



# JUNEAU COMMISSION ON AGING AGENDA

July 18, 2023 at 1:30 PM

Zoom Webinar

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<https://juneau.zoom.us/j/81491760970?pwd=bkFwWk42Mllmazi0aFdMS3ArTG5qZz09>

Or Call In: 1-253-215-8782

Meeting ID: 814 9176 0970 Passcode: 858248

**A. CALL TO ORDER/ROLL CALL**

**B. APPROVAL OF AGENDA**

**C. APPROVAL OF MINUTES**

1. June 20, 2023 Juneau Commission on Aging Minutes - Draft

**D. PUBLIC PARTICIPATION ON NON-AGENDA ITEMS**

**E. AGENDA TOPICS**

2. JCOA - Standing Agenda Topics - Main Projects/Subcommittee Updates

A.) Housing Subcommittee Updates

B.) Recreation/Fitness Subcommittee Updates

C.) Senior Center - discuss structure for gathering data towards assessing what kind would best serve Juneau

D.) Report from AARP & Listening Sessions - moving forward with the information gathered

E.) Southeast Regional Eldercare Coalition Updates - introduction of Tanya Muldoon

F.) Catholic Community Services - how can JCOA best support CCS - Report from Marianne Mills & Eileen Hosey

**F. ASSEMBLY LIAISON COMMENTS AND QUESTIONS**

**G. NEXT MEETING DATE**

Tuesday, August 15, 2023 at 1:30 p.m.

**H. ADJOURNMENT**

ADA accommodations available upon request: Please contact the Clerk's office 36 hours prior to any meeting so arrangements can be made for closed captioning or sign language interpreter services depending on the meeting format. The Clerk's office telephone number is 586-5278, TDD 586-5351, e-mail: [city.clerk@juneau.gov](mailto:city.clerk@juneau.gov).

# JUNEAU COMMISSION ON AGING MINUTES

June 20, 2023 1:30 pm

Zoom Webinar



<https://juneau.zoom.us/j/81491760970?pwd=bkFwWk42Mllmazl0aFdMS3ArTG5qZz09>

Or Call In: 1-253-215-8782 Meeting ID: 814 9176 0970 Passcode: 858248

## A. CALL TO ORDER/ROLL CALL

Chair Emily Kane called the Juneau Commission on Aging (JCOA) meeting to order at 1:30 pm.

**Present:** Emily Kane, Kathleen Samalon, Carol Ende, Jennifer Carson, Sue Warner, Deborah Craig, and Jennifer Garrison. Ann Stepetin arrived later.

**Absent:** Linda Krueger

**Others present:** Michelle Hale, Assembly liaison

## B. APPROVAL OF AGENDA

Agenda was approved as amended by adding update from the Senior Activity Subcommittee.

## C. APPROVAL OF MINUTES

Approval of the 2023-05-16 JCOA minutes was tabled as requested by Carol Ende in order to review the discussion regarding the Senior Housing Subcommittee.

## D. PUBLIC PARTICIPATION ON NON-AGENDA ITEMS

There was no public participation on non-agenda items.

## E. AGENDA TOPICS

### 1. Monthly meeting time

The JCOA monthly meeting will continue to be on each third Thursday at 1:30 pm.

### 2. Final Review of JCOA Annual Report to the Assembly Human Resources Committee

After input from many commission members, Emily Kane presented the finalized JCOA annual report to the Assembly. She suggested that the reporting period include the 2022/2023 fiscal year that ends in June, because it reflects JCOA activities beyond the calendar 2022 year. Carol Ende expressed concern that the report portrays the JCOA as working with AARP more than it actually does, specifically regarding the recent Listening Sessions and potential AARP grants. Emily countered that AARP has heft and is the largest senior lobby in the country and can help JCOA attain its goals. Carol referred to the goal of a senior center and said that JCOA has not talked about a senior center.

Emily has been told that goals are not usually part of an annual report, but she wants the opportunity to plant seeds for projects that will definitely come up in the near future. She noted that she is willing to delete JCOA goals from the annual report. Sue Warner said she wants to keep the senior center goal in the report, because she is a big proponent of Juneau seniors having a center. She added that the first meeting of the new subcommittee designed to promote senior fitness and socializing kept coming back to the need of a senior center. Carol noted

that seniors want to know where to go for services, and a senior center would be a solution to that, but she wants a clear understanding of what a center would be. Emily said the JCOA is planting a seed and she will task the JCOA commissioners to learn more about senior centers in Alaska. Deb Craig said she agrees that the report can prime the assembly. She noted that the new position of “navigator” works well with the idea and that the position may be housed at the Teal Street Center.

Kathleen Samalon is on the JCOA subcommittee on age-friendly construction, and she noted that the annual report highlights only one goal of many and asked to make the language more general. She will provide new language. Emily said it ties into whether JCOA wants to press for “universal design,” accommodating all age groups for multiplex buildings. Carol, also on the subcommittee, said the catchphrase is “universal design, everybody wins.” Michelle Hale said it doesn’t hurt to get the assembly thinking about it, but her concern is that the CBJ is really pushing for affordable housing, and developers say that more requirements makes for higher costs. She is hesitant to add more requirements to the building code, but it doesn’t hurt to get the assembly thinking about encouraging that kind of building. Emily said the idea is so people can age in place. Kathleen said that the recommendations to the city from the housing subcommittee mostly includes ways to help builders, like special loans and credits for developers who participate. Coax, not codify, she said, by encouraging voluntary compliance.

### **3. Grand Opening of Bartlett Mental Health building**

Jennifer Carson said that the new unit speaks to dignity and welcomeness so as not to make patients feel marginalized. Senior mental health needs will be met there, although there is no psychiatrist that specializes in elders. There are six programs including outpatient services, an autism program, adolescent crisis stabilization, and beds for up to seven days. They are in search of more medical staff, she added.

### **4. Assembly liaison comments**

Michelle was asked about the electrification of the cruise ship docks, and she said it was a high priority for the assembly. Cruise companies are considering other cleaner fuels, as well. With regard to seniors, the assembly is looking at Juneau school consolidation and what needs can be met with extra buildings. She said the school-age population is shrinking and senior numbers are increasing in Juneau, so perhaps school buildings can be repurposed [for seniors]. There is a committee she participates in that is forming ideas. Emily offered JCOA’s help to encourage creating a senior center with a school building.

