outcome and evaluation towards this aim. This work will be enriched by the development and implementation of a coordinated outcome objective framework** over the next four years that will allow the Department to cohesively describe the impact of Dignity Fund services. This will build on ongoing efforts by the Department to collect data and enhance performance measures that support program assessment and evaluation. These processes are described in further detail below.

DIGNITY FUND OUTCOME AND EVALUATION PLAN

DAAS will employ a three-part approach to outcomes and evaluation of Dignity Fund services. These are:

- **Annual Data and Evaluation Report:** Completed annually to provide a fiscal year accounting of service deliverables and outcomes for all Dignity-Fund eligible services. Metrics will be aggregated by service and grouped by service area. This will include demographics of clients accessing each service, as well as service units provided and outcome objectives.
- **Focus Area Reports:** Program- or topic-specific efforts to delve more deeply into key issues. These will include a variety of project types, such as needs assessment analyses, systems assessment, and program evaluation. Topics will be identified through the Community Needs Assessment, Annual Data and Evaluation Report, and with input from Oversight and Advisory Committee.
- **Cycle-End Evaluation Report:** Synthesizes information from the Annual Data and Evaluation Reports and Focus Area Reports to analyze trends and impact of the Dignity Fund over the funding cycle. It will be timed to support the following cycle’s Community Needs Assessment and Service and Allocation Plan.

The table below depicts the timing of these components, illustrating the continuous nature of this work and how the information will be used to support future planning processes.

Figure 25. Dignity Fund Outcome and Evaluation Plan Timeline.

Component	FY	FY	FY	FY	FY	FY	FY	FY	FY	FY
	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
	CNA	SAP			CNA	SAP			CNA	SAP
Annual Data & Evaluation Report	X	X	X	X	X	X	X	X	X	X
Focus Area Reports		X	X	X		X	X	X		X
Cycle-End Evaluation Report					X				X	

MEASURING OUTCOMES AND IMPACT

Performance measurement is a key part of the Dignity Fund Outcome and Evaluation Plan. In all of its internal and external programs, DAAS tracks key metrics over time to understand how its services support older adults and people with disabilities to live in the community. Over the course of this first Dignity Fund four year funding cycle, **DAAS will continue its efforts to enhance its performance measurement processes through the development and implementation of a coordinated outcome objective framework that assesses the impact and quality of services across the Dignity Fund portfolio.** This will help ensure that funding is prioritized for services and programs with demonstrable impact and support strategic decision-making in the next Dignity Fund Service and Allocation Plan.

One part of this process is to improve measures at the service level. This has two major components:

- **Metrics must represent meaningful outcome objectives.** Historically, measurement for many programs has been primarily focused on service units – output metrics that track quantity and effort, such as total clients enrolled or number of meals served. This information is important. But in addition to tracking the quantity of a service provided, it is imperative to also measure performance based on client outcomes to ensure services are having the desired impact. This requires an understanding of a program’s theory of change; outcome measures should also be clearly **relevant to a program’s stated purpose.** For example, beyond the number of clients enrolled in a program that provides socialization and community engagement, it is important to assess if the program increases feelings of connectedness or reduces isolation for participants.
- **Performance measures must also be reliable and manageable.** Metrics must be based on information that is consistently tracked to allow for evaluation of performance over time, as well as across service providers and client populations. Expectations for data collection must be reasonable to ensure accurate information is consistently collected. Output-focused metrics are common in part because these tend to be easier to track. DAAS must work with its community partners to ensure providers are adequately resourced to collect outcomes-related information and that outcome objectives do not impose overly-burdensome data collection requirements.

The second part of this process is developing cohesion among measurement across services. This will allow the Department to more comprehensively describe the combined impact of Dignity Fund resources. DAAS funds over 60 community-based services. Although many share an underlying primary purpose, there has not been an opportunity to align measures across programs into an articulated strategic framework as the Department’s portfolio of services has grown significantly in recent years. As a result, these services often employ disparate outcome objectives, making it difficult to collectively describe the impact of, for example, all services designed to support caregivers.

In keeping with the Dignity Fund charter amendment, **performance measurement will be synthesized into a cohesive outcome objective framework to provide a sense of impact and outcomes across services.** This framework will be structured by the DAAS service areas. As highlighted in the *Background* section of this report, all DAAS services are categorized by their primary underlying goal or purpose. For each service area, this shared purpose provides direction for outcome themes that can – and should – be integrated into measurable objectives for those services. This will allow the Department to understand and describe more broadly the shared impact of its funding within a service area. These outcome themes are depicted below in Table 15.¹³

¹³ In addition to the specific outcome themes in Table 15, outcomes related to quality of life and wellbeing, as well as satisfaction with services, crosscut across all service areas and will be incorporated into performance measurement.

Table 15. DAAS Outcome Objective Framework.

