



**SAN FRANCISCO  
HUMAN SERVICES AGENCY**

Department of Benefits  
and Family Support

Department of Disability  
and Aging Services

Office of Early Care  
and Education

P.O. Box 7988  
San Francisco, CA  
94120-7988  
[www.SFHSA.org](http://www.SFHSA.org)



**London Breed**  
Mayor

**Trent Rhorer**  
Executive Director

**MEMORANDUM**

<b>TO:</b>	HUMAN SERVICES COMMISSION				
<b>THROUGH:</b>	TRENT RHORER, EXECUTIVE DIRECTOR				
<b>FROM:</b>	DAN KAPLAN, DEPUTY DIRECTOR ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS				
<b>DATE:</b>	JUNE 18, 2021				
<b>SUBJECT:</b>	NEW GRANT: <b>HELP A MOTHER OUT (NON-PROFIT)</b> TO PROVIDE DIAPER BANK SERVICES				
<b>GRANT TERM:</b>	7/1/2021 – 6/30/2025				
<b>GRANT AMOUNT:</b>	<u>New</u>	<u>Contingency</u>	<u>Total</u>		
	\$1,452,596	\$145,260	\$1,597,856		
<b>ANNUAL AMOUNT:</b>	<u>FY21-22</u>	<u>FY22-23</u>	<u>FY23-24</u>	<u>FY24-25</u>	
	\$363,149	\$363,149	\$363,149	\$363,149	
<b>Funding Source</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>FUNDING:</b>	\$464,831	\$217,889	\$769,876	\$145,260	\$1,597,856
<b>PERCENTAGE:</b>	32%	15%	53%	100%	

DS  
JG

The Department of Benefits and Family Support (BFS) requests authorization to enter into a grant with Help A Mother Out (HAMO) for the period of July 1, 2021 to June 30, 2025, in an amount of \$1,452,596 plus a 10% contingency for a total amount not to exceed \$1,597,856. The purpose of the 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.

### **Background**

Since 2015, SF-HSA has supplemented family resources by offering a full monthly supply of diapers to certain low-income families with children under the age of three.

SF-HSA's diaper bank program was developed in partnership Help A Mother Out. This partnership involves close coordination, for SF-HSA to store and shelve diapers, and for HAMO to use its business skills in marketing and outreach, negotiating diaper prices, managing inventory and distribution, and supporting a network of non-profit distribution sites that deliver diapers to parents in their own neighborhoods.

This grant supports administration of HAMO's program and the cost of diapers for CalWORKSs clients. The cost of diapers for CalFresh clients are supported by a separate state grant. Under this program, almost 3,000 children are eligible for free diapers in San Francisco.

### **Services to be Provided**

The description below outlines the key program elements Help A Mother Out will provide from 7/1/2021 – 6/30/2025:

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 will coordinate services through its administrative headquarters at 101 Broadway, Suite 250, Oakland, CA 94607

The diapers will be distributed via HSA sites and other distribution sites 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
- Children's Council
- Compass Family Services
- Bayview Hunters Point YMCA
- OMI Family Resource Center
- Visitation Valley Strong Families
- Sunset Family Resource Center

- San Francisco Housing Authority

Please see attached Appendix A for a full description.

**Selection**

Help A Mother Out is a sole source contract. Help A Mother Out is providing a one-of-a-kind service as the only vendor in the United States managing a diaper bank that is deeply integrated with a public benefits program.

**Funding**

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

**ATTACHMENTS**

Appendix A – Services to be Provided

Appendix B – Budget

**Appendix A: Services to be Provided**  
**Help A Mother Out**  
**Diaper Bank Services for CalWORKs and CalFresh Families**  
**Term: 7/1/2021 – 6/30/2025**

**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.
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 California nonprofit organization
SFHSA	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 SFHSA and non-profit organizations that distribute diapers.
5. Provide diapers to non-assistance CalFresh families as an in-kind contribution to SFHSA, contingent on continuing funding by the California Department of Social Services.

## **B. Distribution Partnerships**

1. Manage and coordinate operations with five different SFHSA distribution sites.
2. Organize and monitor a network of program distribution partners.
3. Train SFHSA and distribution partner 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 SFHSA 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 SFHSA, 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 SFHSA staff on an as-needed basis to evaluate the performance of the program, identify challenges, and problem-solve solutions.

## **V. SFHSA 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. SFHSA may be able 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 SFHSA's continuing outreach efforts in the community, inviting HAMO to participate in appropriate outreach events.
- E. At SFHSA 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 will coordinate services through its administrative headquarters at 101 Broadway, Suite 250, Oakland, CA 94607.