### **5. Senior Fitness and Social Activity Subcommittee**

Sue reported on the subcommittee’s first meeting. Members also include Jennifer Carson and Linda Krueger. In discussing fitness and social activities for seniors in Juneau, the need for a senior center was discussed. The committee listed current fitness opportunities for Juneau seniors and determined its first goal is to contact some of the private gyms and ask for more senior-friendly programs. Subcommittee members will also meet with municipal recreation officials to see if they can encourage senior fitness with discounts and programs. Emily asked about the UAS recreation facility. Carol said the UAS gym can be affordable if a person takes a class and becomes an alumnus, and there are elders currently using it.

### **6. JCOA Brochures.**

Emily suggested a brochure listing places with senior exercise programs. She noted that Carol and Kathleen have created information for builders and city policy makers on senior friendly housing, and that can be made into a brochure. There might be money to do it. Michelle said the money might be found in the community development department. Sue noted that a JCOA website has been suggested. A brochure for builders sounds useful, but exercise times and programs change frequently, and a web listing would be more appropriate. Emily said the future navigator can do that. Deb said information could live on the navigator’s website and the navigator can operate it. A discussion about senior centers ensued.

**7. Southeast Regional Eldercare Coalition update.**

Deb told the committee that the hiring team narrowed the candidate for director down to two people who will be interviewed this week and JCOA members are invited. An offer may occur within a week.

**F. NEXT MEETING DATE**

Thursday, July 18, 2023 at 1:30 pm

**G. ADJOURNMENT**

There being no further business to come before the committee, the meeting adjourned at 2:30 pm.

Request for unanimous adoption at the July 18, 2023 JCOA meeting

Whereas: a subcommittee of the JCOA was created in the summer of 2021 to put into place a collaborative eldercare workforce development team, which spawned SREC (Southeast Regional Eldercare workforce Coalition),

Whereas: Southeast Alaska is rapidly aging and the CBJ is committed to “growing the senior economy” which includes helping our elders age in place however feasible, such as by stimulating the emergence of new eldercare workers through recruitment, training, and placement,

Whereas: JCOA has concerns about the SREC project’s current management, and future grant monies written on behalf of SREC will be managed by a different fiduciary which is more philosophically aligned with the mission,

Whereas: the commissioners of JCOA have a deep commitment to the success of SREC which includes but is not limited to

- 1) requiring adherence to the mission and the mandates of the seed grant from Margaret A. Carghill Philanthropies,
- 2) maintaining oversight of the parameters of the grant spending,
- 3) maintaining oversight of JEDC’s role in the launch of the project, and, most importantly,
- 4) actively helping SREC’s mission of inserting the first four hires appropriately into our community so they are immediately integrated with stakeholders who have broad and proven experience with the mission. Specifically this means the executive director will be housed, temporarily, with the fiduciary but ultimately will work from a future inclusive senior center in Juneau; the navigator will be housed at SAIL in the Teal Street Building where the Juneau ADRC resides; the recruiter will be housed within AKDOLWD; and the trainer will be housed at an educational center (likely SERRC or UAS)

Be it known that JCOA has requested \$5,736 from our annual \$15,000 budget to be paid to SAIL as soon as possible to cover one year of rent and phone services starting August 1, 2023 for the office of the SREC navigator at the Teal Street Center. This expenditure will be reported to MACP.

To: City and Borough of Juneau  
From: Juneau Commission on Aging  
Re: Funding Request  
Date: July 18, 2023  
Attachments: SREC Project MACP Budget, MACP Indirect Guidance, Teal Street Cost

The Juneau Commission on Aging respectfully requests \$5,736 for FY24 to fund rental and phone costs for the SREC Project Navigator Position at the Teal Street Center.

Background

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The SREC Project specifies in grant documents that of the four positions paid by the grant (Program Director, Dedicated Recruiter, Services Navigator and Dedicated Trainer), three would be housed at locations conducive to enhancing productivity while eliminating replication of services. The grant specifies that the SREC Recruiter position would be housed with the AK Department of Labor and Workforce Development, the SREC Navigator position would be housed with SAIL and the SREC Trainer position would be housed with a Training Entity (not yet identified). Both AKDOLWD and SAIL agreed to house positions at grant inception but in the interim, SAIL has moved to the Teal Street Center and no longer has space available for this position but a more desirable and accessible space has emerged.

The Teal Street Center has a 168 square foot office space on the ground floor that would be ideal for the SREC Navigator to provide services to seniors and is a likely point of entry for senior inquiries in that SAIL is the ARDC for our region and the Teal Street Center is a service hub.

Chuck Collins, the Teal Street Center property manager, would negotiate the following rent. The Center was designed it to be below market rate and first round of tenants pay \$2.25 per sq. foot. Once settled, the Center may discover actual versus projected costs, to ensure the UHS breaks even.

*Office space: 168 x \$2.25 = \$378 per month or \$4,536 annually. Phone costs are anticipated to be approximately \$100 per month for a total of \$5,736 annually. The position salary and benefits are paid by the grant and the position is supervised by the SREC Program Director.*

JEDC, the SREC Project grant recipient, has indicated it will not pay rent for the position to be housed external to JEDC. The JEDC is receiving almost \$321,000 (See MACP Budget) of Indirect funding (See Indirect Guidance) to cover costs such as administration, accounting and personnel services, facilities (offices) and support. This amount would be approximately 3% of the Indirect for a two-year period. It is also possible under the grant language for the cost to be billed directly to the grant.

Request

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The JCOA believes it is entirely within the MACP Budget allocated to JEDC for indirect costs to cover the office space for the Navigator but if JEDC will not make funds available to ensure fidelity to the project design (using services and not replicating services in place), the JCOA is requesting funding to ensure this important position is housed in an efficient, logical and obvious location, as well as adhering to the grant design.



Search...



