



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

**MEMORANDUM**

Department of Benefits  
and Family Support

Department of Disability  
and Aging Services

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San Francisco, CA  
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[www.SFHSA.org](http://www.SFHSA.org)



**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: **SF NEW DEAL** (NON-PROFIT)  
FOR PREPARED MEAL SUPPORT SERVICES TO FAMILIES

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	<u>Current</u>	<u>Modification</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
<b>GRANT TERM:</b>	11/01/21- 06/30/23	07/01/23- 06/30/25	11/01/21- 06/30/25		
<b>GRANT AMOUNT:</b>	\$4,368,571	\$4,050,000	\$8,418,571	\$841,857	\$9,260,428
<b>ANNUAL AMOUNT:</b>	<u>FY 23/24</u>	<u>FY 24/25</u>			
	\$2,250,000	\$1,800,000			
<b>FUNDING SOURCE:</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
	\$8,418,571			\$841,857	\$9,260,428
<b>PERCENTAGE:</b>	100%				100%

The Human Services Agency (HSA) requests authorization to modify the existing grant with SF New Deal for the period from July 1, 2023 to June 30, 2025 in the additional amount of \$4,050,000 plus a 10% contingency for a revised total amount not to exceed \$9,260,428. The purpose of this modification is to extend meal support services to families with young children.

### **Background**

In June of 2021, the Citywide Food Access Team held community listening sessions to hear from service providers directly on where they needed the most support and where service gaps existed when it came to food access within our vulnerable populations. Service providers identified families with young children as a vulnerable population that needed extra food support due to the many challenges they faced, and continue to face.

### **Services to be Provided**

This modification will continue the services of SF New Deal which has been operating the Family Meal Pack program. This program provides bulk meal pickups for families with children under the age of 5. Families are able to pick up meals in bulk from participating childcare sites and family resource centers bi-weekly. This program will continue to serve over 875 families. Starting in winter of 2022, families were switched to a text based ordering service where they can order meals from participating restaurants at times that are convenient to their work and childcare schedules.

### **Location**

The targeted locations are areas with high numbers of low income families receiving childcare subsidies. This program now serves the following zip codes: 94102, 94103, 94107, 94108, 94109, 94110, 94111, 94112, 94115, 94116, 94121, 94122, 94124, 94133, 94134, & 94158

### **Selection**

Grantee was selected through Request for Proposals 953 which was competitively bid in July 2021.

### **Funding**

Funding for this grant/contract is provided through City and County General Funds.

### **ATTACHMENTS**

Appendix A-3, Scope of Services  
Appendix B-3, Budget

## Appendix A-3 – Services to be Provided

### SF New Deal

#### Prepared Meal Support: Households (Meal Pick-up for Households with Children 5 Years Old and Under)

November 1, 2021 – June 30, 2025

*Updated July 1, 2023*

#### I. Purpose of Grant

The purpose of this grant is to implement a program whereby San Francisco households with at least one child five years old or younger can pick up packs of prepared meals from participating restaurants in or within one mile of the household's zip code. The purpose of this program is to assist low-income San Francisco households with small children with the time and financial demands of purchasing and preparing food for their household. Additionally, with most children under five not enrolled in elementary school, these families may not be able to access meal programs through schools.

#### II. Definitions

CARBON	Contracts Administration, Reporting, and Billing On-line System
City	City and County of San Francisco, a municipal corporation
Citywide Food Access Team (CFAT)	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 SF HSA.
Culturally-appropriate meals	Meals that use ingredients and preparations of foods that acknowledge and appreciate the experiences, traditions, and diverse preferences of a particular population.
Grantee	SF New Deal
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.
Participation Rate	This percentage is the number of biweekly cycles in which a participant redeems at least one meal divided by the total number of biweekly cycles ( <i>e.g.</i> , a 50% Participation Rate is redeeming at least one meal in 13 of the biweekly cycles within the 26 biweekly program cycles in a year)

Redemption Rate	This percentage is the number of meals redeemed divided by the number of meals available within each biweekly cycle (e.g., a 50% Redemption Rate is redeeming 4 of 8 available meals within a biweekly program cycle)
Service Unit	One meal
SFHSA	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>SF Admin. Code, Chapter 104, Sections 104.1 through 104.9</i> ).

### III. Target Population

This program is designed to serve all populations and ethnicities with a focus on low-income San Francisco households with a child five years old or younger. While the program may serve San Franciscans in any zip code, Grantee's program must have participating restaurants in and serve clients in the three San Francisco zip codes with the highest number of children enrolled in early care and education subsidies as of February 2020: 94124, 94134, and 94112. Areas of service beyond the three designated zip codes shall be agreed upon between Grantee and SFHSA.

