



**MEMORANDUM**

**TO:** HUMAN SERVICES COMMISSION

**THROUGH:** TRENT RHORER, EXECUTIVE DIRECTOR

**FROM:** NOELLE SIMMONS, DEPUTY DIRECTOR  
 JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS *JH*

**DATE:** MAY 17, 2019

**SUBJECT:** GRANT MODIFICATION: COMMUNITY INITIATIVES, A FISCAL SPONSOR TO HELP A MOTHER OUT (**NON-PROFIT**) TO PROVIDE DIAPER BANK SERVICES

	<u>Current</u>	<u>Modification</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
<b>GRANT TERM:</b>	3/1/15 – 6/30/19	7/1/19 – 6/30/20	3/1/15 – 6/30/20		
<b>GRANT AMOUNT:</b>	\$1,915,269	\$352,572	\$2,267,841	\$226,784	\$2,494,625
<b>ANNUAL AMOUNT:</b>	<u>FY 14/15</u> \$478,647	<u>FY 15/16</u> \$491,547	<u>FY 16/17</u> \$242,433	<u>FY 17/18</u> \$350,778	
	<u>FY 18/19</u> \$351,864	<u>FY 19/20</u> \$352,572			
<b>Funding Source</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>MODIFICATION FUNDING:</b>	\$113,481	\$52,187	\$186,904	\$35,257	\$387,829
<b>PERCENTAGE:</b>	32%	15%	53%		100%

The Department of Human Services (DHS) requests authorization to modify the existing grant with Community Initiatives, a fiscal sponsor to Help a Mother Out, for the period of July 1, 2019 to June 30, 2020, for an additional amount of \$352,572 plus a 10% contingency for an amount not to exceed \$2,494,625. The purpose of the modification is to extend the grant term for an additional year for the provision of Diaper Bank Services.

## **Background**

The purpose of this grant is to augment the resources of low-income families with young children by providing free diapers to eligible CalWORKs and CalFresh families in the City and County of San Francisco. In 2015, SF-HSA began supplementing family resources by offering a full monthly supply of diapers to families on CalWORKs with children under the age of three.

SF-HSA's diaper bank has been developed in partnership with a community-based organization, Help a Mother Out (HAMO) and its fiscal agent, Community Initiatives. This partnership involves close coordination, for SF-HSA to store and shelf diapers, and for HAMO to use its business skills in negotiating diaper prices, managing manufacture orders and deliveries for a just-in-time inventory, tracking distribution, and managing a network of non-profit family resource centers that deliver diapers to CalWORKs parents in their own neighborhoods.

The California Department of Social Services recently awarded HAMO substantial funding to provide diapers to low-income families, allowing it full discretion on how best to do so. HAMO has agreed to build on the infrastructure developed for the CalWORKs diaper bank to expand the benefit to families who are receiving CalFresh and not CalWORKs.

## **Services to be Provided**

The description below outlines the key program elements Help a Mother Out, a fiscally sponsored project of Community Initiatives, will provide:

1. Purchase diapers at a negotiated bulk rate price from a diaper manufacturer.
2. Manage a just-in-time inventory at a network of distribution points.
3. Conduct marketing and outreach activities.

Help a Mother Out, a fiscally sponsored project of Community Initiatives, will coordinate services through its administrative headquarters at 1000 Broadway, Suite 480, Oakland, CA 94607.

The diapers will be distributed via HSA sites and FRCs throughout the city of San Francisco. The current distribution sites are:

- HSA sites: 170 Otis Street, 3120 Mission Street, 1800 Oakdale Avenue, 1440 Harrison Street, 1235 Mission Street
- FRCs:
  - Children's Council
  - Compass Family Services
  - Bayview YMCA
  - OMI Family Resource Center
  - Visitation Valley Strong Families

The purpose of this modification is to extend the diaper bank services for one year (FY19/20). In addition, in FY 19-20, HAMO will leverage a state grant to distribute diapers to 1.75 million diapers to eligible San Francisco families. This represents a 133% increase in distribution as compared to FY 18-19, at no additional administrative cost to SF-HSA.

**Selection**

Grantee was selected through Request for Proposal #631 for TANF Diaper Bank Services issued on December 2014.

**Funding**

Funding for this grant is provided through a combination of General Fund, State, and Federal funds.

