

REQUEST FOR PROPOSALS

FOR

**OLDER AMERICANS ACT & OLDER
CALIFORNIANS ACT**

**Senior Community Service
Employment Program (SCSEP)
Title V Funding**

FISCAL YEARS 2010-2014

Administered by the:

**Alameda County Area Agency on Aging
6955 Foothill Blvd. Suite 300
Oakland, CA 94509**

RFP BIDDERS CONFERENCE

**February 4, 2010
2:30-3:30 PM**

***Inside Suite 300 Conference Room: Mendocino*
6955 FOOTHILL BOULEVARD, SUITE 300
OAKLAND, CA 94605**

RSVP to Sandra Braxton: 510 577-1907; sbraxton@acgov.org

RFP RESPONSE DEADLINE

March 5, 2010

ALAMEDA COUNTY AREA AGENCY ON AGING
SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM
Title V

REQUEST FOR PROPOSAL
FISCAL YEARS 2010-2014

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SECTION I – GENERAL INFORMATION

- A. **PURPOSE:** The Alameda County Area Agency on Aging (AAA) is soliciting proposals from public, nonprofit, or for profit organizations qualified to provide home and community-based services to Alameda County residents who are older adults (generally 60 years of age and older). Funding for this Request for Proposals (RFP) has been allocated to the AAA by the Older Americans Act (OAA) and Older Californians Act (OCA). This funding helps provide a comprehensive and coordinated system of services for elders.

Programs under the OAA and OCA have an emphasis on providing service to low income, minority, and functionally impaired elders over the age of 75. The principal outcomes of services funded under these programs shall be to: 1) secure and maintain maximum independence and dignity in a home environment of older and functionally impaired persons capable of self-care with appropriate supportive services; 2) remove individual and social barriers to economic and personal independence for older persons; and 3) provide a range of services designed to meet the needs of all consumers who need our services: those who are independent, semi-dependent, and totally dependent.

- B. **MISSION:** The Alameda County Area Agency on Aging (AAA) is the primary agent for change that ensures and sustains a life free from need and isolation for all older Alameda County residents. Through leadership and collaboration, our community-based system of care will provide services that support independence, protect the quality of life of older Californians and persons with functional impairments, and promote senior and family involvement in the planning and delivery of services.

- C. **AGENCY GOALS:** The AAA has three stated goals in its Area Plan for 2009-2012:

- To develop and support a comprehensive and coordinated system of home and community-based care
- To be a catalyst in providing an arena to focus on health and wellness issues for elders
- To promote consumer and community participation and responsibility in the planning, delivery, and evaluation of services

- D. **OUTCOMES:** To carry out our missions we will provide and support programs and organizations which 1) identify and plan for services which respond to the changing expressed needs of elders, persons with disabilities, and their families; 2) maintain and enhance individual's existing abilities and strengths; 3) encourage independence and participation of all to the maximum level of his or her capability, regardless of impairment - physical, mental, or economic; 4) seek the counsel and wisdom of consumers and their families when creating, expanding, or implementing services; 5) recognize and respond to the unique needs of older and people with disabilities of all ethnic, cultural, and social backgrounds; 6) actively work to create and reinforce

SECTION I – GENERAL INFORMATION

positive perceptions of aging and the principles espoused by the Independent Living community.

It is the intent of the AAA to fund and support organizations who provide responsible stewardship for funds and programs and who approach services from the viewpoint of functional collaboration. Preference for funding will be given to agencies who can best demonstrate a commitment to these principles in serving their communities and in designing cooperative, integrated support systems for elders, the disabled, their families and caregivers. Specific questions in the proposals reflect our dedication to these values.

Additionally, the AAA is committed to the provision of cost-effective services across all areas of Alameda County. Specifications for all services have been developed with expectations for minimum standards of service delivery. Minimum targeting standards have also been established to reflect the requirement to set priorities for services in our community.

SECTION II – OVERVIEW OF PROPOSAL REQUIREMENTS

A. GENERAL INFORMATION

The contract period for service delivery will be July 1, 2010 through June 30, 2014. All contracts awarded under the Request for Proposals (RFP) for the first year (July 1, 2010 through June 30, 2011) are subject to renewal for three additional one-year periods based on satisfactory performance and contract compliance. Actual contract awards are contingent upon the availability and receipt of funds from Federal, State and County government sources and are subject to the approval of the Alameda County Board of Supervisors. Therefore, **the AAA reserves the right to revise or withdraw any or all of the portions of this RFP at any time during this process, or during the actual contract period.**

All costs incurred in the preparation of the proposal for this RFP, including the applicant's travel expense to attend the Bidder's Conference are the responsibility of the applicant and are not subject to reimbursement by the AAA.