### IV. Description of Services

Grantee shall provide the following services during the term of this contract:

Grantee shall administer a program whereby low-income San Francisco households with at least one child five years old or younger can pick up a free, culturally-appropriate Prepared Meal Pack from a restaurant in or within one mile of the participating household's zip code. The purpose of this program is to support households with children by helping to alleviate some of the financial and time demands associated with grocery shopping and cooking, especially with many food resources only being accessible between 9:00 am and 5:00 pm. Prepared Meal Packs will be available for pick-up during time windows that are convenient for working families, such as after 5:00 pm and on weekends. This program shall be branded as the Family Meal Pack Program as it is intended to serve only families with children. Additional program eligibility criteria may be required as directed by SFHSA.

Through September 2022, a Prepared Meal Pack shall consist of multiple individually-packed meals, or family-style portions that equate to multiple meals. Restaurants will deliver Prepared Meal Packs to community-based organizations for distribution to families by site staff. The number of meals per Prepared Meal Pack may change as directed by SFHSA.

Starting October 2022, families can order through a text exchange with SF New Deal or with a redemption card, and can order and pick up at times and participating locations of their choosing. The redemption card is intended for families who are not comfortable with text messaging, and serves as a verification document that shows participating restaurants that the family is enrolled in the program. The biweekly number of meals available to families may change as directed by SFHSA.

During the texting and redemption card program model, Grantee shall continuously monitor the Redemption Rates and Participation Rates of enrolled families. On a monthly basis, Grantee shall conduct outreach to enrolled program participants with low Redemption Rates and Participation Rates, and Grantee shall disenroll families with Participation Rates of zero over two consecutive biweekly program cycles.

Any changes to the way clients access the program and receive meals must be pre-approved by SFHSA.

As directed by SFHSA, Grantee may be required to institute a maximum cap of enrolled households and work with program referral partners to compile and monitor a program waitlist. Grantee shall continuously monitor the eligibility and Participation Rate of participating households and enroll waitlisted households when space becomes available.

Grantee's Call Center will provide customer support to program participants in at minimum San Francisco's Threshold Languages: Chinese, English, Spanish, and Tagalog.

During the restaurant onboarding process, Grantee will collect all applicable SF Department of Public Health documentation. Grantee's Call Center will provide support and solutions to restaurants with technical issues or restaurants in need of support regarding the fulfillment of orders.

With prior approval from SFHSA, Grantee should develop and utilize additional partnerships with community-based organizations, mutual-aid networks, after-school programs, and/or childcare and healthcare providers to share information about this program and reach qualifying households. Grantee should develop and support distribution of program advertising materials in San Francisco's Threshold Languages that provide information about the service and eligibility.

#### **V. Location and Time of Services**

Pick up sites outside of restaurants may be considered in order to best meet the needs of families. Grantee must request approval from SFHSA prior to allowing pick up sites outside of participating restaurants.

While the timing of services is to be determined by Grantee and participating restaurants, Prepared Meal Packs must be available for pick-up from some vendors during time windows that are convenient for working families, such as after 5:00 pm and on weekends.

## VI. Service Objectives

Grantee will meet the following service objectives:

11/1/21-6/30/23*	7/1/2023-6/30/24*	7/1/24-6/30/25*
Provide approximately 215,000 meals to households with at least one child five years old or younger;	Provide approximately 116,700 meals to households with at least one child five years old or younger;	Provide approximately 91,200 meals to households with at least one child five years old or younger;
Partner with at least 15 San Francisco-based restaurants;	Partner with at least 15 San Francisco-based restaurants;	Partner with at least 15 San Francisco-based restaurants;
Partner with at least 10 community based organizations who serve families in order to conduct outreach;	Partner with at least 10 community based organizations who serve families in order to conduct outreach;	Partner with at least 10 community based organizations who serve families in order to conduct outreach;
Offer a minimum of 8 unique cuisine types among these restaurants	Offer a minimum of 8 unique cuisine types among these restaurants	Offer a minimum of 8 unique cuisine types among these restaurants
Beginning December 1, 2022, maintain a minimum of 850 San Francisco households enrolled in the program;	Beginning September 1, 2023, maintain a minimum of 800 San Francisco households enrolled in the program;	Beginning September 1, 2024, maintain a minimum of 700 San Francisco households enrolled in the program;
Maintain an average Participation Rate of 80% of enrolled households.	Maintain an average Participation Rate of 80% of enrolled households.	Maintain an average Participation Rate of 80% of enrolled households.
Partner with at least three restaurants in each of the following zip codes: 94124, 94134, & 94112	Partner with at least three restaurants in each of the following zip codes: 94124, 94134, & 94112	Partner with at least three restaurants in each of the following zip codes: 94124, 94134, & 94112
Obtain completed survey forms for at minimum 50% of enrolled households for Satisfaction Surveys and end of fiscal-year Food Security Surveys.	Obtain completed survey forms for at minimum 50% of enrolled households for Satisfaction Surveys and end of fiscal-year Food Security Surveys.	Obtain completed survey forms for at minimum 50% of enrolled households for Satisfaction Surveys and end of fiscal-year Food Security Surveys.

