



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

**MEMORANDUM**

Department of Benefits  
and Family Support

Department of Disability  
and Aging Services

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**London Breed**  
Mayor

**Trent Rhorer**  
Executive Director

**TO:** HUMAN SERVICES COMMISSION

**THROUGH:** TRENT RHORER, EXECUTIVE DIRECTOR

**FROM:** SUSIE SMITH, DEPUTY DIRECTOR FOR POLICY & PLANNING  
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

**DATE:** JUNE 16, 2023

**SUBJECT:** GRANT MODIFICATION: UNIVERSITY OF CALIFORNIA - SAN FRANCISCO/EAT SF (NOT FOR PROFIT) for COMMUNITY GROCERY VOUCHERS

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<b>GRANT TERM:</b>	<u>Current</u>	<u>Modification</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
	11/01/2021- 06/30/2023	07/01/2023- 06/30/2025	11/01/2021- 06/30/2025		
<b>GRANT AMOUNTS:</b>	\$4,542,514	\$4,500,000	\$9,042,514	\$904,251	\$9,946,765
<b>FUNDING SOURCE:</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>FUNDING:</b>	\$9,042,514			\$904,251	\$9,946,765
<b>PERCENTAGE:</b>	100%				100%

The Human Services Agency (HSA) requests authorization to modify the existing grant agreements with University of California - San Francisco/Eat SF to supplement the City’s food security network by improving food access and security through the Community Grocery Voucher program for the period of July 1, 2023 to June 30, 2025 in the combined additional amount of \$4,500,000 plus a 10% contingency for a revised total amount not to exceed \$9,946,765. The purpose of this modification is to provide continued funding for a large scale food voucher distribution program that provides culturally tailored grocery items to food insecure households.

### **Background**

At the start of the COVID-19 pandemic, many community groups began their own grassroots, large scale grocery distributions in order to support San Franciscans facing food insecurity and economic uncertainty. Over time, these organizations have continued to provide food access programs to their communities and connect participants to other essential services such as rent relief and other social service programs.

These grocery vouchers provide participants the independence to choose the foods that are most appropriate for themselves and their households. Additionally, vouchers allow participants to shop at the location and times that are best for their schedule, which may not necessarily align with the schedule of a particular community-based organization or pantry. Finally, the distribution of vouchers into the community will serve as an economic stimulus tool for San Francisco-based businesses.

### **Services to be Provided**

University of California - San Francisco (through their EatSF program) implements a Vouchers for Veggies program in which community members are able to redeem vouchers at over 30 participating grocery stores throughout San Francisco for fresh fruits and vegetables. This program offers San Franciscans dignity and choice over which items they would like to purchase. EatSF is an evidenced-based program that improves health outcomes, as reported through formal research and published studies.

For more detailed information about services to be provided, please refer to Appendix A-3, attached.

### **Location**

University of California - San Francisco/EatSF serves clients citywide. For more detailed information about locations where services will be provided, please refer to individual Appendix A-2's, attached.

### **Selection**

Grantees were selected through RFP #954 issued in July 2021.

### **Funding**

Funding for these grants is provided by City and County General Funds.

### **ATTACHMENTS**

Appendix A-3: Services to be Provided

Appendix B-3: Program Budget

## Appendix A-3 – Services to be Provided

### The Regents of the University of California, San Francisco (UCSF)

#### Community Grocery Access November 1, 2021 – June 30, 2025 *Updated July 1, 2023*

#### I. Purpose

This grant will provide a grocery voucher program to supplement the City’s food security network and improve food access and security for low-income residents in San Francisco.

#### II. Definitions

BIPOC	Black, Indigenous and People of Color
CARBON	Contracts Administration, Reporting, and Billing On-line System
CFAT	Citywide Food Access Team; Unit that originated in the City’s COVID-19 Command Center that supports the food security of San Franciscans impacted by the COVID-19 outbreak. The unit now sits within HSA.
City	City and County of San Francisco, a municipal corporation
Culturally-appropriate	Ingredients and preparations of foods that acknowledge and appreciate the experiences, traditions, and diverse preferences of a particular population.
Grantee	The Regents of the University of California, San Francisco (UCSF)
Low-income	Having income at or below 300% of the federal poverty line defined by the federal Bureau of the Census and published annually by the U.S. Department of Health and Human Services. This is only to be used by consumers to self-identify their income status, not to be used as a means test to qualify for the program.
Limited-English proficiency	Person limited in ability or unable to speak, read and/or write the English language well enough to understand and be understood without the aid of an interpreter.
Service Unit	One distributed grocery voucher
SF HSA	San Francisco Human Services Agency
SOGI	Sexual Orientation and Gender Identity; <i>Ordinance No. 159-16</i> amended the San Francisco Administrative Code to require City departments and contractors that provide health care and social services to seek to collect and analyze data concerning the sexual orientation and gender identity of the clients they serve ( <i>Chapter 104, Sections 104.1 through 104.9</i> ).