The AAA reserves the right to award a contract with or without further consideration in situations where there is a sole source applicant. If a proposal is considered non-responsive to this RFP, the AAA also reserves the right to disqualify the proposal from consideration during the process.

The selected bid/proposal shall be made part of the contract and the AAA may negotiate modification after the bid/proposal has been selected to ensure all necessary requirements are covered before the contract is signed.

B. COMPETITIVE PROCUREMENT ASSURANCES

The RFP process has been developed to assure the procedure that results in recommendation for awards complies with Federal, State and County regulations, is without bias and can withstand any appeal regarding the fairness of the proceedings. Although Federal regulations (Title 45, Part 74, Subpart P, paragraph 74.160(c)) state that competitive procurement procedure "does not apply to the acquisition of . . . services by one government from another . . .," the AAA agrees that this procedure will be applied to all available funds and program areas for which contract awards are to be made. This is the most effective way to assure the best service for the most reasonable cost.

C. REFERENCE DOCUMENTS

Applicants will be required to conform to all applicable provisions of the law and regulations. These shall include, but are not limited to the following:

- Alameda County Accounting Manual for Community-Based Organizations
- Alameda County Conflict of Interest Procedure, adopted September 13, 1988
- Alameda County Contracts Administration Manual
- Alameda County Social Services Agency Language Access Requirements

SECTION II – OVERVIEW OF PROPOSAL REQUIREMENTS

- Americans with Disabilities Act, amended 2008
- Community Based Service Program Manuals*
- Federal Register, Code of Federal Regulations, Title 45, Part 74 (Administration of Grants)
- Mello-Granlund Older Californians Act of 1996*
- Older Americans Act, as amended November 2006*
- OMB Circulars A-87, A-102, A-110, A-122, and A-133
- Section 15630, Welfare & Institutions Code Reporting Requirements for Elder & Dependent Adult Abuse
- Title III and Title V State Regulations for Financial Management Policies*
- Title XXII, California Department of Aging Regulations*

The above materials will be available for review by appointment only, Monday through Friday, 8:30 a.m. to 5:00 p.m. All materials must be reviewed on the premises. Call the AAA at 510-577-1907 for an appointment.

D. CALENDAR

Date	Activity
1/15/2010	Release of RFP
2/4/2010	Bidders Conference for Title V
3/5/2010	Proposals Due
4/2/2010	Panel Review Recommendations mailed
4/12/ 2010	Recommendations presented to Advisory Commission on Aging
4/13/2010	Announcement of Intent to Award
4/20/2010	Letter of Appeal Due
4/26 – 4/30/2010	Appeals Review
5/10/ 2010	Advisory Commission on Aging Final Review
Mid-June 2010	Approval by Board of Supervisors
7/1/ 2010	Contracts Begin

SECTION II – OVERVIEW OF PROPOSAL REQUIREMENTS

Potential applicants are strongly encouraged to attend the following Bidders' Conference. Please RSVP your attendance to Sandra Braxton, at sbraxton@acgov.org or (510) 577-1907.

February 4, 2010
2:30 – 3:30 PM
Inside Suite 300 Conference Room: Mendocino
6955 Foothill Boulevard, Suite 300
Oakland, CA 94605

Bidders' Conference on February 4, 2010. – Staff of the AAA will explain the RFP process and answer any and all questions related to proposal preparation. A summary of questions and answers arising out of the Bidders' Conference will be sent to all potential applicants.

E. FUNDS AVAILABLE

Funding levels are estimates based on current funding. Final funding levels will not be available until May 2010.

Geographical Area to be served shall be South, Central and East County

Senior Employment **\$198,510**

PROPOSAL SUBMISSION

All proposals must be submitted using the format shown (Appendix I & Appendix II), and include a signed cover sheet. Materials must be typewritten using a minimum of a twelve-point font. Please limit the narrative responses to the space provided. Please submit **one original proposal application signed in ink and 10 copies**. Please do not include brochures, annual reports, letters of support, etc., with your proposal. If more information is needed, your agency will be contacted.