**PROJECT BUDGET SUMMARY**

INSTRUCTIONS: Only complete information in light blue highlighted cells. All other information is automatically completed based on information provided in other tabs included in this file. Additional information that would help explain the budget should be provided in the Budget Narrative with the grant request. Click [here](#) to see additional instructions for this tab.

Organization Legal Name:	Juneau Economic Development Council
Project Title (as stated in application):	Southeast Alaska Regional Eldercare Coalition
Grant Period (start date/end date as stated in application):	12/01/2022 - 06/30/2025
Request Identification Number (as stated in Fluxx):	R-2205-09501

	Total Project Funding and Resource Needs (provided for informational purposes)			MACP Funding and Use of Funds		Year 1 12/01/2022 - 06/30/2023				Year 2 07/01/2023 - 06/30/2024			
	Total Budget	% of Total	Total Secured (including MACP requested amount)	Project Budget (MACP)	% of Total	Total Budget	% of Total	Total Secured (including MACP requested amount)	Project Budget (MACP)	Total Budget	% of Total	Total Secured (including MACP requested amount)	Project Budget (MACP)
<b>INCOME (Source of Funds):</b>													
Margaret A. Cargill Philanthropies	\$2,500,000	97%	\$2,500,000	\$2,500,000		\$205,563	89%	\$205,563	\$205,563	\$1,260,275	98%	\$1,260,275	\$1,260,275
Government Grants	\$0	0%	\$0			\$0	0%	\$0		\$0	0%	\$0	
Other Restricted Funds	\$25,000	1%	\$25,000			\$25,000	11%	\$25,000		\$0	0%	\$0	
Earned Income / Program Services	\$0	0%	\$0			\$0	0%	\$0		\$0	0%	\$0	
Unrestricted Funds	\$55,884	2%	\$55,884			\$300	0%	\$300		\$29,134	2%	\$29,134	
Other	\$0	0%	\$0			\$0	0%	\$0		\$0	0%	\$0	
<b>TOTAL EXPECTED INCOME:</b>	<b>\$2,580,884</b>		<b>\$2,580,884</b>	<b>\$2,500,000</b>		<b>\$230,863</b>		<b>\$230,863</b>	<b>\$205,563.00</b>	<b>\$1,289,409</b>		<b>\$1,289,409</b>	<b>\$1,260,275</b>
<b>EXPENSES (Use of Funds):</b>													
Personnel	\$926,246	41%		\$926,246	43%	\$178,750	89%		\$178,750	\$368,225	33%		\$368,225
Outside Resources	\$26,000	1%		\$0	0%	\$10,000	5%		\$0	\$8,000	1%		\$0
Travel, Conferences, Meetings and Meals	\$130,000	6%		\$102,816	5%	\$0	0%		\$0	\$115,000	10%		\$102,816
Materials and Supplies	\$12,000	1%		\$0	0%	\$12,000	6%		\$0	\$0	0%		\$0
Capital and Capital Equipment	\$0	0%		\$0	0%	\$0	0%		\$0	\$0	0%		\$0
Subgrant	\$110,000	5%		\$110,000	5%	\$0	0%		\$0	\$110,000	10%		\$110,000
Other (detail provided below)													
Wage Supplement Pilot Program	\$1,040,000	46%		\$1,040,000	48%	\$0	0%		\$0	\$520,000	46%		\$520,000
	\$0	0%		\$0	0%	\$0	0%		\$0	\$0	0%		\$0
	\$0	0%		\$0	0%	\$0	0%		\$0	\$0	0%		\$0
	\$0	0%		\$0	0%	\$0	0%		\$0	\$0	0%		\$0
	\$0	0%		\$0	0%	\$0	0%		\$0	\$0	0%		\$0
<b>DIRECT EXPENSES:</b>	<b>\$2,244,246</b>			<b>\$2,179,062</b>		<b>\$200,750</b>			<b>\$178,750</b>	<b>\$1,121,225</b>			<b>\$1,101,041</b>
Indirect Costs	\$336,638			\$320,938		\$30,113			\$26,813	\$168,184			\$159,234
<b>TOTAL PROPOSED EXPENSES:</b>	<b>\$2,580,884</b>			<b>\$2,500,000</b>		<b>\$230,863</b>			<b>\$205,563</b>	<b>\$1,289,409</b>			<b>\$1,260,275</b>
DIFFERENCE: (Income less Total Expense)	\$0			\$0		\$0			\$0	\$0			\$0

Year 3			
Start/end date	07/01/2024 - 06/30/2025		
Total Budget	% of Total	Total Secured (including MACP requested amount)	Project Budget (MACP)
\$1,034,162	98%	\$1,034,162	\$1,034,162
\$0	0%	\$0	
\$0	0%	\$0	
\$0	0%	\$0	
\$26,450	2%	\$26,450	
\$0	0%	\$0	
<b>\$1,060,612</b>		<b>\$1,060,612</b>	<b>\$1,034,162</b>
\$379,271	41%		\$379,271
\$8,000	1%		\$0
\$15,000	2%		\$0
\$0	0%		\$0
\$0	0%		\$0
\$0	0%		\$0
<b>\$520,000</b>	<b>56%</b>		<b>\$520,000</b>
\$0	0%		\$0
\$0	0%		\$0
\$0	0%		\$0
\$0	0%		\$0
<b>\$922,271</b>			<b>\$899,271</b>
\$138,341			\$134,891
<b>\$1,060,612</b>			<b>\$1,034,162</b>
\$0			\$0



### PERSONNEL DETAIL

INSTRUCTIONS: Only complete information in light blue highlighted cells. All other information is automatically completed based on information provided in those cells.  
 Note that additional rows are available to add more persons or positions to the budget. Rows 20-35 can be unhidden to provide for additional positions.  
 Click here to see additional instructions for this tab.