#### III. Target Population

This program is designed to serve all populations and ethnicities within San Francisco, with a primary focus on low-income San Francisco residents in the

following neighborhoods/zip codes based on the five zip codes with the highest pandemic unemployment claims:

<b>Neighborhood</b>	<b>Zip Code</b>
Ingleside/Excelsior/OMI	94112
Bayview/Hunters Point	94124
Visitacion Valley/Portola	94134
Mission/Bernal Heights	94110
Sunset	94122

As well as low-income San Francisco residents in the following neighborhoods/zip codes based on the three zip codes with the highest percent of total residents below 200% Federal Poverty Line:

<b>Neighborhood</b>	<b>Zip Code</b>
Treasure Island	94130
Hayes Valley/Civic Center/Tenderloin	94102
South of Market	94103

#### **IV. Description of Services and Program Requirements**

Grantee will administer a grocery voucher program in San Francisco for the Target Population. Voucher recipients may redeem vouchers at Grantee’s network of 35+ grocery vendors for any food item excluding alcohol and sugar-sweetened beverages as defined in Chapter 101 of the City’s Administrative Code. Grocery vendors will offer a variety of culturally-appropriate foods. Grantee shall, at minimum, meet the service objectives set forth in Section VI.

Grantee will develop and maintain partnerships with 20+ community sites during the grant term (including but not limited to community-based organizations, hospitals, and clinics) to distribute grocery vouchers. Grantee shall work with distributors to ensure individual recipients sign a confirmation of receipt of paper vouchers. Grantee will supply community sites with pre-printed vouchers and program materials, offer technical assistance and support, and analyze collected data. The Grantee will also ask open-ended questions to partner distributors such as “What was liked and what could be improved about the program?” and incorporate feedback where feasible.

Grantee or Grantee’s partner distributors will screen and enroll all clients and meet all data collection and reporting requirements set forth in section VIII. Each paper voucher will have a \$10 value. Number of vouchers distributed to each client will depend on household size and need. Should Grantee transition to a card model, amounts allotted to each client will depend on household size and need. Grantee will maintain a record of enrolled clients and voucher distribution.

Grantee may be asked by the CFAT to expand their grocery vendor network once during the grant term. Grantee will ensure that all grocery vendors are in good standing with the California Department of Public Health.

Grantee will ensure adequate and culturally competent staffing (paid and/or volunteer) to administer the program and deliver quality services to meet the needs of the consumers.

HSA acknowledges the extended amount of time necessary to collect voucher data from partner distributors and grocery vendors, and the deadlines in this grant reflect a mutually-agreed upon timeline between the CFAT and the Grantee.

**V. Location and Time of Services**

Vouchers will be distributed at partner community sites in San Francisco that are accessible to program participants.

Vouchers can be redeemed at the discretion of program participants any day of the week at participating grocery vendors during their normal operating hours.

**VI. Service Objectives**

Grantee will meet the following service objectives:

**For FY 21-23:**

	<b>By 06/30/22</b>	<b>By 01/31/23</b>	<b>By 06/30/23</b>
Minimum unduplicated number of clients served	2,200	2,500	2,750
Minimum service units distributed	132,500	240,500	360,000
Minimum participating grocery vendors at which program participants can redeem vouchers.	30	30	35
Minimum community sites partnered with for voucher distribution	15	15	20

**Note: Objective numbers above are cumulative for entire grant period.**

**For FY 23-25:**

1. Serve at minimum 2,250 unduplicated households annually.
2. Distribute at minimum 180,000 paper vouchers annually or the dollar equivalent if Grantee transitions to a card model.

3. Maintain at minimum 35 participating grocery vendors at which program participants can redeem vouchers.
4. Partner with at minimum 15 community sites for voucher distribution annually.