The ORIGINAL PROPOSAL must include these additional documents:

1. **All Applicants** (nonprofit and profit making agencies)
 - a. A signed Statement of General Project Requirements and Assurances (Appendix I; page 3).
 - b. A signed Acknowledgment of the Appeals Process (Appendix I; page 5).

SECTION II – OVERVIEW OF PROPOSAL REQUIREMENTS

- c. An executed resolution from the Board of Directors, or legal entity authorizing submittal of the application. (Special conditions will be considered).
- d. An organizational chart.
- e. Roster of Board of Directors (including name, business and address)
- f. Copies of minutes of the last two Board of Director's meetings
- g. Copy of Adult Day Care License or status of application (if applicable)

2. Nonprofit Agencies Not Currently Funded by the AAA

- a. Nonprofit Determination Letter (501[c][3])
- b. Articles of Incorporation
- c. Most recent Bylaws

3. Profit Making Agencies

The California Department of Aging (CDA) must approve awards made to profit making agencies for OAA and OCA funded programs before the contract is signed.

SECTION II – OVERVIEW OF PROPOSAL REQUIREMENTS

The original proposal and ten copies must be in the offices of the area agency on aging by **5:00 p.m. on March 5, 2010**. All proposals will be time and date stamped. **Postmarked, faxed or e-mailed submissions are not acceptable. Proposals submitted after 5:00 p.m. will not be considered.** Deliver the original and ten copies of the proposal to:

**Alameda County Area Agency on Aging
6955 Foothill Blvd, 3rd Floor
Oakland, California 94605
Telephone: (510) 577-1907
Attention: Sandra Braxton**

Note: The applicant shall submit the proposal, understanding that it will become a part of the official file on this matter without obligation to the AAA. Following the award decision, if requested by a member of the public, it shall be subject to disclosure.

F. BUDGETARY REQUIREMENTS

Applicants must complete a detailed Line Item Budget (using the format provided in Appendix II) that includes **ALL** projected revenues and operating costs for the proposed program or project. Applicants must be able to provide documentation of in-kind and volunteer services.

G. MANAGEMENT INFORMATION SYSTEMS (MIS) AND OTHER REPORTING REQUIREMENTS

The contractor is required to maintain documentation for all program and client information submitted to the AAA. Programs are expected to make every effort to submit MIS and Client data in a manner that conforms to the format required by the Area Agency on Aging.

The Department of Labor has developed a web based data collection system named SCSEP Performance and Results Quarterly Progress Report System (SPARQ). The Contractor is expected to fully maintain and utilize the system and create reports as required by the California Department of Aging.

All contractors shall maintain accountability of all statistical and financial data in order to document and assure the accuracy of the data presented in the required program and financial reports.

All contractors shall comply with Section 15630 of the Welfare & Institutions Code as it relates to the mandatory and non-mandatory reports of abuse of elders and dependent adults.

All contractors are required to attend regularly scheduled Provider Meetings scheduled by the AAA .

SECTION II – OVERVIEW OF PROPOSAL REQUIREMENTS

I. SERVICE DELIVERY REQUIREMENTS

1. Service Areas

For distribution of OAA, Alameda County has been divided into four geographic areas as follows:

North:Albany, Alameda, Berkeley, Emeryville, Oakland, and Piedmont. For Nutrition Services this area has been subdivided into (A) Albany, Berkeley, and Emeryville, and (B) Alameda, Oakland, and Piedmont.

Central:...Hayward, San Leandro, Castro Valley, Ashland, Cherryland, Fairview and San Lorenzo

South:.....Fremont, Newark, and Union City

East:Dublin, Livermore, Pleasanton and Sunol

See EXHIBIT B for a map of Alameda County Service Areas.