Provide information about key staff or positions. When applicable, identify whether key staff positions are permanent or temporary. Other positions that are not key positions can be added by referring to departments, teams or as "other staff."					Year 1				Year 2			
					12/01/2022 - 06/30/2023				07/01/2023 -			
Key Position(s)	Annual Salary	Benefits % of annual salary	Total Comp	Budgeted % annual increase	Total Comp Y1	Total Budget		Project Budget (MACP)		Total Comp Y2	Total Budget	
						%	Amount	%	Amount		%	Amount
Program Director	\$95,000	30%	\$123,500	3%	\$123,500	50.0%	\$61,750	50.0%	\$61,750	\$127,205	100.0%	\$127,205
Navigator	\$60,000	30%	\$78,000	3%	\$78,000	50.0%	\$39,000	50.0%	\$39,000	\$80,340	100.0%	\$80,340
Trainer	\$60,000	30%	\$78,000	3%	\$78,000	50.0%	\$39,000	50.0%	\$39,000	\$80,340	100.0%	\$80,340
Recruiter	\$60,000	30%	\$78,000	3%	\$78,000	50.0%	\$39,000	50.0%	\$39,000	\$80,340	100.0%	\$80,340
			\$0		\$0		\$0		\$0	\$0		\$0
			\$0		\$0		\$0		\$0	\$0		\$0
			\$0		\$0		\$0		\$0	\$0		\$0
			\$0		\$0		\$0		\$0	\$0		\$0
			\$0		\$0		\$0		\$0	\$0		\$0
			\$0		\$0		\$0		\$0	\$0		\$0
			\$0		\$0		\$0		\$0	\$0		\$0
			\$0		\$0		\$0		\$0	\$0		\$0
			\$0		\$0		\$0		\$0	\$0		\$0
Personnel - Detail Total					\$ 357,500		\$178,750	100%	\$178,750	\$ 368,225		\$368,225

Search...



		Year 3							
- 06/30/2024			07/01/2024 - 06/30/2025				TOTAL		
Project Budget (MACP)		Total Comp Y3	Total Budget		Project Budget (MACP)		Total Budget	Project Budget (MACP)	
%	Amount		%	Amount	%	Amount	Amount	%	Amount
100.0%	\$127,205	\$131,021	100.0%	\$131,021	100.0%	\$131,021	\$319,976	100%	\$319,976
100.0%	\$80,340	\$82,750	100.0%	\$82,750	100.0%	\$82,750	\$202,090	100%	\$202,090
100.0%	\$80,340	\$82,750	100.0%	\$82,750	100.0%	\$82,750	\$202,090	100%	\$202,090
100.0%	\$80,340	\$82,750	100.0%	\$82,750	100.0%	\$82,750	\$202,090	100%	\$202,090
	\$0	\$0		\$0		\$0	\$0		\$0
	\$0	\$0		\$0		\$0	\$0		\$0
	\$0	\$0		\$0		\$0	\$0		\$0
	\$0	\$0		\$0		\$0	\$0		\$0
	\$0	\$0		\$0		\$0	\$0		\$0
	\$0	\$0		\$0		\$0	\$0		\$0
	\$0	\$0		\$0		\$0	\$0		\$0
100%	\$368,225	\$ 379,272		\$379,271	100%	\$379,271	\$926,246	100%	\$926,246

Search...



### TRAVEL, MEALS, CONFERENCES AND MEETINGS

**INSTRUCTIONS:** Only complete information in light blue highlighted cells. All other information is automatically completed based on information provided in those cells. Select the category of cost and provide a descriptive note that a percentage may be included in the project budget column in order to automatically calculate the MACP budget amount. Alternatively, the MACP budget amount may be entered directly as whole dollars. Note Click here to see additional instructions for this tab.

List planned costs for travel, meals, conferences and other meetings. Provide detail for significant costs.		Year 1			
		12/01/2022 - 06/30/2023			07/01/2023
		Total Budget	Project Budget (MACP)		Total Budget
			%	Amount	
Category	Description				
Meetings	SREC Summit in Juneau	\$0	0%	\$0	\$100,000
Travel	Travel to support SE communities	\$0	0%	\$0	\$15,000
				\$0	
				\$0	
				\$0	
				\$0	
				\$0	
				\$0	
				\$0	
				\$0	
				\$0	
				\$0	
Travel, Conferences, Meetings and Meals - Detail Total		\$0		\$0	\$115,000

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### SUBGRANTS AND OTHER DIRECT COSTS

INSTRUCTIONS: Only complete information in light blue highlighted cells. All other information is automatically completed based on information provided in those cells.

Note that a percentage may be included in the project budget column in order to automatically calculate the MACP budget amount. Alternatively, the MACP budget amount may be entered directly. Click [here](#) to see additional instructions for this tab.

#### Subgrants

Subgrants to others include all planned grants to organizations other than the grantee (including grants to organizations related to the grantee)	Year 1			Year 2		
	12/01/2022 - 06/30/2023			07/01/2023 - 06/30/2024		
	Total Budget	Project Budget (MACP)		Total Budget	Project Budget (MACP)	
		%	Amount		%	Amount
Subgrants to Others	\$0		\$0	\$110,000	100%	\$110,000

#### Other Direct Expenses

Other allowable direct expenses should be those expenses that cannot otherwise be reported in one of the natural budget categories already provided	Year 1			Year 2		
	12/01/2022 - 06/30/2023			07/01/2023 - 06/30/2024		
	Total Budget	Project Budget (MACP)		Total Budget	Project Budget (MACP)	
		%	Amount		%	Amount
Wage Supplement Pilot Program			\$0	\$520,000	100%	\$520,000
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
Other Expense Total	\$0		\$0	\$520,000	100%	\$520,000

ly as whole dollars.

Year 3					
07/01/2024 - 06/30/2025					
Total Budget	Project Budget (MACP)		Total Budget	Project Budget (MACP)	
	%	Amount	Amount	%	Amount
\$0	100%	\$0	\$110,000	100%	\$110,000

Year 3					
07/01/2024 - 06/30/2025					
Total Budget	Project Budget (MACP)		Total Budget	Project Budget (MACP)	
	%	Amount	Amount	%	Amount
\$520,000	100%	\$520,000	\$1,040,000	100%	\$1,040,000
		\$0	\$0		\$0
		\$0	\$0		\$0
		\$0	\$0		\$0
		\$0	\$0		\$0
\$520,000	100%	\$520,000	\$1,040,000	100%	\$1,040,000

## INDIRECT COSTS

**INSTRUCTIONS:** Only complete information in light blue highlighted cells. All other information is automatically completed based on information provided in those cells.

