



**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**

**TO:** HUMAN SERVICES COMMISSION

**THROUGH:** TRENT RHORER, EXECUTIVE DIRECTOR

**FROM:** ANNA PINEDA, DEPUTY DIRECTOR  
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS DS  
ll

**DATE:** JANUARY 21, 2022

**SUBJECT:** GRANT MODIFICATION: **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>	7/1/21- 6/30/25	2/1/22- 6/30/23	7/1/21- 6/30/25		
<b>GRANT AMOUNT:</b>	\$1,541,056	\$450,000	\$1,991,056	\$199,106	\$2,190,162
<b>ANNUAL AMOUNT:</b>	<u>FY 21/22</u>	<u>FY 22/23</u>	<u>FY 23/24</u>	<u>FY 24/25</u>	
	\$453,078	\$767,450	\$385,264	\$385,264	
<b>Funding Source</b>	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
<b>MODIFICATION FUNDING:</b>	\$995,528	\$238,927	\$756,601	\$199,106	\$2,190,162
<b>PERCENTAGE:</b>	50%	12%	38%		100%

The Department of Benefits and Family Support (BFS) requests authorization to revise the sole source waiver and authorization to modify the existing grant with Help A Mother Out (HAMO) for the period of February 1, 2022 to June 30, 2023, in the additional amount of \$450,000 plus a 10% contingency for a revised total amount not to exceed \$2,190,162. The purpose of this modification is to pilot an expansion of eligibility for the service to 3,400 infants and toddlers who receive assistance from SFHSA through Medi-Cal.

### **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 through Help A Mother Out.

With this modification, the program will grow in scope on a pilot basis to cover all 6,500 infants and toddlers who participate in any Economic Support and Self-Sufficiency (ESSS) program through SFHSA. Most low-income families in San Francisco participate in at least one ESSS program through SFHSA, and for those families this service will ease one of the financial burdens involved in raising a child. The expanded service will be supported through June 30, 2023.

### **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 12 neighborhood distribution partners located in convenient locations around the City.
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, 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-1 for a full description.

**Selection**

Help A Mother Out is a sole source grant. 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. Sole source has been updated and approved to reflect additional funding.

**Funding**

Funding for this grant is provided through a combination of General Fund, State, and Federal funds. The additional funds for this modification are 100% General Fund.

**ATTACHMENTS**

Appendix A-1: Services to be Provided

Appendix B-1: Budget

Sole Source Waiver

**Appendix A-1: Services to be Provided**  
**Help A Mother Out**  
**Diaper Bank Services**  
**Term: 7/1/2021 – 6/30/2025**  
**Modified 2/1/22**

**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, CalFresh, and Medi-Cal 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.
Medi-Cal	California’s Medicaid health care program, which provides needed health care services for low-income individuals. Medi-Cal families who do not participate in CalFresh or CalWORKs are termed here “Medi-Cal only” families.
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 participate in CalWORKs, CalFresh, or Medi-Cal, or any combination of those programs. 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 four 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 field 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 distribution partner 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, 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 all eligible families. SFHSA may be able to provide translation assistance.
- C. Provide eligible families 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 January 1, 2022 the distribution sites are:

- HSA sites: 170 Otis Street, 3120 Mission Street, 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 in CalWORKs and non-assistance CalFresh households throughout the year.
- B. HAMO will reach 30% of all eligible children in Medi-Cal only households throughout the year.
- C. HAMO will distribute 750,000 diapers per year to CalWORKs households.\*
- D. HAMO will distribute 1,000,000 diapers to non-assistance CalFresh households.\*
- E. HAMO will distribute 1,500,000 diapers to Medi-Cal only 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 SFHSA staff who interact with eligible 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 Medi-Cal only families
  - 3. Number of diapers issued by each distribution point to non-assistance CalFresh families.