Service Area	Primary Goal	Outcome Themes
Access & Empowerment <i>e.g., Aging and Disability Resource Centers, Advocacy (Home Care, Housing, and Long-Term Care), Legal Services</i>	To educate, empower, and support older adults and people with disabilities to access needed benefits and participate in services	<ul style="list-style-type: none"> • Education and Awareness of Services • Empowerment • Provider Training and Cultural Competence • Service Connection
Caregiver Support <i>e.g., Adult Day Programs, Caregiver Respite</i>	To support the wellbeing of family and friend caregivers and their care recipients through education, counseling, resources, and connection	<ul style="list-style-type: none"> • Ability to Care for Recipient • Avoidance of Institutionalization • Caregiver Health and Wellbeing
Case Management & Care Navigation <i>e.g., Community Living Fund, Money Management</i>	To facilitate service connections and support individuals with complex needs to navigate available resources and promote stability in the community	<ul style="list-style-type: none"> • Service Connection • Stability in the Community
Community Connection & Engagement <i>e.g., Community Service Centers, Employment Support</i>	To provide opportunities for older people and adults with disabilities to socialize, build community, and participate in a meaningful way in their community	<ul style="list-style-type: none"> • Community Participation and Engagement • Service Connection • Social Inclusion • Socialization and Reduced Isolation
Housing Support <i>e.g., Housing Subsidies, Scattered Site Housing</i>	To support seniors and adults with disabilities to maintain stable housing through service connection and community engagement	<ul style="list-style-type: none"> • Housing Stability • Service Connection • Socialization and Engagement
Nutrition & Wellness <i>e.g., Home-Delivered Meals, Nutrition Counseling, Health Promotion</i>	To promote physical health and wellbeing for older adults and adults with disabilities by providing nutritious foods and supporting healthy lifestyles	<ul style="list-style-type: none"> • Community Stability and Independence • Healthy Nutrition Habits • Increased Food Security • Physical Fitness and Health
Self-Care & Safety <i>e.g., Elder Abuse Prevention, Long Term-Care Ombudsman</i>	To support older adults and people with disabilities to meet their needs in the most independent setting, safe from abuse and self-neglect	<ul style="list-style-type: none"> • Empowerment and Self-Determination • Provider Training • Stability in the Community

For example, the services within the Caregiver Support service area – which includes adult day programs, caregiver support programs, and respite care – are designed “to support the wellbeing of family and friend caregivers and their care recipients through education, counseling, resources, and

connection.” Given this shared purpose, outcome themes for these services will focus on ability to care for the recipient, avoidance of institutionalization, and health and wellbeing.

The DAAS outcome objective framework is designed to be inclusive and flexible, allowing for innovation and specialization in the design and delivery of services. Given the nuance and unique nature of each service, it may not be the case that every service within a given service area contributes to every outcome theme in that service area. However, every service should have measurable outcome objectives that speak to at least one identified outcome theme.

The Department has begun the process of developing this outcome objective framework, informed by a comprehensive review of existing metrics and discussion with the Dignity Fund Service Provider Working Group. The review of existing measures demonstrated that, **in many instances, metrics tracked for programs already speak to the shared outcome themes described in the table above.** It also revealed similarities in outcome themes across service areas, underscoring the multi-faceted nature of services funded by the Department and the ways in which departmental and community programs may synergistically reinforce one another to produce enhanced client outcomes.

This outcome objective framework will be implemented as services enter new contract terms. For both DAAS and service providers, this staggered roll out is necessary for the measure development and implementation process to be manageable. More specifically, this will provide adequate time for DAAS to review existing metrics and, with input from its community partners, finalize new outcome objectives that are meaningful, relevant, and feasible to track. Additionally, this approach will allow service providers to prepare their staff for a transition to new data collection and measurement processes and ensure DAAS has adequate capacity to provide implementation support.

CONCLUSION

Since its establishment in 2016, the Dignity Fund has significantly enhanced San Francisco’s resources to become an increasingly aging- and disability-friendly city. Guided by the Dignity Fund charter amendment, DAAS will build on its work to ensure older adults and adults with disabilities are able to age with dignity, to empower diverse individuals from these populations to live safely and in the most independent setting throughout the City, and to develop strategic collaborations between DAAS, service providers, and other City departments serving seniors and disabled adults.

Throughout this four-year funding cycle, DAAS will structure services effectively by considering factors such as accessibility, service delivery, inclusiveness and responsiveness, efficiency, and collaboration, and advance the key priorities that emerged from the FY 2017-18 Dignity Fund CNA. The Department is committed to tracking progress and measuring success. In order to identify programmatic areas in need of capacity-building and technical support, this will also help DAAS prioritize services and programs with demonstrable impact to make best use of the Dignity Fund resources – now and in preparation for future planning and funding cycles.

DAAS looks forward to working in collaboration with the community, service providers, and the Oversight and Advisory Committee to ensure equitable delivery of high-quality services and programs funded by the Dignity Fund.

APPENDIX A. DESCRIPTION OF DAAS SERVICE AREAS.

DAAS operates eight direct service programs and contracts with community providers to deliver over 50 services to older adults, veterans, and people with disabilities in San Francisco. **Collectively, these services are organized into seven service areas based on their primary underlying goals, providing a conceptual framework for the Department’s work and the ways in which it seeks to impact lives.**

These service areas are described in further detail on subsequent pages. These descriptions include all DAAS services to provide full context for the Department’s work in each area; services that are not eligible to receive Dignity Fund money are identified in *italic* font.

ACCESS & EMPOWERMENT

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

While San Francisco provides a rich array of services for seniors and disabled adults, these services are of little value if they are not accessible to clients, making Access & Empowerment services among the most critically important services offered by the Department. Within DAAS alone, there are over 60 community providers operating at over 100 hundred service sites and also providing many services at clients’ homes. There is significant risk that those individuals in need of services may be unaware of the extent of available services, confused about the variety of options, and/or unsure of how to access desired services. Even those clients who are aware of services may face systemic barriers to using them, such as access to transportation, specific linguistic needs, or cultural preferences for service delivery.

To address these concerns, Access & Empowerment services are robust and varied, helping to promote awareness of services and facilitate service connection, provide advocacy and support empowerment on behalf of clients, and build service providers’ capacity to deliver culturally responsive services to the diverse client population.