Note that a percentage may be included in the project budget column in order to automatically calculate the MACP budget amount. Alternatively, the MACP budget amount may be entered directly as w Click [here](#) to see additional instructions for this tab.

	Year 1		Year 2		Y
Estimate the amount of indirect costs required to support this project.	12/01/2022 - 06/30/2023		07/01/2023 - 06/30/2024		07/01/202
	Total Budget	Project Budget (MACP)	Total Budget	Project Budget (MACP)	Total Budget
		Amount		Amount	
Indirect costs	\$30,113	\$26,813	\$168,184	\$159,234	\$138,341

whole dollars.

Year 3		
24 - 06/30/2025	TOTAL	
Project Budget (MACP)	Total Budget	
Amount	Amount	Amount
\$134,891	\$336,638	\$320,938



## Indirect Cost

### I. Overall Philosophy:

- We believe in maximizing program support AND supporting reasonable administrative costs to back up that support via an indirect cost allowance.
- Every organization is different and there's no single formula that works to capture the administrative costs of all organizations and all programs.
- We, like many other foundations who believe in supporting grantee administrative costs, set a maximum rate that caps the amount an applicant institution can charge for indirect cost support. It may not be the same as what the U.S. Government or other entities provide. We do not assume that this rate always is identical to individual grantees' own methodologies for calculating indirect costs. We recognize that in many cases our grantees need to raise other funds, cost share between projects, or tap into unrestricted funds to provide adequate administrative support for their programs.
- Because our policy sets an upper limit on the rate, there are a variety of situations in which our indirect cost rate needs to be less than the cap and those are mentioned below.

### II. Definition: Margaret A. Cargill Philanthropies (MACP) defines indirect costs as:

- Ongoing operational costs incurred by the applicant organization on behalf of the organization's activities and projects, but that are not easily identified with any specific project.
- Administrative or other expenses which are not directly allocable to a particular activity or project.
- Expenses related to general operations of an organization that are shared among projects and/or functions.
- Basic examples include executive oversight, existing facilities costs, accounting, grants management, legal expenses, utilities, and technology support. To further aid the interpretation of this definition, the Foundation has provided examples which are included in the INDIRECT COST POLICY APPENDIX. Costs that are administrative in nature but are specifically allocable to a project may be considered to be an eligible direct project cost in some circumstances.

### Maximum Indirect Cost Rates:

- Indirect cost rates for grants are subject to a 15% maximum rate on eligible direct project costs. Exceptions to this rate include the following:
  - Capital and equipment costs are not eligible for the 15% indirect cost rate.
  - Sub-grants are subject to a 10% maximum indirect cost rate. For purposes of this policy, sub-grants are not intended to include re-grants to an affiliated organization under common control or with common management and administration as the grantee (e.g. separate legal entities within a university system, country affiliate office of international entity, etc.).
  - Rates and limitations apply to both the primary applicant organization and any sub-grantees and sub-contractors. Indirect costs awarded by a primary grantee to a sub-grantee should be subject to a 15% maximum rate. See example below.



- The rates provided above are the *maximum* rates allowed under MACP’s policy. A grantee or contractor with an actual indirect cost rate lower than the maximum rate provided should *not* increase the funding request to the maximum allowed.
- In general, we would not anticipate funding indirect costs associated with projects that are otherwise considered administrative in nature (e.g. strategic planning or software). If a project’s budget reduces the overall net indirect expenses of the grantee (including net indirect expenses attributable to grant budget), then a lower indirect cost rate may be warranted.
- Given the policy provides an ‘UP TO’ percentage amount, the indirect cost rate approved may be anywhere from 0% to 15% depending on the specific situation. For example:
  - **Example 1:** If the primary grantee is receiving grant funds that are largely sub-granted to another organization, MACP limits the indirect costs the primary grantee receives on the sub-granted funds to 10%.
  - **Example 2:** At the discretion of MACP, a large grant may be awarded a lower indirect cost rate to reflect reduced indirect expenses required to adequately manage a large grant’s direct costs. Actual administrative and maintenance costs do not necessarily increase in direct proportion to grant funds.
  - See the following example for further clarification on the application of MACP’s policy:

	Direct Costs	Maximum Indirect Cost Rate	Maximum Indirect Costs	Total Costs
<b>Primary Grantee</b>				
Direct Project Costs	\$ 30,000	15%	\$ 4,500	\$ 34,500
Subgrants		10%	\$ <u>11,500</u>	\$ <u>126,500</u>
Total Costs Primary Grantee	\$ 145,000		\$ 16,000	\$ 161,000
Effective indirect cost rate Primary Grantee			11%	
<b>Total Project Costs</b>	<b>\$ 145,000</b>		<b>\$ 31,000</b>	<b>\$ 161,000</b>
Total Indirect Costs (Primary Grantee & Sub-grantee)			\$ 31,000	
Total Direct Costs			\$ 130,000	
Effective indirect cost rate			24%	

	Direct Costs	Maximum Indirect Cost Rate	Maximum Indirect Costs	Total Costs
<b>Sub-grantee</b>	\$ 100,000	15%	\$ 15,000	\$ 115,000

## INDIRECT COST POLICY APPENDIX: Direct and Indirect Cost Examples

**DIRECT COSTS**

The following may be included as direct costs in grants if **DIRECTLY ATTRIBUTABLE TO THE PROJECT:**

- Salaries of employees
  - Can include Project Management
  - Can include specifically allocated administrative support, Legal or accounting functions, with distinct and measured effort on the project.
- Fringe benefits of project employees
- Project-related travel for project employees
- Consultants
- Supplies
- Sub-grants
- Sub-contracts

*The following may be included as direct costs in grants **ONLY if:***

- a) **The costs are DIRECTLY ATTRIBUTABLE TO THE PROJECT**  
**AND**  
 b) **The items associated with the costs are ACQUIRED SPECIFICALLY FOR THE PROJECT during the grant term**