The diapers will be distributed via SFHSA and distribution sites throughout the city of San Francisco. As of July 1, 2021 the distribution sites are:

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

## VII. Service Objectives

- A. HAMO will reach 50% of all eligible children on each of CalWORKs and non-assistance CalFresh throughout the year.
- B. HAMO will distribute 750,000 diapers per year to CalWORKs households.\*
- C. HAMO will distribute 1,000,000 diapers to non-assistance CalFresh households.\*

*\*Note that these objectives are contingent on SFHSA maintaining a commensurate caseload of eligible families.*

## VIII. Outcome Objectives

- A. In an annual survey conducted by HAMO, 80% of CalWORKs and CalFresh staff who interact with families will report that the diaper program had a positive impact on families.
- B. In an annual survey conducted by HAMO, 90% of distribution partner site liaisons will report that the diaper bank had a positive impact on the families served.
- C. In an annual survey conducted by HAMO, 90% of distribution partner site liaisons will report that the process of ordering and receiving diapers was easy and responsive.
- D. In an evaluation by SFHSA's Planning Unit, 90% of eligible families will report awareness of the diaper program.
- E. In an evaluation by SFHSA's Planning Unit, 90% of families who participate in the program, 90% will report satisfaction with the accessibility and supply of diapers.

## IX. Reporting Requirements

- A. HAMO will provide a monthly utilization report detailing:
  - 1. Overall number of diapers delivered to each distribution point
  - 2. Number of diapers issued by each distribution point to non-assistance CalFresh families.
  - 3. Number of diapers issued by each distribution point to CalWORKs families
  - 4. Unique CalWORKs families served during the month
  - 5. Unique non-assistance CalFresh families served during the month
- B. HAMO will provide an **annual** narrative report identifying accomplishments and challenges, and summarizing contract activities including progress against contracted service and outcome objectives. HAMO will submit the annual report

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 SFHSA, which may detail, for instance, diaper delivery or inventory by agency, or discrepancies in diaper stocks.
- D. For assistance with reporting requirements or submission of reports, contact:

Elizabeth.Leone@sfgov.org  
Senior Contracts Manager, Office of Contract Management  
or  
Peri.Weisberg@sfgov.org  
Program Manager, Planning Unit

**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 SFHSA's contract monitors with read-only access to its electronic records upon request 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	C	D	E	F
1						Appendix B, Page 1
2						
3	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>					
4	<b>BY PROGRAM</b>					
5	Agency Name:					Term
6	<b>Help A Mother Out</b>					<b>7/1/2021 - 6/30/2025</b>
7	(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>					
8	If modification, Effective Date of Mod. No. of Mod.					
9	<b>Program: Diaper Bank Services 21-25</b>					
10	Budget Reference					
11	Program Term	7/1/21 - 6/30/22	7/1/22 - 6/30/23	7/1/23 - 6/30/24	7/1/24 - 6/30/25	Total
12	<b>Expenditures</b>					
13	Salaries & Benefits	\$117,582	\$117,582	\$117,582	\$117,582	\$470,328
14	Operating Expense	\$198,200	\$198,200	\$198,200	\$198,200	\$792,800
15	<b>Subtotal</b>	<b>\$315,782</b>	<b>\$315,782</b>	<b>\$315,782</b>	<b>\$315,782</b>	<b>\$1,263,128</b>
16	Indirect Percentage (%)	15%	15%	15%	15%	15%
17	Indirect Cost (Line 16 X Line 15)	\$47,367	\$47,367	\$47,367	\$47,367	\$189,469
18	Capital Expenditure	\$0	\$0	\$0	\$0	\$0
19	<b>Total Expenditures</b>	<b>\$363,149</b>	<b>\$363,149</b>	<b>\$363,149</b>	<b>\$363,149</b>	<b>\$1,452,597</b>
20	<b>HSA Revenues</b>					
21	General Fund	\$116,208	\$116,208	\$116,208	\$116,208	\$464,831
22	State CalWorks	\$54,472	\$54,472	\$54,472	\$54,472	\$217,889
23	Federal funds	\$192,469	\$192,469	\$192,469	\$192,469	\$769,876
24						
25						
26						
27						
28						
29	<b>TOTAL HSA REVENUES</b>	<b>\$363,149</b>	<b>\$363,149</b>	<b>\$363,149</b>	<b>\$363,149</b>	<b>\$1,452,596</b>
30	<b>Other Revenues</b>					
31						
32						
33						
34						
35						
36	Total Revenues					
37	Full Time Equivalent (FTE)					
39	Prepared by: Lisa Truong 6/2/21					HAMO
40	HSA-CO Review Signature: _____					
41	<b>HSA #1</b>					