OVERVIEW OF ACCESS & EMPOWERMENT SERVICES

Access & Empowerment services include the following:

- Advocacy (Home Care, Housing, Long-Term Care)
- Aging and Disability Resource Centers
- Community Liaisons & Ambassadors
- *County Veterans Service Office*
- DAAS Integrated Intake & Referral Unit
- Empowerment for Seniors & Adults with Disabilities
- Health Insurance Counseling and Advocacy Program (HICAP)
- Legal Services
- LGBTQ Cultural Competency Trainings
- LGBTQ Legal & Financial Planning
- Naturalization
- Transportation

CAREGIVER SUPPORT

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

While caregiving for a loved one can be a rewarding and positive experience, it is also often characterized by emotional, physical, and financial strain. Research has found that almost half of all caregivers nationwide are over age 50, putting them at higher risk for a decline in their own health, and one-third of these caregivers describe their own health as fair to poor; approximately 20% of care recipients live in their caregiver's home, offering little chance of respite for the caregiver.¹⁴ Moreover, reliance on family and other sources of support for caregiving are on the rise in the face of increasing life spans and mounting health care costs. As they age, people are requiring higher levels of caregiving and other support than in the past, contributing to a greater burden on caregivers to provide that support even as they age themselves.

These trends underscore the need for Caregiver Support services benefiting both informal caregivers and their care recipients. Services in this area offer respite and other resources to caregivers to support their ability to care for their loved ones, and to maintain or improve their own wellbeing.

OVERVIEW OF CAREGIVER SUPPORT SERVICES

Caregiver Support services include the following:

- Adult Day Programs (Adult Day Care, Alzheimer's Day Care Resource Center)
- Caregiver Respite
- Family Caregiver Supportive Services Program

CASE MANAGEMENT & CARE NAVIGATION

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

Seniors and adults with disabilities may find themselves overwhelmed by unfamiliar circumstances that accompany major life changes, such as deteriorating health, the death of a loved one, discharge from a hospital or rehabilitation facility, or unexpected financial hardship. When their needs become complex, many consumers need help navigating available supportive resources, advocating for services to adequately meet their needs, and following up to ensure consistent service. While some clients need only short-term assistance during an unexpected crisis, others benefit from more sustained support to help them age in place with safety and stability.

Case Management and Care Navigation services provide critical support, assisting clients to navigate a complex web of services to get connected with the services that are right for them, and ultimately to improve their quality of life and stability in the community.

¹⁴ San Francisco Department of Aging and Adult Services. 2016 Assessment of the Needs of San Francisco Seniors and Adults with Disabilities.

OVERVIEW OF CASE MANAGEMENT & CARE NAVIGATION SERVICES

Case Management & Care Navigation services include the following:

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

COMMUNITY CONNECTION & ENGAGEMENT

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

Older adults and persons with disabilities are at heightened risk for social isolation. Multiple factors contribute to this risk, including living on a fixed income, impairments to mobility, and the loss of social connection as peers pass away or suffer declining health. According to the FY 2017-18 Dignity Fund CNA, an estimated 14,000 seniors and 1,600 people with disabilities were at heightened risk of isolation, illustrating the scale of need for services that provide these populations with the opportunity to socialize and build community with one another. Community programming is especially important for particular linguistic and marginalized cultural communities, such as LGBTQ-identified individuals, who may face increased risk of isolation related to these identities and the availability (or lack thereof) of welcoming and culturally relevant services.

Community Connection & Engagement services are important to mitigate isolation and enable seniors and disabled adults to participate meaningfully in their communities. These services are offered through site-based programming, such as varied socialization activities hosted at Community Service Centers, and more diffuse programs provided throughout the community, such as Peer Visitor and Technology at Home services.

OVERVIEW OF PROGRAMS & SERVICES

Community Connection & Engagement services include the following:

- Adult Day Health Centers
- Community Connector
- Community Service Centers (and Pilots)
- Employment Support
- Intergenerational Programs
- Peer Visitor
- Senior Companion
- SF Connected
- Technology at Home
- Village Programs

HOUSING SUPPORT

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

The high cost of living produces challenges that pervade all aspects of life in San Francisco, posing especially urgent housing stability concerns for seniors and adults with disabilities. Nearly half of senior-headed households and most households headed by a disabled adult are renters, making them vulnerable to fluctuations in the rental market.¹⁵ Due to their lower income levels, these populations are also more likely than the general population to experience high rent burden, and they face increased risks related to eviction and displacement. Accessibility poses another significant challenge in safely housing seniors and adults with disabilities: while new housing development in San Francisco is compliant with federal regulations regarding accessibility, much of the City's housing stock is old, and may be difficult to navigate for individuals using wheelchairs, or for those who have difficulty walking or climbing stairs, or have other mobility issues. This underscores the importance of maintaining existing housing that meets an individual's accessibility needs; they may be unable to secure a similarly accessible unit at an affordable rate.

Housing Support services help seniors and adults with disabilities to maintain or secure housing appropriate to their needs and further support their stability by connecting them with needed services and providing opportunities to build community.

OVERVIEW OF PROGRAMS & SERVICES

Housing Support services include the following:

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

NUTRITION & WELLNESS

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

Older adults and persons with disabilities are more likely than their peers to experience food insecurity, which is closely connected to malnutrition, poor health status, and negative health events. Quality nutrition is an important factor in maintaining good health – without it, these individuals may experience loss of strength, greater susceptibility to disease, and increased need for emergency health services. Low-income seniors and adults with disabilities face even greater risk of food insecurity; they may not have access to affordable and nutritious fresh produce in their neighborhoods or may be forced to make a choice between purchasing healthy foods and meeting other basic needs. These risks can be compounded by changes in health through the aging process that can increase risks of falls and injury. Services that provide quality, nutritious food – whether through congregate meal settings, home-delivery, or pantry models – are important to support improved health and life outcomes among this

¹⁵ San Francisco Department of Aging and Adult Services 2016 Needs Assessment

population. Health and wellness among older and disabled adults may also be enhanced through non-nutritional interventions, including health promotion activities focused on exercise and disease management.