- Equipment expenses [Note that costs of all existing equipment would represent indirect costs]
- Rented facilities used exclusively in the project
- Utilities for rented facilities used exclusively in the project
- Information technology equipment and support exclusively for the project

**INDIRECT COSTS**

- Existing facilities costs (e.g. rent, maintenance, etc.) such as:
  - Headquarters offices
  - Country/regional offices
- Utilities for existing facilities
- Existing information technology equipment and support (e.g. centralized IT systems, networks, etc.)
- Shared equipment purchases
- Existing equipment maintenance
- Depreciation on equipment
- Insurance
- Communications expenses (e.g. phones, etc.)
- Administrative office supplies
- General administrative support at both headquarters and country/regional levels:
  - Executive management (CEO, COO, CFO, etc.)
  - Executive administrators
  - General ledger and grants accounting not specific to the project
  - General financial management staff
  - Internal audit function
  - Institutional Legal support
  - Research management personnel
  - Information technology support staff
  - Facilities support personnel
  - Scientific support functions
  - Environmental health/safety personnel
  - Human resources
  - Library & information support
  - Shared procurement resources
  - General logistics support
  - Material management (e.g. tracking procurement, inventory management, shipping)
  - Other shared resources not directly attributable to the project

*Note: MACP personnel are responsible for evaluating costs under this policy in order to assess and recommend appropriate indirect cost rates.*

**Position Title: Eldercare Program Director**

**Reports to: JEDC Executive Director and SREC Steering Committee**

**Project Description:** The mission of the Coalition is to “Bring eldercare providers together to problem solve mutual issues, share program information, and *be a collaborative force for change.*”

**Position Summary:** The role of the Program Director is to act as the Director of the SREC Program under the leadership of JEDC and the Coalition Steering Committee. This position will act within the scope of the Workplan but with significant self-direction and motivation.

This position will help members of the Coalition convene, coordinate and act around the purpose of the mission statement. The focus will be on mobilizing a constellation of people, resources, and skills throughout Southeast Alaska to enable more effective and efficient recruiting, training, and retaining of an Eldercare workforce; navigation of available resources; and addressing state and local policy to create a lasting impact on Eldercare issues.

**Responsibilities:**

1. The Program Director will coordinate activities, information sharing, and communication of project work to/with the SREC Steering Committee and to/with the Coalition as a whole. The Program Director will:
  - a. Provide a written monthly report on progress towards goals to JEDC and Steering Committee.
  - b. Organize and support regularly scheduled meetings including Committee meetings and full Coalition meetings. Provide ongoing support and research for the Committees, as directed.
  - c. Coordinate planning and facilitate action on deliverables to ensure alignment and collaboration amongst stakeholders and partners.
  - d. Gather information on existing, related initiatives to prevent duplication of effort.
2. Provide supervision to the full staff of the SREC grant including but not limited to the Eldercare Navigator, the Eldercare Training Coordinator, and the Eldercare Employment Services Recruiter and including but not limited to hiring, termination, evaluation and problem solving with staff.
3. The Program Director will facilitate the ongoing work of the Committees by addressing the strategic priorities of the Coalition as outlined in the deliverables and Work Plan. This includes extensive program development, planning, evaluation, monitoring, and reporting on outcomes within the scope of grants and more globally to ensure continuation of best practices in eldercare.
4. Oversee ongoing grants submission and management, develop, and oversee grant budgets and financial reports to ensure compliance with each grant’s requirements.
5. Develop in concert with the SREC Steering Committee a Client/Family – Provider contract to enhance understanding, responsibilities and relationships between client/family and the provider.
6. Oversee design, implementation, monitoring, and reporting of the Wage Supplementation program emphasizing DSP positions in SREC employer positions including determining qualifying factors to apply to employers who receive the wage supplementation for employees.
7. Organize a SREC Summit, as directed by the Steering Committee, that will serve to provide a) linkages among eldercare providers, b) training for direct staff and leadership, c) training on best practices and c) report on the accomplishment of goals of the SREC.
8. Other duties as assigned.

**Core Competencies:**

- Experience with and/or willingness to learn about different cultures to enhance personal and professional relationships with people of diverse backgrounds and to enhance activities, products, and goals with cultural sensitivity
- Proven writing and verbal proficiencies to speak to a diverse audience, including writing, editing, proofreading, and speaking skills, tailored to diverse audiences.
- Ability to resolve problems of a complex nature and those involving policy interpretation as well as preparing responses to non-routine or sensitive correspondence
- Ability to evaluate and report on programs, program outcomes, and survey information of activities to ensure program objectives and goals are being met
- Creative approach to problem-solving
- Strategic, big picture perspective and attention to detail
- Demonstrated high-level organizational skills
- Enthusiastic ability to work collaboratively with and appreciate diverse team members and constituents
- Outstanding time management skills
- Ability to rapidly adapt to changing situations

**Education and Experience:**

Applicants for this position will provide a CV, three references with contact information or three recent letters of reference, a sample of their written work related to reporting or researching information (from previous employment), and a written description of the leadership qualities they possess, including how their style of leadership exemplifies their readiness for this position.

- Master's or bachelor's degree in Medical Administration, Public Health or Social Services preferred or in a related field with minimum of identifiable coursework related to social services, public policy, health occupations or education.
- Five or more years of demonstrated senior management experience including program development, planning, legislative advocacy, grant writing and fund development preferred. Experience in providing direct services preferred, with an emphasis on eldercare or serving disadvantaged populations highly desirable.
- Professional experience may be substituted for educational requirements
- Experience managing or overseeing social services grants, proposal budgets and financial reports

Experience reporting to a board or oversight entity that entailed developing, evaluating and reporting on programs, program outcomes, and survey information to ensure program objectives and goals are being met.