## **VII. Outcome Objectives**

Grantee will conduct surveys approved by the CFAT at the end of each fiscal year and at the end of the grant term to measure whether they have met the following outcome objectives:

1. At least 85% of surveyed partner distributors indicated the service was helpful or very helpful to their clients.
2. At least 85% of surveyed partner distributors indicated the service was easy to use for their clients.
3. At least 85% of surveyed partner distributors indicated the service met the cultural needs of their clients.

The survey results will be shared with the CFAT by the 15<sup>th</sup> of the month following the end of each fiscal year and the end of the grant term.

In addition, Grantee will submit final redemption data to HSA to measure the following outcome objectives:

1. At least 85% of distributed grocery vouchers were redeemed
2. At least 10% of vouchers were redeemed at small BIPOC-owned/operated vendors.

Redemption data shall be submitted each FY to HSA by October 22 of the following FY.

## **VIII. Data Collection and Reporting Requirements**

Grantee must work with assigned Program Manager to develop a plan for implementing the below data collection and reporting requirements.

- A. Grantee must designate staff to invoice and submit reports through the SFHSA CARBON system and input program and data reporting into the CFAT database during the duration of the grant term. These staff will receive training on the CARBON system and/or CFAT database from City staff after the start of the grant term.
- B. Aggregate Reporting: Grantee will provide a twice yearly report of activities, referencing the tasks as described in Section VI & VII- Service and Outcome Objectives. The report shall at minimum include the total units of service, the total number of unique clients served, and the total number of unique households served (all by month), as well as unique clients and households served year-to-date, and any redemption estimates that are available. If Grantee distributes vouchers at more than one site, Grantee must submit the report by site, and in aggregate. Grantee shall use the following template for reporting:

Month	Units of Service	Unduplicated Individuals	Unduplicated Households	Year to Date Individuals	Year to Date Households
January					
February					
March					
April					
May					
June					
July					
August					
September					
October					
November					
December					

This template will be available for download from the CARBON system. Grantee will submit the reports through CARBON:

- by **April 30, 2022** for services provided between November 1, 2021 through March 31, 2022;
- by **July 22, 2022** for services provided between April 1, 2022 through June 30, 2022;
- by **December 31, 2022** for services provided between July 1, 2022 through October 31, 2022;
- by **March 31, 2023** for services provided between November 1, 2022 through January 31, 2023;
- by **July 21, 2023** for services provided between February 1, 2023 through June 30, 2023.

For services starting July 1, 2023 and beyond, Grantee shall report distribution data by client through the CFAT database on a quarterly basis by October 31, January 31, April 30, and July 31 each FY.

Grantee shall submit a list of proposed distribution sites for CFAT to review by:

- **Dec 1, 2021** for fiscal year 2021-2022
- **June 30, 2022** for fiscal year 2022-2023
- **August 1** of each FY during FY 23-25.

Information for each distribution site should include the target population/demographics and geography of the recipients.

**C. Client-Level Reporting:** Grantee will collect client-level information of voucher recipients from partner providers. A client's refusal to answer any question does not preclude them from participating in the program.

Grantee's client-level report shall provide the following information:

1. Voucher Distribution Site
2. Recipient First Name
3. Recipient Last Name
4. Recipient Date of Birth
5. Recipient Zip Code
6. Household Size
7. Race & Ethnicity
8. Gender Identity & Sexual Orientation<sup>1</sup>

A template including these fields will be available for download in CARBON.

Grantee will enter the report in the CARBON database:

- by **April 30, 2022** for services provided between November 1, 2021 through March 31, 2022;
- by **July 22, 2022** for services provided between April 1, 2022 through June 30, 2022;
- By **December 31, 2022** for services provided between July 1, 2022 through October 31, 2022;
- and by **March 31, 2023** for services provided between November 1, 2022 through January 31, 2023.
- By **July 21, 2023** for services provided between February 1, 2023 through June 30, 2023.

For services starting July 1, 2023 and beyond, Grantee shall submit client-level data through the CFAT database on a quarterly basis, according to the following schedule:

- by **October 31** for services provided between July 1 through September 30 each FY;
- by **January 31** for services provided between October 1 through December 31 each FY;
- by **April 30** for services provided between January 1 through March 31 each FY;
- by **July 31** for services provided between April 1 through June 30 each FY.

The Grantee's client-level submissions to the CFAT database shall provide the following information:

1. First Name
2. Last Name

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<sup>1</sup> Gender identity and sexual orientation are required per *Ordinance No. 159-16*, which amended the San Francisco Administrative Code to require City departments and contractors that provide health care and social services to seek to collect and analyze data concerning the sexual orientation and gender identity of the clients they serve (*SF Admin. Code, Chapter 104, Sections 104.1 through 104.9*).