Nutrition & Wellness services provide meals and groceries to alleviate food insecurity among older adults and adults with disabilities. In addition to food itself, services in this area further support wellness by providing programs that educate clients about nutrition for disease management, assist clients to develop healthy nutrition habits, and offer clients opportunities to improve their physical fitness and overall health.

OVERVIEW OF PROGRAMS & SERVICES

Nutrition & Wellness services include the following:

- Chronic Disease Management
- Congregate Meals
- Food Pantry
- Home-Delivered Groceries
- Home-Delivered Meals
- Nutrition Counseling & Education
- Nutrition for Healthy Outcomes
- Physical Fitness

SELF-CARE & SAFETY

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

While older and disabled persons possess a variety of strengths and many are increasingly able to live independently in the community without assistance, some benefit from supportive services that promote their safety and help them to meet their basic needs. These services include help with personal care and basic daily tasks to maintain stability and independence. Those individuals who have difficulty meeting their basic needs may experience heightened risks related to their health, housing, and safety; as such, they may require immediate intervention to address critical issues and facilitate connections to resources that promote ongoing stability. Seniors and adults with disabilities who are unable to manage their needs due to cognitive impairment or unaddressed mental health challenges may need ongoing guardianship services or conservatorship support.

Self-Care & Safety services provide critical assistance to meet this broad spectrum of client needs, supporting seniors and adults with disabilities to live safely in the least restrictive setting.

OVERVIEW OF PROGRAMS & SERVICES

Self-Care & Safety services include the following:

- *Adult Protective Services*
- Alzheimer's Grant
- Assisted Living Facility Support
- Elder Abuse Prevention Services
- Emergency Short-Term Home Care
- *In-Home Supportive Services (IHSS)*
- LTC Ombudsman
- *Legal & Guardianship Programs (Public Administrator, Public Conservator, Public Guardian, Representative Payee)*
- Suicide Prevention & Emotional Support
- Support at Home
- Support for Hoarders & Clutterers

APPENDIX B. REFERENCE GUIDE: SERVICES BY SERVICE AREA.

The table below provides a list of DAAS services in alphabetical order. This identifies the corresponding service area for each service and includes a brief description of the service. Services not eligible to receive Dignity Fund revenue are identified in *italic* font.

Table 16. SF Department of Aging & Adult Services with Service Area and Program Description.

Service	Service Area	Description
Adult Day Health Center (ADHCs)	Community Connection & Engagement	ADHCs are state-licensed, community-based facilities that provide social and recreational activities, supervision, physical and occupational therapy, and personal care support for clients with skilled nursing level of care needs and/or cognitive impairment (e.g., dementia). This is a Medi-Cal benefit that also accepts private pay clients who can afford the daily rate.
Adult Day Programs (Adult Social Day and Alzheimer's Day Care Resource Centers)	Caregiver Support	These state-licensed, community-based centers provide social and recreational activities, nutrition, and personal care support for clients who require help with basic daily tasks. Serving clients who need supervision and thus are not able to independently participate in Community Service Centers, Adult Day Programs provide respite for family and friend caregivers during daytime hours. Some sites have specialized programs for persons with moderate-to-late stage dementia and Alzheimer's disease.
Adult Protective Services (APS)	Self-Care & Safety	APS investigates possible abuse or neglect of older adults and adults with disabilities, including self-neglect. Protective service workers provide short-term intensive case management and help connect clients to other supportive services to promote their stability and mitigate risk of harm. Additionally, APS collaborates with community and government partners to address individual cases and systemic trends in abuse.
Advocacy: Home Care	Access & Empowerment	Home care advocacy services provide systems-level advocacy to maintain a seamless and responsive home care system for meeting the in-home and personal care needs of seniors and people with disabilities. This includes facilitating a task force responsible for addressing issues such as systemic gaps in service access and coordinating responses to state policy and budget changes related to In-Home Supportive Services.

Service	Service Area	Description
Advocacy: Housing	Access & Empowerment	Housing counseling and advocacy services help to improve housing conditions for seniors and adults with disabilities by providing both direct services, such as information and assistance for individuals at risk of eviction, and systems-level advocacy, such as training for individuals and groups to inform the public about the need for affordable and accessible housing in San Francisco.
Advocacy: Long-Term Care	Access & Empowerment	Long-term care advocacy services provide assistance and education to consumers to help them learn about long-term care services and understand the basic rights that are guaranteed to them by the various long-term care services in San Francisco.
Aging and Disability Resource Centers (ADRCs)	Access & Empowerment	ADRCs are centralized resources for free information, service referral, and assistance on issues affecting seniors and people with disabilities, regardless of their income. These hubs are located throughout the City, with at least one ADRC located in each Supervisorial District; information, referral, and assistance are offered in multiple languages to meet the needs of non-English speaking residents.
Alzheimer's Disease Initiative	Self-Care & Safety	Supported by a grant from the U.S. Department of Health and Human Services, this project enhances support for persons with dementia living alone, expands caregiver and staff training, and facilitates support groups for professionals and family caregivers.
Caregiver Respite	Caregiver Support	The Caregiver Respite program provides in-home and out-of-home respite care, such as attendance at an Adult Day Program, to unpaid caregivers of older adults and adults with disabilities. Respite services may be provided for intermittent periods and/or in the event of an emergency. The program seeks to reduce caregiver burden and prevent or delay institutionalization of the care recipient, thereby enabling older adults and adults with disabilities to live safely in their own homes and communities.
Case Management	Case Management & Care Navigation	Case Management services provide seniors and adults with disabilities help navigating and coordinating the services they need to live safely in the community. Case managers provide a range of support to clients, including client needs assessment; care planning and monitoring; and authorization, arrangement, and coordination of services across providers.