**Annual Salary: \$95,000 to \$100,000 (Similar to Director Position at CCS)**

**Benefits: Calculation: 30% of Salary including retirement allocation, paid leave and holidays, health insurance negotiable.**

**Position Title: Eldercare Navigator**

**Reports to: SREC Program Director**

**Project Description:** The mission of the Coalition is to “Bring eldercare providers together to problem solve mutual issues, share program information, and *be a collaborative force for change.*”

**Position Summary:** The Eldercare Navigator (also known as a client navigator or resource navigator) is a member of a health care team who helps individuals 60 and over and their families’ overcome barriers to quality care. Those barriers may include access to services, insurance, or lack thereof, poor health literacy, transportation, and others. This position will serve individuals and families throughout Southeast Alaska.

This position may be colocated at SE Alaska Independent Living (SAIL), the current ARDC providers in Southeast. Eldercare Navigator should have a good understanding of the Southeast communities to be served. The Eldercare Navigator will work closely through the Catholic Community Service Senior Center System to engage rural clients and providers.

Eldercare Navigator will build effective working relationships with their clients, helping to support, educate and assist clients to navigate the complex health care system. The Eldercare Navigator has an excellent understanding of the health resources available to seniors in each community to refer their clients to the best resources and services available to them.

To navigate this system, the Eldercare Navigator will need to work effectively with both clients and multidisciplinary care providers and community partners. They need to be able to identify their clients’ physical, emotional, and cultural needs, facilitate appropriate medical releases of information and help clients access appropriate resources to meet their specific needs. This position will assist in the development, use, and revision of the Client/Family - Provider.

This position will report to the SREC Program Director and actively collaborate with SREC and JEDC staff, Care Coordinators, and medical/health care providers (primary care physicians, nursing staff, mental health workers).

**Responsibilities:**

Facilitate direct care to clients needing eldercare services:

- Provide information and referral to seniors, family members, other agencies, etc. via one-on-one supportive counseling and assistance to ensure successful linkage to services
- Establish close relationships with and serve as primary point of contact for clients upon initial service
- Observe, report, and assess client self-administration of medication and capacity for self-care
- Identify and arrange for services with individual’s consent
- Provide outreach and support to rural communities through travel (as needed), telephone or zoom and clients’ home as needed to exchange information
- Identify resources for clients to overcome barriers to care, such as transportation, housing, and childcare arrangements.
- Follow up to ensure services have been secured or determine if more assistance is needed
- Communicate with Care Team members (Care Coordinators, primary care physicians and other health care providers) to facilitate client care

- Maintain strict confidentiality in accordance with agency policies
- Meet with Care Team to discuss client care issues and needs and facilitate client health care.
- Maintain documentation of all client encounters and complete reporting requirements according to organization standards
- Track client information, schedules, files, and forms in a confidential manner. Assist with development of forms and tracking documents.
- Track client progress and satisfaction with services on a periodic basis
- Attend and represent the organization at professional conferences, in-service trainings, and meetings at the request of or with the approval of supervisor
- Attend community events as a representative of the SREC and/or the SAIL/ADRC program.
- Execute necessary reporting requirements
- Meet regularly with SAIL/SREC to coordinate and share information, track progress, identify opportunities to collaborate, etc.
- Other duties as assigned.

**Core Competencies:**

- Experience with and/or willingness to learn about different cultures to enhance personal and professional relationships with people of diverse backgrounds and to enhance activities, products, and goals with cultural sensitivity
- Commitment to the *Independent Living Philosophy*, which arose out of the Civil Rights Movement and seeks equity, access and inclusion for seniors who may or may not experience a disability but desire independence
- Commitment to the mission of care coordination and an interest in working with elderly clients
- Passion, trustworthiness, and empathy when working with clients
- Ability to build relationships with different types of people, including clients, organization members, and health care providers
- Good communication and interpersonal skills and the ability to speak concisely to clients and family members
- Excellent organization and time management skills, especially re: confidential client material and appointment tracking
- Flexibility and adaptability in response to changing client and health care provider' needs

**Education and experience:**

- Minimum high school degree or some college education
- Strong understanding of cultural competency with the target population
- Computer literacy
- Exposure to issues of death and dying
- Regional and local travel
- Some evening and weekend work required
- This position is eligible for a flexible work schedule

**Annual Salary: \$60,000 (Similar to Case Manager Position at CCS)**

**Benefits: Calculation: 30% of Salary including retirement allocation, paid leave and holidays, health insurance negotiable.**

**Position Title: Eldercare Outreach/Recruitment Coordinator**

**Reports to: SREC Program Director**

**Project Description:** The mission of the Coalition is to “Bring eldercare providers together to problem solve mutual issues, share program information, and *be a collaborative force for change.*”

**Position Summary:** The Eldercare Outreach/ Recruitment Coordinator (Recruiter) is responsible for creatively seeking out and developing quality candidates, assisting with training and ancillary service referrals needed, and referring qualified applicants to open positions with Southeast Regional Eldercare Coalition (SREC) employers/service providers. The position will engage in full cycle recruiting activities, collaborating with SREC employers on a regular basis and proactively identifying future hiring needs. The Recruiter ensures that the Coalition employers attract, hire, and retain the best employees, while growing a strong healthcare talent pipeline. This position will coordinate with the Eldercare Training Coordinator and may be placed in a host organization such as AKDOLWD Juneau Job Center (which serves the southeast region) to ensure efficiency and access to job recruitment and placement tools and facilities.

**Responsibilities:**

- Design and implement overall recruiting strategy focused on health care and healthcare providers as an excellent career track with promotional opportunities
- Prepare recruitment materials and post jobs to appropriate job board/newspapers/colleges, etc. independently or in consultation with the Media Consultant
- Source and recruit candidates by using databases, social media etc. while applying HR recruiting best practices
- Screen candidates’ resumes and job applications and conduct interviews using various reliable recruiting and selection tools/methods to filter candidates
- Assess applicants’ relevant knowledge, skills, soft skills, experience, and aptitudes - provide services to customers in both one-on-one and group settings
- Foster good relationships with recruits and SREC employers and act as a point of contact to build successful candidate and employer relationships during the selection process.
- Reverse recruit job seekers, inviting them to apply to a job, screening candidates through phone interviews and assisting them with filling out hiring paperwork
- Refer applicants for training needs via the Eldercare Training Coordinator; provide outreach, referrals, and information to individuals, employers, and partner agencies
- Provide applicant focused support, and program services to individuals including planning, organizing, scheduling, and directing employment or training activities
- Provide assistance to job seekers and employers, conduct mock interviews, and assist in developing resumes and job descriptions, respectively
- Other duties as assigned