**\*The objectives in each column pertain to the date range of the column.**

## VII. Outcome Objectives

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

1. At least 80% of participants surveyed were satisfied with the available food choices.
2. At least 80% of participants surveyed were satisfied with the quality of the food provided.
3. At least 80% of clients said the Meal portion size was adequate.
4. At least 90% of participants surveyed expressed that they felt welcomed and respected when accessing services.
5. At least 80% of the vendors said that participating in the program increased business

## VIII. Data Collection & Reporting Requirements

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

### 1. Invoicing/Reporting Training

At the beginning of the grant term, Grantee must designate staff to invoice and submit reports through the SFHSA CARBON system and input program and data reporting into the client registration database during the duration of the grant term. These staff will receive training on the CARBON system and/or client registration database from City staff after the start of the grant term.

### 2. Client Registration Database

Grantee is required to record client data and meal redemption in the CFAT client registration database. Grantee shall distribute and receive signed Client Database Consent Forms from each household prior to recording meal redemption for that household. Grantee's assigned CFAT Program Manager shall provide copies of the Client Database Consent Forms.

Grantee shall be required to collect at minimum the following client data and enter this data into the client registration database:

- a. First name
- b. Last name
- c. Address
- d. Zip code
- e. Household size
- f. Phone number
- g. Date of birth
- h. Race/ethnicity
- i. Primary language
- j. Sexual Orientation and gender identity<sup>1</sup>

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<sup>1</sup> Sexual orientation and gender identity 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*).

- k. Dietary restrictions
- l. CalFresh Receipt
- 3. Monthly Menu Reports  
Grantee shall on a monthly basis share a report with the assigned Program Manager of the restaurants in the program and the menu items being offered by each restaurant.
- 4. Monthly invoices  
All invoices are due by the 15<sup>th</sup> of the month following service. These will be submitted in CARBON.
- 5. Grantee will be required to conduct a food security survey with clients upon their enrollment into the program and by the end of each fiscal year within the grant term. All survey questions will be provided by your Program Manager. Contact the City if you need support getting the surveys translated into additional languages.
- 6. Grantee will provide an annual report summarizing 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 enter the annual metrics in the CARBON database by the 15th of the month following the end of the program year.
- 7. Grantee may be required to issue a Fiscal Closeout Report at the end of the fiscal year. The report is due to SFHSA no later than July 31 each grant year. This report must be submitted to the CARBON system.
- 8. Grantee shall develop and deliver ad hoc reports as requested by SFHSA/CFAT.
- 9. Grantee program staff will complete a data security awareness training on an annual basis; Grantee will maintain evidence of staff completion of this training.
- 10. 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.
- 11. Grantee will develop a grievance policy with approval from SFHSA/CFAT within the first 30 days of the contract term. The grievance policy must be translated into languages spoken by program clients.

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

Jennifer Grant, Contract Manager, Office of Contract Management, SFHSA  
[jennifer.grant@sfgov.org](mailto:jennifer.grant@sfgov.org)

or

Tommy McClain, Program Manager, Citywide Food Access Team, SFHSA  
[thomas.mcclain@sfgov.org](mailto:thomas.mcclain@sfgov.org)



## **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;
- 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);
- 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); 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 Monitoring**

Fiscal compliance and contract monitoring will include review of Grantee's 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 Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