Service	Service Area	Description
Chronic Disease Management Programs	Nutrition & Wellness	Chronic Disease Management Programs provide evidence-based education to older adults or adults with disabilities with ongoing health conditions that affect their quality of life, such as heart disease, chronic pain, depression, and HIV. Topics covered include setting achievable goals for managing chronic conditions; improving nutrition and eating healthier; relaxation and stress management skills; and communicating better with family, friends, and health care providers.
Community Bridge	Community Connection & Engagement	Based out of a Community Service Center, the Community Bridge program blends off-site service coordination, development of social networks, and recruitment of volunteers with site-based activities. This program began as a pilot project 'hybrid' between the neighborhood-focused Village Model and site-based Community Service Center program.
Community Connectors	Community Connection & Engagement	Community Connector services provide older and disabled adults with diffuse, neighborhood-based opportunities for community and social connection. These services are facilitated by a local resident and advisory board, and are an important means of supporting social engagement and inclusion in those neighborhoods not already being served by a Community Service Center.
Community Liaisons	Access & Empowerment	Community Liaisons are older adults and adults with disabilities who greet and direct incoming clients at the DAAS Benefits and Resources Hub at 2 Gough to the appropriate location to receive services. In addition to improving the flow of service and customers' experience at the Hub, the program provides a meaningful employment opportunity for seniors and disabled adults in the community.
Community Living Fund (CLF)	Case Management & Care Navigation	CLF provides intensive case management and purchase of goods and services to support safety and stability in the community, as an alternative to institutionalization at a Skilled Nursing Facility.
Community Service Centers	Community Connection & Engagement	Community Service Centers provide older adults and adults with disabilities with a wealth of social activities and other programs to promote their engagement and inclusion in the community. Across nearly 40 service sites scattered throughout the City, these individuals can participate in programs like tai chi, painting, computer access and literacy, English as a second language classes, exercise classes, and still many other events to participate meaningfully in their communities.

Service	Service Area	Description
Community Service Program Pilots	Community Connection & Engagement	Community Service Program pilots are designed to engage underserved older adults and adults with disabilities. These pilots use diverse approaches across many different community service sites in the City to reach new consumers. These engagement strategies include (1) new activities such as exercise classes and leadership programming, (2) extended service hours for new evening or weekend programming, and (3) enhanced outreach through avenues such as community events , local health clinics, or social media.
Congregate Meals	Nutrition & Wellness	Congregate Meals, sometimes known as community dining programs, provide lunch every day at various locations throughout the City. This program not only supports senior nutrition by providing healthy meals, but also offers these individuals with the opportunity to socialize with their peers and engage in community activities at meal sites.
County Veterans Service Office (CVSO)	Access & Empowerment	The CVSO supports veterans and their dependents to understand, apply for, and obtain benefits and entitlements from the U.S. Department of Veterans Affairs.
Peer Ambassadors	Access & Empowerment	Peer Ambassadors are older adults or adults with disabilities trained to conduct outreach and share information about DAAS programs and services widely in the community. This program not only helps to raise consumer awareness of and connection to DAAS services, but also offers seniors and disabled adults opportunities for meaningful employment.
DAAS Integrated Intake and Referral Unit	Access & Empowerment	The DAAS Integrated Intake and Referral Unit serves as a centralized hub for accessing Department services. Through a single call or visit to the DAAS Benefits and Resources Hub at 2 Gough, older adults and adults with disabilities may receive information about and assistance applying for various services, including the Community Living Fund, In-Home Supportive Services, Home Delivered Meals, and Case Management. Information, referral, and assistance services are offered in multiple languages to meet the needs of non-English speaking residents.
Elder Abuse Prevention Services	Self-Care & Safety	The Elder Abuse Prevention program provides outreach and educational trainings to professionals and the general public to prevent and mitigate abuse of older adults and adults with disabilities. The community-based service is supported by the Adult Protective Services program. This also includes the Forensic Center, a multidisciplinary team of legal, medical, law enforcement, and social service professionals who meet regularly to collaborate on complex cases and share expertise and resources.

Service	Service Area	Description
Emergency Short-Term Home Care for Seniors	Self-Care & Safety	This program provides time-limited help at home with personal care, homemaker, and chore needs to allow older adults to live safely in the community, thereby preventing premature institutionalization. A program model outlined by the California Department of Aging, this is focused on seniors discharging from hospital and/or applying for In-Home Supportive Services (a Medi-Cal benefit).
Employment Support	Community Connection & Engagement	Employment Support services include subsidized job placements and other job-related supports to older adults and adults with disabilities seeking work. These services not only help to supplement participants' incomes, but also offer opportunities for social engagement and greater inclusion in the community.
Empowerment Programs	Access & Empowerment	Empowerment Programs provide trainings to seniors and people with disabilities on organizing, leadership, and civic engagement and advocacy. Participants have the opportunity to build tangible skills like conducting effective meetings and resolving conflict, and also learn how to access essential benefits and services in the community.
Family Caregiver Support Program	Caregiver Support	The Family Caregiver Support Program provides a variety of services to unpaid caregivers of an older or disabled adult, including counseling, legal services, caregiver training, and respite care. The program also provides caregivers with referrals to other supportive services, such as case management.
Food Pantry	Nutrition & Wellness	Food Pantry programs provide supplemental grocery bags to low-income seniors and disabled adults for pick-up at various pantry sites located throughout the City. This program helps to reduce food insecurity among these populations, and to improve their access to nutritious foods.
Health Insurance Counseling and Advocacy Program (HICAP)	Access & Empowerment	HICAP services support San Francisco residents receiving Medicare to maximize their health benefits. HICAP Counselors provide consumers with information and counseling about Medicare, supplemental health policies, and long-term care insurance, in addition to assistance with filing insurance claims and preparing appeals if their claims are denied.
Health Promotion - Physical Fitness	Nutrition & Wellness	Physical Fitness programs support older adults to exercise and maintain their health as they age. Using evidence-based programming, this service works to reduce risk of falls and prevent injury. Managed by a lead agency in the community, these classes are provided at various sites throughout the City and have a secondary effect of helping to build a sense of community among participants.