SECTION II – OVERVIEW OF PROPOSAL REQUIREMENTS

2. Targeting Practices

AAA: Due to the mandates of the OAA, applicants are asked to show both intent and planned methodology for serving the needs of persons who are 75 years of age and older, low-income, minorities, or functionally impaired. By virtue of belonging to one or more of these groups, it is presumed that these persons are in greatest social and/or economic need. The OAA requires that minorities (African American, Asian/Pacific Islander, Hispanic, Native American/Alaskan Native, two or more races or “some other race”) be served **at least in proportion to their representation in the local 60+ population.**

Based on demographic analysis of the senior population and current service levels in Alameda County, **minimum** targeting standards have been set. The Alameda County AAA wishes to give special emphasis to these populations by targeting services. Targeting services means serving **beyond** the minimum representation of these populations for the proposed service. The targeting percentages, by geographic region, are as follows:

North		Central	
75+	39%	75+	41%
Low-Income	23%	Low-Income	14%
Functionally Impaired	45%	Functionally Impaired	39%
Minorities	53%	Minorities	46%
South		East	
75+	29%	75+	30%
Low-Income	13%	Low-Income	3%
Functionally Impaired	25%	Functionally Impaired	32%
Minorities	55%	Minorities	20%

For Services that are provided countywide, the following targeting goals must be met:

75+	37%
Low-Income	17%
Functionally Impaired	40%
Minorities	45%

3. Outreach Requirements

AAA: Applicants must demonstrate the ability to reach out to the targeted populations. Outreach is the ability to provide information and encouragement about existing services and benefits to elders and their representatives in the community.

SECTION II – OVERVIEW OF PROPOSAL REQUIREMENTS

4. Service Coordination

Proposals should reflect conscientious efforts at coordination and collaboration with other appropriate agencies with the goal of forming a community-based system of care for seniors of Alameda County. The system of care concept incorporates a range of services that can effectively respond to the needs of independent, semi-dependent, and totally dependent elders and persons with disabilities.

5. Emergency Preparedness Requirements

It is the responsibility of all AAA contractors to prepare a written Emergency Operations Plan that can be activated in an emergency. The plan shall include assurances that preparations have been made in the following areas (see Exhibit A):

- a. Preparation of the facility
- b. Training for all staff, volunteers and participants in the agency's emergency operations plan
- c. Fire safety preparations

6. AAA Program Service Delivery Requirements

- a. Service locations must be situated in or be accessible to concentrations of consumers in the greatest social and economic need.
- b. Participant income information may not be used to limit or deny services. OAA program participants must be provided with a voluntary and private opportunity to contribute to the cost of services, but no fees for service may be imposed on OAA consumers.
- c. Each service provider must develop a suggested contribution schedule or other appropriate method for requesting consumer donations. **Participants in OAA programs must not be denied services because of a refusal or inability to make a contribution.**
- d. Programs must utilize the views of participants when evaluating the effectiveness of services received.
- e. All proposals for OAA funds shall conform to all applicable provisions of laws and regulations, including, but not limited to, the OAA as amended, the Civil Rights Act, the Americans with Disabilities Act, and applicable Federal or State regulations. Providers of Nutrition Services must also conform to Section H of CDA's Manual of Policies and Procedures.
- f. Programs must have procedures to protect the confidentiality and privacy of information about, or obtained from, participants or consumers.

SECTION II – OVERVIEW OF PROPOSAL REQUIREMENTS

- g. According to the Older Americans Act, successful applicants must be able to develop measurable performance outcomes for all services delivered.
- h. Successful applicants must have in place a written complaint resolution process for consumers receiving services funded by these programs.

J. CONTRACT DOCUMENTATION REQUIREMENTS

Contracts must be executed within sixty (60) days of the beginning of the contract period. Failure to have an executed contract (Scope of Services, Budget, Certificate(s) of Insurance and signed Contract Cover Sheet) in place may lead to the imposition of sanctions, **including the reduction of the grant award**.

1. **Before a contract is executed, the following will be required of successful applicants:**
 - a. Completed Certificate(s) of Insurance
 - b. Written donation policy
 - c. Copy of the suggested donation request for OAA service recipients
2. **Within the first ninety days of the contract, the following policies or procedures will be required of successful applicants:**
 - a. Written personnel procedures
 - b. Job descriptions for all staff involved in the project
 - c. Written Emergency Preparedness Plan
3. **Other Requirements**
 - a. Provide access by County of Alameda, AAA, State of California, CDA, Federal AoA officials, to financial and other records pertaining to the program encompassed by the contract.
 - b. Provide federal tax identification number to the AAA.
 - c. Submit monthly program and expenditure reports in the prescribed format by the date due, and maintain statistical and financial data in such a way as to document and assure the accuracy of the data presented in the required monthly program and financial reports.
 - d. Submit final financial and program reports no later than thirty (30) days following the end of the contract period.
 - e. Comply with all federal, state, and local rules, regulations and policies, including, but not limited to, Office of Management and Budget Circulars A-87, A-102, A-110, A-122 and A-133.