4. Number of diapers issued by each distribution point to CalWORKs families
  5. Unique 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  
Contract 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	D	E	F	G	H	I	J	K	L
1	Appendix B-1, Page 1									
2	<b>HUMAN SERVICES AGENCY BUDGET SUMMARY</b>									
3	<b>BY PROGRAM</b>									
4										
5	<b>Agency Name:</b>									Term
6	Help a Mother Out									7/1/2021 - 6/30/2025
7	(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/> X									
8	If modification, Effective Date of Mod. 2/1/2022 No. of Mod. 1									
9	<b>Program: Diaper Bank Services</b>									
10	Budget Reference Page No.(s)	Original	Modification	Revised	Original	Modification	Revised	Original	Original	Y1 - Y4
11	Program Term	7/1/2021 - 6/30/2022			7/1/2022 - 6/30/2023			7/1/23 - 6/30/24	7/1/24 - 6/30/25	Total
12	<b>Expenditures</b>									
13	Salaries & Benefits	\$110,012	\$22,469	\$132,481	\$122,312	\$26,336	\$148,648	\$126,312	\$130,813	\$538,253
14	Operating Expense	\$223,500	\$38,000	\$261,500	\$212,700	\$306,000	\$518,700	\$208,700	\$204,200	\$1,193,100
15	<b>Subtotal</b>	<b>\$333,512</b>	<b>\$60,469</b>	<b>\$393,981</b>	<b>\$335,012</b>	<b>\$332,336</b>	<b>\$667,348</b>	<b>\$335,012</b>	<b>\$335,013</b>	<b>\$1,731,353</b>
16	Indirect Percentage (%)	15%	15%	15%	15%	15%	15%	15%	15%	15%
17	Indirect Cost (Line 16 X Line 15)	\$50,027	\$9,070	\$59,097	\$50,252	\$49,850	\$100,102	\$50,252	\$50,252	\$259,703
18	Capital Expenditure									\$0
19	<b>Total Expenditures</b>	<b>\$383,539</b>	<b>\$69,539</b>	<b>\$453,078</b>	<b>\$385,264</b>	<b>\$382,186</b>	<b>\$767,450</b>	<b>\$385,264</b>	<b>\$385,264</b>	<b>\$1,991,056</b>
20	<b>HSA Revenues</b>									
21	General Fund	\$374,043		\$374,043	\$385,264		\$385,264	\$385,264	\$385,264	\$1,529,835
22	CODB FY21-22	\$11,221		\$11,221						\$11,221
23	Medi-Cal Expansion		\$67,814	\$67,814		\$382,186	\$382,186			\$450,000
24										
25										
26										
27										
28										
29	<b>TOTAL HSA REVENUES</b>	<b>\$385,264</b>	<b>\$67,814</b>	<b>\$453,078</b>	<b>\$385,264</b>	<b>\$382,186</b>	<b>\$767,450</b>	<b>\$385,264</b>	<b>\$385,264</b>	<b>\$1,991,056</b>
30	<b>Other Revenues</b>									
31										
32										
33										
34										
35										
36	Total Revenues	\$385,264	\$67,814	\$453,078	\$385,264	\$382,186	\$767,450	\$385,264	\$385,264	\$1,991,056
37	Full Time Equivalent (FTE)									
39	Prepared by: Lisa Truong 1/10/22									
40	HSA-CO Review Signature:									
41	<b>HSA #1</b>									





	A	B	C	E
1	Appendix B-1, Page 4			
2				
3				
4	Program: Diaper Bank Services			
5	(Same as Line 9 on HSA #1)			
6				
7	<b>Program Expenditure Detail</b>			
8				
9	TOTAL			
10	EQUIPMENT	TER	7/1/21 - 6/30/22	
11	No.	ITEM/DESCRIPTION		
12	1	reserved for 4 year capital equipment refresh	0	0
13				
14				
15				
16				
17				
18				
19				
20	TOTAL EQUIPMENT COST		0	0
21				
22	REMODELING			
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>

21-22

22-23

**Salary & Fringe Benefits**

Salary and fringe benefits for Community Engagement Coordinator. This position, in part, will be working in tandem with the program team to raise awareness in the community about the diaper benefit for Medi-Cal families. This role will support outreach events, program marketing/communication, and serve as a back up resource for the program team.

\$ 22,469.00      \$26,336

**Operating Expenses**

\$ 2,000.00    \$ 2,000.00    Increase in print collateral (e.g., client brochures)

\$ 30,000.00    #####    Diapers: Additional budget for diapers.