Service	Service Area	Description
Home-Delivered Groceries	Nutrition & Wellness	The Home-Delivered Groceries program delivers groceries directly to the homes of older adults and adults with disabilities with limited mobility. This program not only helps seniors and people with disabilities to access fresh, nutritious produce, but also helps program participants to maintain their independence and quality of life.
Home-Delivered Meals	Nutrition & Wellness	The Home-Delivered Meals program delivers meals to homebound seniors and adults with disabilities who are unable to shop or prepare their own meals due to a physical or mental impairment. Emergency home-delivered meals are also available to clients who may have immediate, short-term need for these meals, such as those individuals discharging from the hospital and returning to the community.
Housing Subsidies	Housing Support	This program seeks to prevent loss of housing by identifying currently-housed persons facing imminent eviction and helping to stabilize their housing situation through the use of a housing subsidy payment. The subsidy amount varies based on client income and rent amount but with the universal goal to bring the rent burden to 30%. In addition to the rental subsidy, staff members provide clients with help connecting to other social services and resources that promote their housing stability.
IHSS Care Transitions Program (CTP)	Access & Empowerment	CTP provides transitional care support to individuals applying for IHSS who are discharging or have recently discharged from the hospital, to reduce their risk of rehospitalization. CTP services include patient coaching and care coordination, in addition to limited home care, home delivered meals, and transportation to help patients transition safely and stably from an institutional setting to the community.
<i>In-Home Supportive Services (IHSS)</i>	Self-Care & Safety	IHSS is a Medi-Cal benefit that funds home care workers to low-income seniors and people with disabilities to support clients to remain in their homes rather than reside in an institution. Homecare workers assist with household chores, non-medical personal care like bathing, grooming, feeding or dressing, cooking and more physically challenging home maintenance activities. IHSS consumers who are unable to oversee their own care are served through a home care agency.
Intergenerational Programs	Community Connection & Engagement	Intergenerational programs facilitate social engagement and exchange between older adults or adults with disabilities and individuals belonging to other generations.

Service	Service Area	Description
Legal Assistance	Access & Empowerment	Legal assistance for older adults and adults with disabilities includes services such as counseling on their rights, representation in court, and drafting legal documents. These legal services may address a variety of topics such as eviction prevention, financial and consumer issues, preparation of wills, disability planning and advance directives, and immigration matters.
LGBTQ Care Navigation	Case Management & Care Navigation	This program helps LGBTQ seniors and adults with disabilities navigate service systems to access healthcare resources and social supports. Peer volunteers visit clients regularly to reduce isolation, also helping them overcome barriers that may inhibit accessing of needed services. Many clients have pets that represent the only consistent source of compassion and unconditional love in their lives; for those struggling to care for their animal companion, this program also provides pet care resources to maintain this important source of support.
LGBTQ Cultural Competency Trainings	Access & Empowerment	DAAS funds two LGBTQ trainings for service providers. One is a cultural sensitivity training, focused on improving awareness of current issues faced by LGBTQ seniors and adults with disabilities. This is provided to DAAS community partners. The LGBTQ Dementia Care Training is focused more specifically on facilitating service provider efforts to assist LGBTQ persons with dementia and to connect these clients to needed services and supports.
LGBTQ Financial Literacy	Access & Empowerment	A recommendation of the LGBT Aging Policy Task Force, this program was created to provide one-on-one counseling to empower LGBTQ clients to manage their finances and achieve financial goals. Services are tailored to each client's needs and work toward countable outcomes, such as opening savings and/or checking accounts, establishing a safe and affordable banking account, decreasing debt by at least ten percent, and establishing or improving credit score.
LGBTQ Legal & Life Planning	Access & Empowerment	A recommendation of the LGBT Aging Policy Task Force, this program helps LGBTQ clients identify and memorialize their end of life decisions. The goal of this service is to support and protect chosen family relationships and individual preferences for care through formal legal documentation, such as wills and trusts, advanced care directives, and hospital visit authorizations.
LTC Ombudsman	Self-Care & Safety	The Long-Term Care Ombudsman is tasked to investigate allegations of abuse and neglect occurring in nursing homes, residential care facilities for the elderly, adult residential care facilities, and other settings in accordance with California Law.