J	
1	Appendix B, Page 2
2	
3	
4	
5	
6	
7	
8	
9	
10	Total
11	TOTAL
12	07/01/2021-06/30/2025
13	\$50,000
14	\$159,000
15	\$116,600
16	
17	
18	
19	
20	
21	
22	
23	
24	
25	
26	
27	
28	
29	
30	\$325,600
31	
32	
33	\$144,728
34	
35	
36	<b>\$470,328</b>
37	1/0/1900

	A	B	C	D	E	F	G	H	I	J	
1	Appendix B, 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>	<u>TERM</u>				<u>7/1/21 - 6/30/22</u>	<u>7/1/22 - 6/30/23</u>	<u>7/1/23 - 6/30/24</u>	<u>7/1/24 - 6/30/25</u>	<b>TOTAL 7/1/2021 - 6/30/2025</b>	
13	Rental of Property					\$7,000	\$7,000	\$7,000	\$7,000	\$28,000	
14	Utilities (Elec, Water, Gas, Phone, Garbage)					\$3,500	\$3,500	\$3,500	\$3,500	\$14,000	
15	Office Supplies, Postage					\$1,500	\$1,500	\$1,500	\$1,500	\$6,000	
16	Building Maintenance Supplies and Repair										
17	Printing and Reproduction					\$3,000	\$3,000	\$3,000	\$3,000	\$12,000	
18	Insurance					\$1,000	\$1,000	\$1,000	\$1,000	\$4,000	
19	Staff Training										
20	Staff Travel-(Local & Out of Town)										
21	Rental of Equipment										
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE										
23	Tech Consultants/SaaS - Software as a Service					\$1,000	\$1,000	\$1,000	\$1,000	\$4,000	
24	Bayview YMCA Saturday Hours Agreement					\$5,200	\$5,200	\$5,200	\$5,200	\$20,800	
25	Database & Communications Consultants					\$500	\$500	\$500	\$500	\$2,000	
26											
27											
28	OTHER										
29	CRM/Inventory POS License					\$11,500	\$11,500	\$11,500	\$11,500	\$46,000	
30	Diapers					\$160,000	\$160,000	\$160,000	\$160,000	\$640,000	
31	FRC Supplies/Fixtures					\$4,000	\$4,000	\$4,000	\$4,000	\$16,000	
32											
33											
34											
35	<b>TOTAL OPERATING EXPENSE</b>					<b>\$198,200</b>	<b>\$198,200</b>	<b>\$198,200</b>	<b>\$198,200</b>	<b>\$792,800</b>	
36											
37	<b>HSA #3</b>									1/0/1900	

	A	B	C	E
1	Appendix B-1, Page 4			
2				
3				
4	Program: Diaper Bank Services 21-25			
5	(Same as Line 9 on HSA #1)			
6				
7	<b>Program Expenditure Detail</b>			
8				
9				
10	EQUIPMENT		7/1/21 - 6/30/22	TOTAL
11	No.	ITEM/DESCRIPTION		
12	1		0	0
13				
14				
15				
16				
17				
18				
19				
20	TOTAL EQUIPMENT COST		0	0
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		0	0
32	(Equipment and Remodeling Cost)			
33	<b>HSA #4</b>			<b>1/0/1900</b>

**The purpose of this document is to explain operating expenses for FYE 2022-2025**

**FY 2022-2025**

\$7,000	Rental of property to allow for the rental of office space (shared cost) between HAMO cost centers	
\$3,500	Utilities/Internet/Phone budget based on FYE 2021 budget	
\$1,500	Office supplies, postage and courier to FRC sites, consistent with actual costs for prior year.	
\$3,000	Printing costs to allow for the printing of Client/Program materials include brochures, postcards, window envelopes or distribution site print collateral. Consistent with prior years budgets.	client facing
\$1,000	Insurance	
\$1,000	Tech Consultants and Software as a Service (SaaS providers) including DocuSign, DropBox, domain registration and website hosting. Consistent with prior year budget	
\$5,200	Fee for service contract to allow Bayview YMCA to be open for clients on Saturdays. Consistent with FY20 budget, pending further discussions with Bayview YMCA partner in light of COVID-19 considerations.	
\$500	Database and Communications Consultants to be used for a graphic designer or Visual Basic consultant. Consistent with FY21 budget.	
\$11,500	CRM/Inventory/POS licensing (annual). \$1500 CODB increase from vendor, based on FY21 contract.	
\$160,000	Diapers (\$13,333/month). \$160k total for CalWORKs and Calfresh eligible clients. Additional funds for diapers will be underwritten from CDSS in FY22-25, subject to MOU between CDSS and HAMO.	clients
\$4,000	FRC supplies and/or fixtures, including carry handles for client transporting diapers on public transportation. Based on previous usage in prior years.	client

**\$198,200 Total Operating Expenses**