\$ 5,000.00    \$ 4,000.00    Increase in FRC supplies/ fixtures budget to account for additional internal supplies (e.g., carry handles, bags, program equipment)

\$ 37,000.00    #####    **Operating expenses**

**Sole Source Waiver Request  
Modification #1: Effective 2/1/2022**

Administrative Code Section 21.5(b) provides that commodities or services available only from a sole source shall be procured in accordance with Purchaser's regulations. Purchaser's regulations provide that, "If a department needs a commodity or service which is unique and which is known to be provided by only one vendor, then only one price quotation is solicited from the single vendor. The requesting department must submit documentation to the Purchaser justifying the transaction as a sole source. From time to time, the Purchaser may conduct a formal bid to determine the continuing validity of the sole source determination." (Procurement Instruction 12.06, Exhibit A, Section IX.D, dated April 28, 1989)

**Directions:** Use this form to justify a sole source transaction. The department requestor must complete the information below and attach a written memo with appropriate supporting documentation to justify this request. The memo must provide specific and comprehensive information that explains why the requested transaction should be considered a sole source. Departments are encouraged to consult with the Human Rights Commission and the City Attorney prior to submitting this request.

Department: HSA Date Submitted: 1/13/2022  
 Contact: Elizabeth Léone Phone: 415-557-5727  
 Vendor Name: **Help a Mother Out** Vendor #: 0000039487  
 Type of Contract: Commodity \_\_\_\_\_ Professional Service X\_\_\_\_\_ Non-Professional Service \_\_\_\_\_  
 Amount: **\$2,190,162 NTE** FSP ID #: 1000022052

Term: **July 1, 2020 to June 30, 2025**

Describe the product or service:

**Provide San Francisco Diaper bank, providing diapers to families with children under 3 eligible for CalWORKS and/or CalFresh. This modification expands services to include MediCal-eligible families.**

Has the Human Rights Commission granted a sole source waiver on this transaction? \_\_\_\_\_ No \_\_\_\_\_  
 If yes, when was the sole source granted? \_\_\_\_\_ Please attach a copy of the HRC Waiver.

Check the appropriate statement. Attach a memo and documentation to address the questions following each statement.

  X   **Goods or services are available from only one source.**

Explain why this is the only product or service that will meet the City's needs. Why is this the only vendor or contractor that can provide the services or products? What steps were taken to verify that the goods or services are not available from another source? Explain what efforts were made to obtain the best possible price. Why do you feel the price to be fair and reasonable? How was this vendor chosen? How long has the vendor been providing goods or services for your department?

**See attached memo.**

       **Only one prospective vendor is willing to enter into a contract with the City.**

Explain why no other vendors are willing to contract with the City. If there are compliance issues, what have you done to get other possible sources to become compliant? Have you contacted HRC? Have you received a waiver from HRC?

       **Item has design and/or performance features that are essential to the department, and no other source satisfies the City's requirements.**

Explain why the design/performance features are essential. Have you contacted other suppliers to evaluate items/services with similar features and capabilities? If no, explain why not. If yes, list the suppliers and explain why their goods or services do not meet the department's needs.

       **Licensed or patented good or service.**

Provide proof that the license or patent limits the availability of the product or service to only one source.

\_\_\_\_\_ **Other:** \_\_\_\_\_

**INSTRUCTIONS:**

The Sole Source request must be approved before the department makes a commitment to the vendor, and before funds are encumbered. If the Sole Source request is denied, the department will be advised to conduct a competitive process to select the vendor/contractor. If the Sole Source request is to extend an existing professional service contract, attach a copy of the original contract and any prior sole source determinations made by HRC or Purchasing. When processing professional service contracts and modifications for signature, attach the approved sole source waiver form to the contract documents.

This form is required for every transaction, contract, or contract modification that the department wishes to be treated as a sole source. For additional information call the Purchaser assigned to your department.

This Sole Source request is being submitted by:

Department Head Signature: \_\_\_\_\_  
*Daniel Kaplan*  
ED8A450D2D2347Z...

Date: 1/13/2022

Name of Department: **Human Services Agency**

\_\_\_\_\_  
\_\_\_\_\_