Service	Service Area	Description
Money Management	Case Management & Care Navigation	A voluntary program that provides assistance to consumers in the management of income and assets. This may include, but is not limited to, payment of rent and utilities, purchase of food and other necessities, and payment of insurance premiums, deductibles and co-payments
Naturalization	Access & Empowerment	Naturalization services provide help to seniors (age 50+) and disabled adults who are legal permanent residents. Services include citizenship and English as a Second Language classes to help clients successfully pass their naturalization tests; one-on-one counseling and support to prepare naturalization documents and navigate the citizenship process; and assistance with applications for disability and/or language waivers so clients may access the accommodations to which they are entitled.
Nutrition as Health	Nutrition & Wellness	Nutrition as Health services provide seniors and adults with disabilities who are food insecure and have a chronic disease (such as heart disease, diabetes, or HIV) with nutritious meals designed to meet dietary recommendations for disease management. Additional, these meals are supplemented with supportive services such as one-on-one nutrition counseling, nutrition education classes, and cooking demonstrations to support client outcomes.
Nutrition Counseling	Nutrition & Wellness	For nutrition clients identified at high risk of poor nutrition status and/or with special diet requirements, nutrition counseling provides one-on-one support from a registered dietician to help individuals improve their nutrition status and maintain their health.
Nutrition Education	Nutrition & Wellness	Nutrition Education provides nutrition clients with information to promote healthy food selection and eating habits. This service is primarily provided at Congregate Meal sites as public presentations or demonstrations, as well as small group discussions.
Public Administrator	Self-Care & Safety	The Public Administrator investigates and resolves the estate of persons who die with no known next of kin able to administer the estate, or who die without a will. In the event that attempts to locate next of kin or a will are unsuccessful, the Public Administrator will serve as the Court-appointed representative of the estate. The Public Administrator may also act as a neutral stakeholder in contested estates.

Service	Service Area	Description
Public Conservator	Self-Care & Safety	The Public Conservator provides mental health conservatorship, a legal procedure that authorizes psychiatric treatment of a person who is found by the Court to be gravely disabled due to mental disease, and who is unable or unwilling to accept voluntary treatment. In addition to supervising treatment of conservatees and providing reports for Court hearings related to conservatorship and placement, the Public Conservator serves as an advocate for the least restrictive placement of the conservatee.
Public Guardian	Self-Care & Safety	The Public Guardian provides conservatorship to people who are frail, elderly, and/or disabled, and who are substantially unable to provide for their own personal needs, manage their finances, or resist fraud or undue influence. The Public Guardian develops and executes a care plan for immediate and long-term care of conservatees. These tasks include procuring appropriate housing, medical, and social service supports for the conservatee, and managing their finances and estate to protect their assets.
Rental Assistance Demonstration Project	Housing Support	The Rental Demonstration Assistance Project provides supportive services to public housing residents to promote housing retention and community connection. Outreach and engagement efforts, such as tenant newsletters, monthly meetings, and onsite activities, aim to develop a sense of community. This program also provides health and wellness support and directly promotes housing stability by helping tenants address issues related to their housing, such as safety concerns and delinquent rent payments.
Representative Payee	Self-Care & Safety	The Representative Payee manages money for older adults and adults with disabilities who cannot manage their own funds to ensure their daily living needs are met. The Representative Payee supports clients' well-being and independence by helping them to apply for and maintain government benefits and by collaborating with case managers to issue appropriate spending allowances to clients for their personal use.
Scattered Site Housing	Housing Support	The Scattered Site Housing and Rental Subsidy Program provides rental subsidies in private market housing and ongoing housing retention services to ensure clients are able to stay housed. This program is focused on supporting persons transitioning out of institutional care, such as nursing homes; their needs tend to be complex, and they benefit from ongoing support and connection to resources to maintain their housing.

Service	Service Area	Description
Senior Companion	Community Connection & Engagement	The Senior Companion program provides low-to-moderate income older adults with the opportunity to volunteer at local community organizations. In addition to providing a small stipend, this program enhances participants' feelings of self-worth and connection with the community. The organizations where these volunteers are placed benefit from their expanded capacity to deliver needed services.
SF Connected	Community Connection & Engagement	Located at sites throughout the City, including many DAAS-funded Community Service Centers, this program provides customized training and educational programs specifically for older persons and people with disabilities to learn and grow familiar with basic computer and internet skills. A primary goal is to address barriers to social connection and provide social media tools to help individuals overcome isolation and access resources for healthy aging.
Suicide Prevention & Emotional Support	Self-Care & Safety	Suicide Prevention and Emotional Support services include a variety of supports for older adults and adults with disabilities, such as peer and professional psychological counseling, and grief counseling and support groups, as well as information and referral services to help connect clients with other needed supportive services. The program also provides the Friendship Line, which serves as an emergency telephone hotline for crisis intervention services, and as a warmline to reduce callers' feelings of loneliness and social isolation.
Support at Home	Self-Care & Safety	Support at Home provides home care subsidies for people who have too much income to qualify for IHSS but not enough to afford to privately pay for home care.
Support Services for People with Collecting Behaviors	Self-Care & Safety	This program facilitates support groups and psychoeducation for individuals who compulsively acquire possessions and are unable to discard them. It also coordinates a citywide task force and provides education and training to professionals working with people with collecting behaviors (i.e., hoarding and cluttering).
Technology at Home	Community Connection & Engagement	The Technology at Home program seeks to reduce isolation and support self-management of health through the use of technology. The program provides participants with a long-term loan of a tablet computer or similar devices, trains clients one-on-one to use these devices, and provides ongoing technical and troubleshooting to support clients' self-sufficiency and social engagement.