3. Date of Birth
4. Signed Consent to enter data into CFAT database
5. Street Address
6. City
7. State
8. Zip Code
9. Phone Number
10. Language
11. Household Size
12. Race/Ethnicity
13. Gender Identity & Sexual Orientation<sup>2</sup>
14. Whether client receives CalFresh

- D.** Grantee will provide an **annual report** at the end of each fiscal year and at the end of the grant term to summarize grant activities, referencing the tasks as described in Section VI & VII- Service and Outcome Objectives. This report will also include accomplishments and challenges encountered by the Grantee. Grantee will submit the annual report through CARBON by **August 31<sup>st</sup>** for services provided the previous fiscal year. Grantee shall also submit a summary of total redemption and a breakdown of voucher redemption by grocery vendor by **October 22<sup>nd</sup>** for vouchers distributed the previous fiscal year, or sooner if available.
- E.** Grantee may be required to issue a Fiscal Closeout Report at the end of each fiscal year. The report is due to HSA no later than August 31 of each grant year. This report must be submitted to the CARBON system.
- F.** Grantee shall develop and deliver ad hoc reports as requested by HSA/CFAT, not to extend beyond basic reporting within the scope of work with adequate time to prepare, and that does not require additional data collection. If available, Grantee can submit estimates of voucher distribution and households served data in between formal reporting deadlines listed above.
- G.** If and when the City develops a shared registration database, Grantee shall utilize this system for their client and program data. The City will provide support and training over a 60-day period for this transition. This database will become the system of record for HSA and reports to the Board of Supervisors, as well as the basis of contract monitoring and verification for grantee invoicing. It will also provide reporting functions for the grantee.
- H.** Grantee program staff will complete a data security awareness training on an annual basis; Grantee will maintain evidence of staff completion of this training.

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<sup>2</sup> Gender identity and sexual orientation are required per *Ordinance No. 159-16*, which amended the San Francisco Administrative Code to require City departments and contractors that provide health care and social services to seek to collect and analyze data concerning the sexual orientation and gender identity of the clients they serve (*SF Admin. Code, Chapter 104, Sections 104.1 through 104.9*).

- I. Grantee shall be compliant with laws related to confidentiality and privacy, including the Health Insurance Portability and Accountability Act of 1996 (HIPAA) privacy and security rules, to the extent applicable.
- J. Grantee will develop a grievance policy with approval from HSA/CFAT.

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

Jennifer.Grant@sfgov.org  
Contract Manager, Office of Contract Management, SFHSA  
or  
Cathy.Huang@sfgov.org  
Program Manager, Citywide Food Access Team, SFHSA

## **IX. Monitoring Activities**

### **A. Program Monitoring**

Program monitoring will include review of:

- Compliance with any City or State-mandated food regulations (i.e., adherence to the City's Sugary Beverage Prohibition, adherence to the California Retail Food Code);
- Food procurement policies and planning, if applicable;
- Participant files if applicable;
- Staff development and training activities (i.e. monthly trainings attended by staff);
- Program policies and procedures (i.e. house rules, ADA, denial of service, grievance procedures);
- Customer satisfaction materials (i.e. client satisfaction surveys), if applicable;
- Programmatic and physical accessibility/cultural competence (i.e. facility/materials available to person with disabilities, written material in Spanish and Cantonese);
- Outreach procedure/materials (i.e. written policy how clients will be outreached, flyers, newsletters, and other outreach material), if applicable; and,
- Client tracking system (i.e. system for tracking client data and group activities).

Program monitoring will also include assessment of services and progress towards both the Service and Outcome Objectives, back-up documentation for reporting progress towards meeting both service and outcome objectives, and discussion of any expected changes in ability to meet those objectives.

### **B. Fiscal Compliance and Contract Review**

Fiscal review will include review of the Grantee's budget, general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting

documentation for selected invoices, cash receipts and disbursement journals directly related to this agreement. The compliance review will include review of the Personnel Manual, Emergency Operations Plan, subcontracts, MOUs, the current board roster and selected board minutes for compliance with the Sunshine Ordinance, as applicable.

**X. Data Privacy Stipulations**

**A. Criminal Justice, Immigration Status and Federal Tax Information**

The Human Services Agency does not share Criminal Justice Information; Immigration Status information as governed by The San Francisco City and County of Refuge Ordinance (San Francisco Administrative Code, Chapters 12H and 12I) also known as the Sanctuary Ordinance; and Federal Tax Information under this grant.