**ATTACHMENTS**

Appendix A-2 – Services to be Provided

Appendix B-1 – Budget

**Appendix A-2: Services to be Provided  
Community Initiatives  
Diaper Bank Services for CalWORKs and CalFresh Families  
Term: 7/1/2019 – 6/30/2020**

**I. Purpose of Grant**

The purpose of this grant is to augment the resources of low-income families with young children by providing free diapers to eligible CalWORKs and CalFresh families in the City and County of San Francisco.

**II. Definitions**

CalFresh (Non-Assistance)	The California version of the Federal Supplemental Nutrition Assistance Program. Families ineligible for CalWORKs can receive CalFresh alone, and it is termed, Non-Assistance CalFresh.
CalWORKs	California Work Opportunity and Responsibility to Kids Program, a federally and state-funded program that helps families with dependent children become self-sufficient.
CRP	Childcare Referral Partner. The City and County of San Francisco supports non-profit childcare referral partners (CRP), including Wu Yee Children’s Services and Children’s Council San Francisco, which provide childcare referral services to families in need of support. CRPs operate their programs at their principle place of business, in addition to staffing a satellite childcare referral desk at SF-HSA’s CalWORKs Service Center located at 170 Otis, San Francisco, CA 94103.
FRC	Family Resource Center. The City and County of San Francisco supports a network of non-profit family resource centers (FRCs) that provide services to families.
HAMO	Help a Mother Out, a fiscally sponsored project of Community Initiatives
SF-HSA	San Francisco Human Services Agency

**III. Target Population**

The diaper bank will serve eligible families that have children up to the age of three and have either an active CalWORKs or non-assistance CalFresh case. Families will be eligible for 176–256 diapers per month, depending on diaper size and need.

#### **IV. Description of Services**

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

##### **A. Purchase of Diapers**

1. Purchase diapers at a negotiated bulk rate price from a diaper manufacturer, ensuring that the diapers are of an acceptable quality based on factors of performance, including absorbency, chassis (shape), and tape closure.
2. Contract with the diaper supplier to deliver diaper shipments at program distribution sites.
3. Monitor the performance of the diaper supplier (e.g. timeliness of delivery).
4. Coordinate with the diaper supplier to provide a just-in-time inventory that minimizes the storage capacity needs of SF-HSA and non-profit organizations that distribute diapers.
5. Provide diapers to non-assistance CalFresh families as an in-kind contribution to SF-HSA, contingent on continuing funding by the California Department of Social Services.

##### **B. Distribution Partnerships**

1. Manage and coordinate operations with five different SF-HSA distribution sites.
2. Organize and monitor a network of FRCs as program distribution partners.
3. Train SF-HSA, CRP, and FRC staff on how to use the point-of sale database, as well as on distribution procedures, and provide program operation manuals and continuing technical support to ensure the successful operation of the diaper bank program.

##### **C. Distribution of Diapers**

1. Receive and organize from SF-HSA a monthly upload of the universe of currently eligible families, incorporating it into a point of sale database and making it available on a look-up basis by distribution partners.
2. Maintain a point of sale database, recording transactions in real time, allowing families to pick up diapers all at once or in smaller amounts according to their convenience, and safeguarding against fraud.
3. Maintain an inventory management system, tracking daily diaper distributions by locations and anticipating supply needs, including by diaper size, based on the storage capacity of different sites.
4. Make regular site visits to each of the distribution sites to monitor operations, audit inventory, review supply operations, and proactively identify any potential challenges.
5. Coordinating with SF-HSA, develop marketing materials to be disseminated to eligible families, describing the basic program processes and illustrating the distribution points.

6. Manage a website, separate from HAMO's organizational website, which provides information on eligibility, procedures, and access to the San Francisco diaper bank program.
7. Conduct community outreach activities, including presentations at non-profit organizations, and fielding queries about the San Francisco diaper bank program from individuals in the community.
8. For the convenience of working parents, subcontract with at least one FRC to provide Saturday distribution hours.
9. Meet with SF-HSA staff on an as-needed basis to evaluate the performance of the program, identify challenges, and problem-solve solutions.