Service	Service Area	Description
Transportation	Access & Empowerment	Transportation services increase the accessibility and participation in DAAS-funded services. This primarily supports attendance at Community Service Center services for those unable to transport themselves or use public transit. This supplement to Community Service Center program also includes a small amount of Shopping Shuttle service that transports clients between certain Community Service sites and grocery stores.
Veterans Services Connect	Housing Support	Based out of veterans housing developments, this program promotes independence and aims to extend the capacity of veteran residents to remain at home and within their community safely. This includes help connecting to supportive services and resources, as well as outreach and engagement to develop a sense of community at these housing sites.
Village Programs	Community Connection & Engagement	Village Programs support seniors and adults with disabilities to live independently in their homes, helping them to build and maintain meaningful relationships with other members of their community as part of a neighborhood network of support. These programs use a membership model in which paid staff and volunteers coordinate services and social activities for Village members.
Volunteer Visitors	Community Connection & Engagement	The Volunteer Visitors program matches volunteers with older adults and adults with disabilities who are socially isolated or at heightened risk of isolation, with the goal of reducing these individuals' feelings of loneliness and isolation. Volunteers visit client participants at least twice monthly for a period of six months or more, to support successful pairings and meaningful relationship building.
Workforce Support	Self-Care & Safety	The Workforce Support program is designed to strengthen the competencies of paid caregivers and home care workers who provide care to older adults and adults with disabilities in San Francisco. In addition to building basic caregiving skills, knowledge, and abilities, the training offered by the program includes education on cultural sensitivity so that caregivers may serve diverse clients, such as those with limited English-speaking proficiency.

APPENDIX C. HISTORIC FUNDING TRENDS.

The table below provides past and current budgets for services eligible to receive Dignity Fund money.

Table 17. DAAS Budget for Dignity Fund-Eligible Services in FY 2014-15 and FY 2018-19.

Service Area	Service	FY 2014-15	FY 2018-19
Access & Empowerment	Advocacy Services	\$344,851	\$367,665
	Aging and Disability Resource Centers	\$752,154	\$1,146,052
	Empowerment	\$180,324	\$458,251
	Health Insurance Counseling & Advocacy (HICAP)	\$380,636	\$399,692
	Intake Unit	\$2,877,242	\$3,428,465
	Legal Services	\$888,758	\$1,507,216
	LGBTQ Cultural Competency Training	\$21,376	\$254,260
	LGBTQ Legal & Life Planning	n/a	\$153,588
	Naturalization	\$646,975	\$727,458
	Peer Ambassadors and Community Liaisons	n/a	\$158,812
	Public Information Campaigns	n/a	\$200,000
	Transportation	\$782,080	\$1,328,034
	ACCESS & EMPOWERMENT TOTAL	\$6,874,396	\$10,129,493
Caregiver Support	Adult Day Programs	\$642,227	\$907,741
	Caregiver Respite	n/a	\$775,000
	Family Caregiver Supportive Services Program	\$444,988	\$731,835
	CAREGIVER SUPPORT TOTAL	\$1,087,215	\$2,414,576
Case Management & Care Navigation	Case Management	\$2,771,687	\$3,195,163
	Community Living Fund	\$4,032,139	\$4,867,704
	LGBTQ Care Navigation/Animal Bonding	\$49,000	\$736,325
	Money Management	\$103,754	\$116,349
	CASE MANAGEMENT TOTAL	\$6,956,850	\$8,915,541
Community Connection & Engagement	Adult Day Health Centers	n/a	\$646,272
	Community Connector	\$46,670	\$199,225
	Community Service Centers	\$3,969,200	\$8,376,355
	Employment Support	n/a	\$837,656
	Intergenerational Programs	n/a	\$633,000
	Peer Visitor Program	n/a	\$100,000
	Senior Companion	\$23,168	\$87,300
	SF Connected	\$550,000	\$741,524
	Technology at Home	n/a	\$360,000
	Village Programs*	\$275,000	\$588,812
COMMUNITY CONNECTION & ENGAGEMENT TOTAL	\$4,864,038	\$12,570,144	

Service Area	Service	FY 2014-15	FY 2018-19
Housing Support	Housing Subsidies	\$819,083	\$3,086,660
	Rental Assistance Demonstration Project	\$428,965	\$1,619,177
	Scattered Site Housing	n/a	\$3,075,814
	Veterans Services Connect	n/a	\$300,000
	HOUSING SUPPORT TOTAL	\$1,248,048	\$8,081,651
Nutrition & Wellness	Chronic Disease Management	\$95,750	\$231,296
	Congregate Meals	\$5,046,228	\$7,277,512
	Food Pantry	\$111,490	\$475,000
	Home-Delivered Groceries	\$666,981	\$2,740,804
	Home-Delivered Meals^	\$6,846,568	\$10,683,235
	Nutrition for Healthy Outcomes	n/a	\$500,000
	Nutrition Education & Counseling	n/a	\$139,352
	Physical Fitness	\$331,464	\$415,290
	NUTRITION & WELLNESS TOTAL	\$13,098,481	\$22,462,489
Self-Care & Safety	Alzheimer's Disease Initiative	n/a	\$254,913
	Assisted Living Facility Support	n/a	\$145,642
	Suicide Prevention & Emotional Support	\$272,476	\$425,274
	Elder Abuse Prevention Services	\$176,071	\$238,086
	Emergency Short-Term Home Care	\$51,765	\$75,554
	LTC Ombudsman	\$324,449	\$473,755
	Support at Home	n/a	\$1,650,000
	Support for Hoarders & Clutterers	\$256,761	\$290,089
	SELF-CARE & SAFETY TOTAL	\$1,081,522	\$3,553,313
Administration	Administration - staff	n/a	\$329,830
	Consultant Support	\$75,000	\$389,025
	Contracted Data Services	\$241,950	\$482,750
	ADMINISTRATION TOTAL	\$316,950	\$1,201,605
GRAND TOTAL		\$35,527,230	\$ 69,328,812

*Includes Villages and Community Bridge hybrid model

^Includes Nutrition Counseling