**B. Data Security and Storage**

The Human Services Agency has protocols in place to protect confidential Information, as defined by:

- i. any information that is personally identifiable information, or any information about an individual, including information that can be used to distinguish or trace an individual's identity, such as name, social security number, date and place of birth, mother's maiden name, or biometric records; and any other information that is linked or linkable to an individual, such as medical, educational, financial, and employment information; or
- ii. information Data Provider(s) disclose, in writing, orally, or visually, to Data User(s), or to which Data User(s) obtain access to in connection with the negotiation and performance of the grant, and which relates to any individuals or entities that have made confidential or proprietary information available to Grantee marked or otherwise identified as proprietary and/or confidential, or that, given the nature of the information, ought reasonably to be treated as proprietary and/or confidential.

Grantee and HSA shall maintain all data furnished pursuant to this grant in a space secure from unauthorized access. Data shall be stored and processed in a way that unauthorized persons cannot retrieve nor alter the information by means of a computer, remote terminal, or other means. Both Grantee and HSA will be diligent in ensuring that the systems and technologies they use comply with government regulations and statutes, as they may be amended from time to time.

**C. Use of Data**

The Human Services Agency will use Grantee data to analyze program impact and ensure the funds are reaching the intended target population. In addition, the data may be used to understand client use of food resources across different programs.

**HUMAN SERVICES AGENCY BUDGET SUMMARY  
BY PROGRAM**

<b>Agency Name: UCSF (for EatSF)</b>				Grant Term:	<b>11/1/21-6/30/25</b>
(Check One) New <input type="checkbox"/> Renewal <input type="checkbox"/> Modification <input checked="" type="checkbox"/>					
If modification, Effective Date:	<b>7/1/2023</b>	Modification No.:	<b>3</b>		
<b>Program Name: Community Grocery Access/Vouchers</b>					
	<b>Actual FY 21/22</b>	<b>Actual FY 22/23</b>	<b>FY 23/24</b>	<b>FY 24/25</b>	<b>Total</b>
	<b>11/1/21-6/30/22</b>	<b>7/1/22-6/30/23</b>	<b>7/1/23-6/30/24</b>	<b>7/1/24-6/30/25</b>	<b>11/1/21-6/30/25</b>
<b>Expenditures</b>					
Salaries & Benefits	\$ 141,409	\$ 296,311	\$ 306,215	\$ 308,885	\$ 1,052,819
Operating Expenses	\$ 25,113	\$ 55,440	\$ 44,220	\$ 41,549	\$ 166,322
<b>Subtotal</b>	\$ 166,522	\$ 351,751	\$ 350,435	\$ 350,434	\$ 1,219,141
Indirect Percentage (%)	15%	15%	15%	15%	15%
Indirect Costs (Line 16 X Line 15)	\$ 24,978	\$ 52,763	\$ 52,565	\$ 52,566	\$ 182,872
Non-Direct Operating Expenses	\$ 1,458,500	\$ 2,488,000	\$ 1,847,000	\$ 1,847,000	\$ 7,640,500
<b>Total Expenses</b>	\$ 1,650,000	\$ 2,892,514	\$ 2,250,000	\$ 2,250,000	\$ 9,042,513
<b>HSA Revenues</b>					
General Fund	\$ 1,650,000	\$ 2,892,514	\$ 2,250,000	\$ 2,250,000	\$ 9,042,514
<b>Total HSA Revenues</b>	\$ 1,650,000	\$ 2,892,514	\$ 2,250,000	\$ 2,250,000	\$ 9,042,514
<b>Other Program Revenues</b>					
<b>Total Other Program Revenues</b>					
Prepared by: Cissie Bonini		Date: June 2023			

Agency Name: UCSF (for EatSF)