**V. SF-HSA Responsibilities**

- A. Provide HAMO with monthly upload information of eligible families, both CalWORKs and non-assistance CalFresh families, including the ages of children and other relevant information necessary to the supply and operations of the diaper bank. This information will be provided through secure electronic transmissions.
- B. Collaborate with HAMO as it develops and distributes marketing materials suitable for both CalWORKs and non-assistance CalFresh families. SF-HSA may be asked to provide translation assistance.
- C. Provide eligible families in CalWORKs and non-assistance CalFresh with timely communication about their eligibility for the program, the initial procedure for diaper pick-up, and distribute marketing materials about diaper bank locations.
- D. Incorporate the diaper benefit into SF-HSA's continuing outreach efforts in the community, inviting HAMO to participate in appropriate outreach events.
- E. At SF-HSA program sites, store diapers in a secure and dry space, shelving the diapers as needed for distribution.

**VI. Location and Time of Services**

Help a Mother Out, a fiscally sponsored project of Community Initiatives, will coordinate services through its administrative headquarters at 1000 Broadway, Suite 480, Oakland, CA 94607.

The diapers will be distributed via SF-HSA sites and FRCs throughout the city of San Francisco. The current distribution sites are:

- HSA sites: 170 Otis Street, 3120 Mission Street, 1800 Oakdale Avenue, 1440 Harrison Street, 1235 Mission Street.
- FRCs:
  - Children's Council
  - Compass Family Services
  - Bayview YMCA
  - OMI Family Resource Center
  - Visitacion Valley Strong Families

## VII. Service Objectives

- A. Through participating SF-HSA and FRC sites, HAMO will distribute a minimum of 750,000 diapers per year to CalWORKs households, reaching a cumulative total of 50% of all eligible children on CalWORKs.
- B. Through participating SF-HSA and FRC sites, HAMO will distribute a minimum of 1,000,000 diapers to non-assistance CalFresh households, reaching a minimum of 50% of all children on non-assistance CalFresh.

*(Please note that the total volume of diapers distributed will be dependent on SF-HSA maintaining a commensurate caseload of eligible families.)*

## VIII. Outcome Objectives

- A. In an annual survey, 80% of CalWORKs and non-assistance CalFresh staff who interact with families will report that the diaper program had a positive impact on families.
- B. In an annual survey, 90% of FRC program liaisons will report that the diaper bank had a positive impact on the families served, and that the process of ordering and receiving diapers was easy and responsive.
- C. In an evaluation to be conducted by SF-HSA's Planning Unit, 90% of eligible families will report awareness of the diaper program, and of those who participate in it, 90% will report satisfaction with the ease of access and supply of diapers, as well as a reduction of stress related to their family budget as a result the program providing free diapers.

## IX. Reporting Requirements

- A. HAMO will provide a monthly utilization report, separated by CalWORKs and CalFresh, detailing:
  - 1. Overall number of diapers purchased
  - 2. Number of diapers issued by each distribution point
  - 3. Number and size of diapers issued to each family
- B. HAMO will provide an **annual** report summarizing the contract activities, referencing all of the service objectives described in Section VII & outcome objective VIII-A. This report will also include accomplishments and challenges encountered by HAMO. HAMO will enter the annual metrics in the CARBON database by the 15<sup>th</sup> of the month following the end of the program year.
- C. HAMO will provide ad hoc reports as requested by SF-HSA.
- D. For assistance with reporting requirements or submission of reports, contact:
  - Judy.Ng@sfgov.org
  - Contract Manager, Office of Contract Management
  - or
  - Dan.Kelly@sfgov.org
  - Program Manager, Planning Department

**X. Monitoring Activities**

- A. Program Monitoring: Program monitoring will include review of documentation for reporting progress towards meeting service and outcome objectives. HAMO will provide SF-HSA's contract monitors with read-only access to its electronic records to allow for audits related to performance and fraud prevention.
  
- B. Fiscal Compliance and Contract Monitoring: Fiscal monitoring will include review of the organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting documentation for selected invoices, cash receipts and disbursement journals. The compliance monitoring will include review of subcontracts and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.