SECTION II – OVERVIEW OF PROPOSAL REQUIREMENTS

- f. All third-party contracts must be approved by the County and conform to CDA and AAA policies for an open competitive process. The applicant's open competitive process and contract specifications must be described in the plan for service delivery at the time the proposal is submitted. It must also set forth clear procedures for financial accountability and service delivery.

K. INSURANCE REQUIREMENTS

All contractors must have the following coverage in place as dictated by the type and kind of service provided. The specific insurance requirements are as follows:

TYPE	MINIMUM LIMITS	SPECIAL REQUIREMENTS
Worker's Compensation	\$1,000,000	Statutory compensation coverage or \$1,000,000.
Commercial General Liability*	\$1,000,000	Per occurrence combined single limit bodily injury and property damage. Exclude "exclusion" S2013 & S2005.
Auto Liability*	\$500,000	"Owned Auto" coverage required for contractor-owned vehicles. "Non-owned Auto" coverage required where employees/volunteers drive personal vehicles on contractor business.
Professional Liability	Medical: \$1,000,000/\$3,000,000 Other: \$1,000,000	Required on all staff whose professions require licensing by the State (e.g., attorney, LCSW).

*These types of insurance (including entities who are self-insured) must name Alameda County as additional insured for the stated minimum limits above.

L. AUDIT REQUIREMENTS

Agencies are required to maintain financial and program records necessary for audit review and make periodic reports that may be requested by the AAA.

An annual audit by a Certified Public Accountant as detailed in OMB Circular A-128 and A-133, is required to be delivered to the AAA within 180 days of the end of the contract period (by December 31).

SECTION III - Proposal Evaluation and Selection

A. PROGRAM PROPOSAL EVALUATION

1. Recommendations will be made to the Advisory Commission on Aging (ACA) by the Proposal Review Panels. Recommendations to the Board of Supervisors are made by the ACA.
2. The Proposal Review Panels will be appointed by the AAA and ACA, to evaluate each of the proposals received in response to this RFP.

The Proposal Review Panel will consist of:

- a. At least one member of the ACA
- b. At least two community members with expertise in human service delivery and program evaluation
- c. Staff of the AAA in a facilitator and technical assistance role only

In the formulation of the Review Panel, the county approved Conflict of Interest procedure will be followed.

3. To be eligible for funding, proposals must have a cumulative score of at least 70 points.
4. In the event that there is only one proposal received for a specific service, AAA staff will review and score the sole source proposal. Contracts will be negotiated subsequent to the Board of Supervisors' award of the contract.

B. EVALUATION CRITERIA AND WEIGHTING

Within the framework of the mission and values of the Alameda County Area Agency on Aging (see Section I), the following evaluation criteria will be applied uniformly to all OAA and OCA applications:

Older Americans Act Supportive Services

A. MISSION, EXPERIENCE AND COMMUNITY INVOLVEMENT (30 Points)

- Historical commitment to elder services
- Experience providing services to seniors
- Demonstrated capacity for collaboration
- Utilization of volunteers

B. PROGRAM DELIVERY: Level, Type, Quality Assurance (40 Points)

- Appropriateness of level, type of services offered
- Adequacy of targeting strategy, outreach plan
- Evaluation and quality assurance plan, including senior and community participation

SECTION III - Proposal Evaluation and Selection

- Responsiveness to increased service levels
- Completeness of plans for continuation, expansion or creation of new program

C. ADMINISTRATIVE AND FISCAL QUALIFICATIONS (30 Points)

- Special skills, resources, facilities, abilities of the agency
- Sufficient staff (administrative and program) for proposed project
- Completeness of budget
- Ability to obtain matching funds, leverage funds
- Contribution of the Board in overseeing agency and program delivery

C. PROPOSAL RECOMMENDATION NOTICE AND SELECTION PROCESS

The following steps will comprise the proposal selection process:

1. Proposals will be reviewed by a Proposal Review Panel composed of community representatives and members of the ACA, with AAA staff as facilitators.
1. Facilitators, on behalf of the Proposal Review Panels, will present the funding recommendations to the ACA on April 12, 2010. Staff may also make separate recommendations to the ACA. Public input will be welcomed.
3. On the date indicated above, April 12, 2010, the ACA will consider the recommendations from the Proposal Review Panels, staff and the community in developing its recommendations to the Board of Supervisors. All applicants will have an opportunity to appeal these recommendations orally or in writing at this time (Level I Appeal).
4. The announcement of Intent to Award will be mailed to all applicants on April 13, 2010.
5. Within seven days of the announcement of intent to award, any applicant may then appeal in writing concerning any perceived deviation by the AAA, Proposal Review Panels, or the ACA from the published competitive process (Level II Appeal). This relates to the Older Americans Act requirement to conduct an "open and competitive process," and that "all applicants are treated equitably." Appeals during this Level II appeals process may only be based on a perceived violation of the above regulations. Applicants submitting a protest will be kept informed by the AAA at all stages of the review.
6. An independent Appeals Review Panel composed of ACA members, community persons, or a combination of each, will hear all appeals.
7. Recommendations of the Appeals Review Panel will be forwarded to ACA, at its monthly meeting on May 10, 2010. The ACA has the discretion to accept or reject recommendations of the Appeals Review Panel. The Director of the Area Agency on Aging shall also retain the right to make recommendations regarding the appeal.
8. ACA funding recommendations will be finalized at its regularly scheduled meeting on May

SECTION III - Proposal Evaluation and Selection

10, 2010. These recommendations are submitted to the Board of Supervisors for final approval.

9. The Board of Supervisors, (scheduled to meet in June, 2010) as the designated Area Agency on Aging has the discretion to accept, modify, or reject any recommendations presented by the ACA or AAA. Their decision can be based on review of the evaluation criteria, rationale for funding recommendations, or any other oral/written information that may be offered by proposal applicants or interested parties. Any applicant may appear during this regular meeting to appeal any recommendations (Level III Appeal).
10. The decision of the Board of Supervisors, as the Area Agency on Aging, is subject to review by the California Department of Aging.

D. PRE-AWARD ASSESSMENT

When deemed advisable, the AAA reserves the right to arrange on-site fiscal or program assessments by their staff to determine the applicant's ability to meet the terms and conditions of the RFP and the application. The AAA reserves the right to review recent Environmental Health reports and to visit kitchens of all Nutrition Services applicants.

Submission of the most recent (within 18 months) audited financial statements may be requested.

SECTION IV - PROGRAM SPECIFICATIONS

SECTION IV – PROGRAM SPECIFICATIONS

SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP) -TITLE V

Minimum Service Standards: Amount of \$198,510 for 22 subsidized Positions.

Service Unit: 1 Subsidized Position

Program Goal: the Senior Community Service Employment Program (SCSEP) as defined under the applicable laws and regulations (OAA, 20 CFR Part 641, and 29 CEF Part 89; Workforce Investment Act (WIA), Regulations section 121(b)(1)(B)(vi) and 20 CFR Part 652 and Parts 6660-671; the Jobs for Veterans Act (Public Law 107-288) and the Title V SCSEP Manual issued by the Department of Aging, designed to provide, foster, and promote useful part-time opportunities in community service employment for low income persons who are 55 years of age or older, and to assist and promote the transition of program enrollees to private or other unsubsidized employment.

Services shall be targeted to older residents of Alameda County (Castro Valley, Cherryland, Fairview, Hayward, San Leandro, San Lorenzo, Fremont, Newark, Union City, Dublin, Livermore and Pleasanton), with special emphasis on low-income minority elders.

All applicants must be able to provide a computer dedicated to this program, access to the Internet, and adequate staffing to provide electronically all management reports required by the State Department of Aging as well as the new Department of Labor electronic reporting requirements.

Training and supportive services are an integral part of the SCSEP program. Enrollees may receive job-related training prior to, and as preparation for, actual community service work to prepare them for unsubsidized employment. The program may provide a variety of supportive services, such as an annual physical examination, personal and job-related counseling, transportation, job training and referral, and placement into unsubsidized jobs.

Program Objectives:

1. Subsidized employment shall be provided for an average of twenty-two persons with a minimum enrollment level of 85%.
2. Demographic analysis of the senior population in the Central, South and East service areas of Alameda County provides the following percentages of the 55+ targeted groups for each of the three areas.

Central:	56% or 12 positions
South:	29% or 6 positions