## **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: SF New Deal</b>				<b>Grant Term: 11/1/21-6/30/25</b>	
(Check One)	New	Renewal	Modification	<b>XXX</b>	
If modification, Effective Date:		<b>7/1/2023</b>	Modification No.:		<b>3</b>
<b>Program Name: Prepared Meal Support (Households)</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	\$ 76,048	\$ 207,563	\$ 217,590	\$ 199,590	\$ 700,790
Operating Expenses	\$ 1,648,896	\$ 2,016,327	\$ 1,774,624	\$ 1,394,571	\$ 6,834,417
<b>Subtotal</b>	<b>\$ 1,724,943</b>	<b>\$ 2,223,890</b>	<b>\$ 1,992,214</b>	<b>\$ 1,594,161</b>	<b>\$ 7,535,208</b>
Indirect Percentage (%)	7%	12%	13%	13%	
Indirect Costs (Line 16 X Line 15)	\$ 125,057	\$ 294,681	\$ 257,786	\$ 205,839	\$ 883,363
Capital Expenses					
<b>Total Expenses</b>	<b>\$ 1,850,000</b>	<b>\$ 2,518,571</b>	<b>\$ 2,250,000</b>	<b>\$ 1,800,000</b>	<b>\$ 8,418,571</b>
<b>HSA Revenues</b>					
General Fund	\$ 1,850,000	\$ 2,518,571	\$ 2,250,000	\$ 1,800,000	\$ 8,418,571
<b>Total HSA Revenues</b>	<b>\$ 1,850,000</b>	<b>\$ 2,518,571</b>	<b>\$ 2,250,000</b>	<b>\$ 1,800,000</b>	<b>\$ 8,418,571</b>
<b>Other Program Revenues</b>					
<b>Total Other Program Revenues</b>					
Prepared by: Alison Chang				Date: 6/12/23	

**Agency Name: SF New Deal**  
**Program Name: Prepared Meal Support (Households)**

**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
Program Manager	\$85,000	1.00	90%	0.90	\$20,849	\$ 71,303	\$ 76,500	\$ 76,500	\$ 245,152
Impact Manager	\$90,000	1.00	10%	0.10			\$ 2,250	\$ 2,250	\$ 4,500
Partner Success Associate - Yma	\$75,000	1.00	25%	0.25	\$8,008		\$ 18,750	\$ 18,750	\$ 45,508
Partner Success Associate	\$75,000	1.00	10%	0.10			\$ 7,500	\$ 7,500	\$ 15,000
Partner Success Manager	\$81,000	1.00	25%	0.25	\$12,753	\$ 19,807	\$ 20,250	\$ 20,250	\$ 73,060
Partner Success Manager	\$81,000	0.75	10%	0.08			\$ 6,075	\$ 6,075	\$ 12,150
Assoc Dir of Service Ops	\$92,310	1.00	25%	0.25	\$15,231				\$ 15,231
Director of Programs	\$105,000	1.00	25%	0.25		\$ 25,625	\$ 26,250	\$ 26,250	\$ 78,125
Content Mgr/Designer	\$72,301	1.00	5%	0.05	\$2,386	\$ 603			\$ 2,989
Designer/Marketing Mgr.	\$75,000	1.00	5%	0.05		\$ 3,111	\$ 3,750	\$ 3,750	\$ 10,611
Operations Associate	\$72,000	1.00	36%	0.36	\$2,250	\$ 25,346			\$ 27,596
Systems Administrator	\$145,600	0.63	5%	0.03	\$1,896	\$ 27,174	\$ 20,000	\$ 5,000	\$ 54,070
<b>TOTALS</b>				2.67	\$ 63,373	\$ 172,969	\$ 181,325	\$ 166,325	\$ 583,992
<b>FRINGE BENEFIT RATE</b>	<b>20%</b>								
<b>EMPLOYEE FRINGE BENEFITS</b>					\$ 12,675	\$ 34,594	\$ 36,265	\$ 33,265	\$ 116,798
<b>TOTAL SALARIES &amp; BENEFITS</b>					\$ 76,048	\$ 207,563	\$ 217,590	\$ 199,590	\$ 700,790

Agency Name: SF New Deal

Program Name: Prepared Meal Support (Households)

## Operating Expenses Detail

Expenditure Category	Actual	Actual	FY 23/24	FY 24/25	Total
	FY 21/22	FY 22/23	7/1/23-6/30/24	7/1/24-6/30/25	11/1/21-6/30/25
Rental of Property					
Utilities(Elec, Water, Gas, Phone, Garbage)	\$ 3,200	\$ 30,000	\$ 20,000	\$ 20,000	\$ 73,200
Office Supplies, Postage					
Building Maintenance Supplies and Repair					
Printing and Reproduction	\$ 85,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 91,000
Insurance	\$ 1,787	\$ 5,990	\$ 6,000	\$ 6,500	\$ 20,277
Staff Training	\$ 1,167	\$ 391			\$ 1,558
Staff Travel-(Local & Out of Town)	\$ 679	\$ 600	\$ 600	\$ 600	\$ 2,479
Rental of Equipment					
CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE					
Language Translation		\$ 1,000	\$ 3,000	\$ 3,000	\$ 7,000
OTHER					
Cost of Meals	\$ 1,557,063	\$ 1,976,346	\$ 1,743,024	\$ 1,362,471	\$ 6,638,903
TOTAL OPERATING EXPENSE	\$ 1,648,896	\$ 2,016,327	\$ 1,774,624	\$ 1,394,571	\$ 6,834,417