**Core Competencies:**

- Experience with and/or willingness to learn about different cultures in order to enhance personal and professional relationships with people of diverse backgrounds and to enhance activities, products, and goals with cultural sensitivity
- Ability to collaborate and help direct Media Consultant to ensure all mechanisms for outreach are used effectively and efficiently with the expert advice of that consultant.
- Capacity to engage with people effectively and the ability to synthesize information quickly and efficiently

- Ability to provide analytical and well documented recruiting reports to the SREC and AKDOLWD teams.
- Experience coordinating, developing, and sustaining cooperative relationships with public and private sectors, internal and external partners.
- Ability to provide clear written explanations, summaries, reports, or correspondence; and to locate and input into data systems.
- Ability to evaluate and report on programs, program outcomes, and survey information of activities to ensure program objectives and goals are being met. Knowledge of federal and state laws and rules relating to employment services, benefits/social services, and/or labor and veteran laws and programs.

#### **Education and Experience:**

- Bachelor's degree in HR or a related field/experience **and/or**
- Proven work experience as a Recruiter (either an in-house recruiter or a staffing agency recruiter) in the healthcare field and/or social services **and/or**
- Three years of experience such as providing employment services; coordinating training services; conducting skills assessments; making referrals to community support services; assisting individuals to apply for assistance or benefits; providing services to the public; explaining policies, procedures, services, or requirements to the public; resolving customer complaints or problems; calculating costs, refunds, taxes, or benefits.
- Considerable knowledge of
  - the principles and techniques of interviewing.
  - culturally and economically disadvantaged individuals, groups, and communities.
  - the techniques and methodology of effective customer service delivery.
  - the nature, scope, and availability of programs and services designed to alleviate social problems related to employment and employability processes.
  - general economic conditions and trends affecting labor supply and demand.
- Working knowledge of available community resources and services and possible application to an individual's situation.
- Working knowledge of personal computer-based workstations and related business software suites.
- Skill in interviewing individuals to obtain the information needed to assess skills and aptitudes and determine eligibility for employment services programs.
- Skill in establishing and maintaining effective relationships with the public, government, private industry, professional personnel, and others.
- Skill in analyzing situations accurately, taking effective action, and gaining confidence of persons and groups requiring services.

**Annual Salary: \$60,000 (Similar to Range 16 for Employment Services Technician III at AKDOLWD)**

**Benefits: Calculation: 30% of Salary including retirement allocation, paid leave and holidays, health insurance negotiable.**



**Position Title: Eldercare Training Coordinator**

**Reports to: SREC Program Officer**

**Project Description:** The mission of the Coalition is to “Bring eldercare providers together to problem solve mutual issues, share program information, and *be a collaborative force for change.*”

**Position Summary:** The Eldercare Training Coordinator is responsible for developing, facilitating, and/or coordinating known and unique training courses and programs for SREC employers, employees, and potential employees throughout Southeast Alaska. Their duties include speaking with relevant staff to determine training needs, implementing training programs ensuring compliance with best practices and company procedures, while emphasizing equity and inclusiveness. Duties also include reviewing data from previous training programs to determine their success in helping employees learn about the company or a particular skill. This position may be placed in a host organization to ensure efficiency and access to training materials/workshop and classroom space.

**Responsibilities:**

The Eldercare Training Coordinator will:

- Provide primary oversight of the SREC training programs, conduct outreach efforts to partners, and work with Media Specialist to create culturally competent outreach materials.
- Conduct training for potential and already employed staff across various programs as deemed necessary to meet SREC needs.
- Evaluate and monitor training effectiveness; make recommendations for improvement and changes to the training curriculum. Evaluate progress of work plans and make recommendations for improvement.
- Monitor, schedule, and notify eldercare employees re: trainings.
- Create training schedules, track, and create reports on outcomes of all training and maintain training records.
- Recommend training materials and methods, order and maintain in-house training equipment and facilities and manage the budget set for training.
- Responsible for maintaining organization, order, and cleanliness of all training areas.
- Responsible to ensure all training resources, materials and equipment (i.e., CPR manikins, American Red Cross equipment, activity materials and handouts) are available and in working condition.
- Gather and evaluate information from employees and employers on previous training to identify weaknesses and areas that need additional training.
- Attend seminars and meetings to learn new training methods and techniques and use the knowledge to prepare and coordinate future training sessions.
- Market eldercare training opportunities to employees and provide information on benefits to encourage participation.

Demonstrates understanding of emergency procedures, fire drills, evacuation procedures and internal/external disaster plans and procedures.

- Inform employees on scheduled training and track their progress.
- All other related duties as assigned.

**Core Competencies**

- Understand and ensure compliance with necessary regulatory standards and funding agency requirements.

- Maintain and promote a safe, clean, and positive work atmosphere, behaving and communicating in a professional manner at all times in the presence of clients, co-workers, supervisors, and external stakeholders.
- Maintain the implementation of work plans/project outcomes, timelines, calendars, and coordination of work as needed to meet deadlines.
- Adhere to confidentiality standards relative to individuals' records, training progress, and tracking documentation according to HIPAA regulations.
- Maintain membership in professional organizations, develop professional contacts/resources and keep current on required training certification.

**Education and Experience:**

- Bachelor's degree in education or a human services field (including, but not limited to: Sociology, Special Education, Rehabilitation Counseling, and Psychology).
- Alaska Teaching credential desired but not required.
- Certifications desired in First Aid/CPR, Medication Administration and Safety/Crisis Interventions.
- Three (3) years of training experience.
- Professional appearance and excellent communication and organizational skills.
- Possess strong leadership skills and the skills and experience to work with individuals throughout various levels within the organization, enacting change and implementing initiatives.
- Flexible hours and the ability to alter working hours as required or necessary.

**Annual Salary: \$60,000**

**Benefits: Calculation: 30% of Salary including retirement allocation, paid leave and holidays, health insurance negotiable.**