Program Name: Community Grocery Access/Vouchers

**Salaries & Benefits Detail**

POSITION TITLE	Agency Totals		HSA Program		Actual FY 21/22	Actual FY 22/23	FY 23/24	FY 24/25	Total
	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	11/1/21-6/30/22	7/1/22-6/30/23	7/1/23-6/30/24	7/1/24-6/30/25	11/1/21-6/30/25
					Budgeted Salary (8 months)	Budgeted Salary (12 months)	Budgeted Salary (12 months)	Budgeted Salary (12 months)	TOTAL
Principal Investigator	\$ 321,013	1.00	0%	0.00	\$ 1,931	\$ 3,069	\$ -		\$ 5,000
Executive Director	\$ 164,957	1.00	10%	0.10	\$ 19,270	\$ 6,571	\$ 16,496	\$ 16,991	\$ 59,328
Project-Policy Analyst	\$ 97,278	1.00	0%	0.00	\$ 21,155	\$ 6,908	\$ -	\$ -	\$ 28,063
Program Associate/JT	\$ 79,936	1.00	50%	0.50	\$ 29,249	\$ 43,623	\$ 39,968	\$ 41,167	\$ 154,007
Program Associate/MP	\$ 77,861	1.00	65%	0.65	\$ 28,205	\$ 49,935	\$ 50,610	\$ 52,128	\$ 180,878
Program Manager	\$ 95,186	1.00	60%	0.60		\$ 61,046	\$ 57,112	\$ 58,825	\$ 176,983
Program Assistant	\$ 53,346	1.00	60%	0.60		\$ 38,889	\$ 32,008	\$ 32,968	\$ 103,864
Temp Program Assistant	\$ 48,880	0.80	15%	0.20		\$ 3,028			\$ 3,028
Program Associate/AC	\$ 54,000	1.00	15%	0.15			\$ 8,100	\$ 8,343	\$ 16,443
Research/Policy Analyst/AG	\$ 89,993	1.00	15%	0.15			\$ 13,499	\$ 9,269	\$ 22,768
<b>TOTALS</b>	<b>\$ 1,082,450</b>	<b>9.80</b>	<b>290%</b>	<b>2.95</b>	<b>\$ 99,810</b>	<b>\$ 213,069</b>	<b>\$ 217,792</b>	<b>\$ 219,691</b>	<b>\$ 750,361</b>
<b>FRINGE BENEFIT RATE</b>	<b>40.6%</b>	<b>25.9% (Principal Investigator)</b>							
		<b>3.4% (Temp)</b>							
<b>EMPLOYEE FRINGE BENEFITS</b>					<b>\$ 41,599</b>	<b>\$ 83,242</b>	<b>\$ 88,423</b>	<b>\$ 89,194</b>	<b>\$ 302,458</b>
<b>TOTAL SALARIES &amp; BENEFITS</b>					<b>\$ 141,409</b>	<b>\$ 296,311</b>	<b>\$ 306,215</b>	<b>\$ 308,885</b>	<b>\$ 1,052,819</b>

Agency Name: UCSF (for EatSF)

Program Name: Community Grocery Access/Vouchers

## Operating Expenses Detail

Expenditure Category	TERM	Actual	Actual			Total
		FY 21/22	FY 22/23	FY 23/24	FY 24/25	11/1/21-6/30/25
Rental of Property						
Utilities(Elec, Water, Gas, Phone, Garbage)						
Office Supplies, Postage		\$ 6,200	\$ 11,268	\$ 15,540	\$ 15,540	\$ 48,548
Building Maintenance Supplies and Repair						
Printing and Reproduction		\$ 16,409	\$ 32,200	\$ 19,009	\$ 18,382	\$ 86,000
Insurance		\$ 848	\$ 1,826	\$ 1,938	\$ 1,955	\$ 6,567
Staff Training						
Staff Travel-(Local & Out of Town)		\$ 150	\$ 400	\$ 400	\$ 400	\$ 1,350
Rental of Equipment						
<u>CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE</u>						
<u>OTHER</u>						
IT Field Support		\$ 854	\$ 2,096	\$ 2,013	\$ 1,976	\$ 6,939
Data Network Recharge		\$ 652	\$ 1,650	\$ 1,320	\$ 1,296	\$ 4,918
Retail Liaison Services			\$ 6,000	\$ 4,000	\$ 2,000	\$ 12,000
TOTAL DIRECT OPERATING EXPENSE		\$ 25,113	\$ 55,440	\$ 44,220	\$ 41,549	\$ 166,322
<u>NON-DIRECT EXPENSES</u>						
Vendor Payment/Financial Services		\$ 1,458,500	\$ 2,488,000	\$ 1,847,000	\$ 1,847,000	\$ 7,640,500
(\$10.00 x 385,150 vouchers)						
TOTAL NON-DIRECT OPERATING EXPENSE		\$ 1,458,500	\$ 2,488,000	\$ 1,847,000	\$ 1,847,000	\$ 7,640,500