	A	B	D
1	Appendix B-1, Page 1		
2			
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>		
4	<b>BY PROGRAM</b>		
5	<b>Agency Name:</b>		Term
6	Help a Mother Out, a fiscally sponsored project of Community Initiatives		07/01/19 - 06/30/20
7	(Check One) New <input type="checkbox"/> Renewal <input type="checkbox"/> Modification <input checked="" type="checkbox"/>		
8	If modification, Effective Date of Mod. 7/1/2019 No. of Mod. 2		
9	<b>Program: Daiper Bank Services</b>		
10	Budget Reference Page No.(s)		
11	Program Term	07/01/19-06/30/20	Total
12	<b>Expenditures</b>		
13	Salaries & Benefits	\$109,440	\$109,440
14	Operating Expense	\$194,970	\$194,970
15	<b>Subtotal</b>	<b>\$304,410</b>	<b>\$304,410</b>
16	Indirect Percentage (%)	15%	15%
17	Indirect Cost (Line 16 X Line 15)	\$45,662	\$45,662
18	Capital Expenditure	\$2,500	\$2,500
19	Total Expenditures	\$352,572	\$352,572
20	<b>HSA Revenues</b>		
21	General Fund	\$352,572	\$352,572
22			
23			
24			
25			
26			
27			
28			
29	TOTAL HSA REVENUES	\$352,572	\$352,572
30	<b>Other Revenues</b>		
31			
32			
33			
34			
35			
36	Total Revenues		
37	Full Time Equivalent (FTE)		
39	Prepared by: Lisa Truong	HAMO	
40	HSA-CO Review Signature:	_____	
41	HSA #1	Date: 5/8/2019	

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

**Salaries & Benefits Detail**

07/01/19-06/30/20

11	12	Agency Totals		HSA Program		Budgeted Salary	TOTAL
		Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE		07/01/2018-06/30/20
13	<i>Executive Director</i>	\$125,000	1.00	10%	0.10	\$12,500	\$12,500
14	<i>Program Director</i>	\$80,000	1.00	50%	0.50	\$40,000	\$40,000
15	<i>Program Coordinator</i>	\$47,000	1.00	50%	0.50	\$23,500	\$23,500
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
26							
27							
28							
29							
30	TOTALS		3.00	110%	1.10	\$76,000	\$76,000
31							
32	FRINGE BENEFIT RATE	44%					
33	EMPLOYEE FRINGE BENEFITS					\$33,440	\$33,440
34							
35							
36	TOTAL SALARIES & BENEFITS	\$0				\$109,440	\$109,440
37	HSA #2	Date: 5/8/2019					

	A	B	C	D	E	F	H	I
1	Appendix B-1, Page 3							
2								
3								
4	Program: Diaper Bank Services							
5	(Same as Line 9 on HSA #1)							
6								
7	<b>Operating Expense Detail</b>							
8								
9								
10								
11								
12	<u>Expenditure Category</u>			TERM	07/01/19- 06/30/20			TOTAL 07/01/19 - 06/30/20
13	Rental of Property				\$3,000			\$3,000
14	Utilities (Elec, Water, Gas, Phone, Garbage)				\$3,500			\$3,500
15	Office Supplies, Postage				\$1,500			\$1,500
16	Building Maintenance Supplies and Repair							
17	Printing and Reproduction				\$3,000			\$3,000
18	Insurance							
19	Staff Training				\$150			\$150
20	Staff Travel-(Local & Out of Town)				\$1,000			\$1,000
21	Rental of Equipment							
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE							
23	Tech Consultants/SaaS - Software as a Service				\$800			\$800
24	Bayview YMCA Saturday Hours Agreement				\$5,520			\$5,520
25	Database & Communications Consultants				\$500			\$500
26								
27								
28	OTHER							
29	CRM/Inventory POS License				\$10,000			\$10,000
30	Diapers				\$160,000			\$160,000
31	FRC Supplies/Fixtures				\$6,000			\$6,000
32								
33								
34								
35	TOTAL OPERATING EXPENSE				\$194,970			\$194,970
36								
37	HSA #3							Date: 5/8/2019

	A	B	C	E
1	Appendix B-1, Page 4			
2				
3				
4	Program: Daiper Bank Services			
5	(Same as Line 9 on HSA #1)			
6				
7	<b>Program Expenditure Detail</b>			
8				
9				
10	EQUIPMENT		TERM 07/01/19-06/30/20	TOTAL
11	No.	ITEM/DESCRIPTION		
12	1	Computer bundle for Program Coordinator (new hire)	2,500	2,500
13				
14				
15				
16				
17				
18				
19				
20	TOTAL EQUIPMENT COST		2,500	2,500
21				
22	R E M O D E L I N G			
23	Description:			
24				
25				
26				
27				
28				
29	TOTAL REMODELING COST			
30				
31	TOTAL CAPITAL EXPENDITURE		2,500	2,500
32	(Equipment and Remodeling Cost)			
33	<b>HSA #4</b>			Date: 5/8/2019