

**HUMAN SERVICES AGENCY BUDGET SUMMARY  
BY PROGRAM**

Meals on Wheel San Francisco  
(Please enter agency name here)

(Check One) New  Renewal  Modification

If modification, Effective Date of Mod. No. of Mod.

**Program: Home-delivered meals for older adults**

Budget Reference Page No.(s)						Average cost/meal
Program Term	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total	
<b>Annual # Meals Contracted</b>	1,572,592	1,446,658	1,446,658	1,446,658	5,912,566	
<b># Great Plates transition meals</b>	43,544				43,544	
<b>DAS Expenditures</b>						
Salaries & Benefits	\$3,414,394	\$3,049,048	\$3,049,048	\$3,049,048	\$12,561,538	\$2.12
Operating Expenses	\$3,341,006	\$2,983,516	\$2,983,516	\$2,983,516	\$12,291,554	\$2.08
<b>Subtotal</b>	<b>\$6,755,400</b>	<b>\$6,032,564</b>	<b>\$6,032,564</b>	<b>\$6,032,564</b>	<b>\$24,853,092</b>	<b>\$4.20</b>
Indirect Percentage (%)						
Indirect Cost						
Capital/Subcontractor Expenditures						
NCQA Expenditures	\$1,037,136	\$909,442	\$909,442	\$909,442	\$3,765,462	\$0.64
<b>Total DAS Expenditures</b>	<b>\$7,792,536</b>	<b>\$6,942,006</b>	<b>\$6,942,006</b>	<b>\$6,942,006</b>	<b>\$28,618,554</b>	<b>\$4.84</b>
<b>Non DAS Expenditures</b>						
Salaries & Benefits	\$1,149,086	\$1,026,136	\$1,026,136	\$1,026,136	\$4,227,494	\$0.72
Operating Expenses	\$1,468,807	\$1,313,748	\$1,313,748	\$1,313,748	\$5,410,051	\$0.92
Capital/Subcontractor Expenditures						
NCQA Expenditures	\$919,952	\$806,566	\$806,566	\$806,566	\$3,339,650	\$0.56
<b>Total Non DAS Expenditures</b>	<b>\$3,537,845</b>	<b>\$3,146,450</b>	<b>\$3,146,450</b>	<b>\$3,146,450</b>	<b>\$12,977,195</b>	<b>\$2.19</b>
<b>TOTAL DAS AND NON DAS EXPEDITURES</b>	<b>\$11,330,381</b>	<b>\$10,088,456</b>	<b>\$10,088,456</b>	<b>\$10,088,456</b>	<b>\$41,595,749</b>	<b>\$7.04</b>
<b>DAS Revenues</b>						
Meals- General Fund	\$5,403,633	\$4,813,844	\$4,813,844	\$4,813,844	\$19,845,165	\$3.36
Meals- State Fund	\$485,156	\$432,203	\$432,203	\$432,203	\$1,781,765	\$0.30
Meals- Federal Fund	\$1,903,747	\$1,695,959	\$1,695,959	\$1,695,959	\$6,991,624	\$1.18
<b>Total DAS Revenue</b>	<b>\$7,792,536</b>	<b>\$6,942,006</b>	<b>\$6,942,006</b>	<b>\$6,942,006</b>	<b>\$28,618,554</b>	<b>\$4.84</b>
PER MEAL COST, DAS	\$4.17	\$4.17	\$4.17	\$4.17	\$4.20	
PER MEAL COST (with NCQA), DAS	\$4.83	\$4.80	\$4.80	\$4.80	\$4.84	
PER GREAT PLATE TRANSITION MEALS COSTS	\$4.54					
<b>Non DAS Revenues</b>						
Project Income	\$100,722	\$100,722	\$100,722	\$100,722	\$402,888	\$0.07
Agency Cash- Fundraising	\$3,425,123	\$3,033,728	\$3,033,728	\$3,033,728	\$12,526,307	\$2.12
Agency In-kind Volunteer	\$12,000	\$12,000	\$12,000	\$12,000	\$48,000	\$0.01
<b>Total Non DAS Revenue</b>	<b>\$3,537,845</b>	<b>\$3,146,450</b>	<b>\$3,146,450</b>	<b>\$3,146,450</b>	<b>\$12,977,195</b>	<b>\$2.19</b>
PER MEAL COST (with NCQA), Non DAS	\$2.25	\$2.17	\$2.17	\$2.17	\$2.19	
<b>TOTAL DAS AND NON DAS REVENUE</b>	<b>\$11,330,381</b>	<b>\$10,088,456</b>	<b>\$10,088,456</b>	<b>\$10,088,456</b>	<b>\$41,595,749</b>	<b>\$7.04</b>
PER MEAL COST (with NCQA), Total	\$7.08	\$6.97	\$6.97	\$6.97	\$7.03	
Full Time Equivalent (FTE)						

Prepared by: Patrick Schmalz

Date: 6/8/21

HSA-CO Review Signature: \_\_\_\_\_

HSA #1

10/25/2016

**Salaries & Benefits Detail**

DAS Salaries & Benefits	Agency Totals		HSA Program		FY 21/22	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	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary
Drivers (28)	\$46,823	28.00	58.44%	16.36	\$766,188	\$684,205	\$684,205	\$684,205	\$2,818,803
HDM Supervisor/Lead/ Driver (PM)	\$66,950	1.00	60.91%	0.61	\$40,779	\$36,416	\$36,416	\$36,416	\$150,027
Customer Service Lead	\$68,855	1.00	60.91%	0.61	\$41,940	\$37,452	\$37,452	\$37,452	\$154,296
HDM Supervisor/Driver Lead/AM	\$58,423	1.00	60.91%	0.61	\$35,585	\$31,777	\$31,777	\$31,777	\$130,916
Senior HDM Driver Manager	\$87,560	1.00	60.91%	0.61	\$53,333	\$47,626	\$47,626	\$47,626	\$196,211
Senior HDM Client Waitlist & Comm	\$84,542	1.00	60.91%	0.61	\$51,495	\$45,985	\$45,985	\$45,985	\$189,450
Senior HDM Operations Manager 20	\$87,560	1.00	60.91%	0.61	\$53,333	\$47,626	\$47,626	\$47,626	\$196,211
Client Support Specialist	\$49,276	1.00	60.91%	0.61	\$30,014	\$26,802	\$26,802	\$26,802	\$110,420
HDM Safety Board Lead	\$53,560	1.00	56.50%	0.57	\$30,261	\$27,023	\$27,023	\$27,023	\$111,330
HDM Lead Intake Coordinator	\$58,460	1.00	60.91%	0.61	\$35,608	\$31,798	\$31,798	\$31,798	\$131,002
Chief Prog Off	\$155,752	1.00	35.91%	0.36	\$55,931	\$49,946	\$49,946	\$49,946	\$205,769
SalesForce Administrator	\$110,624	1.00	51.47%	0.51	\$56,938	\$50,846	\$50,846	\$50,846	\$209,476
SalesForce Analyst	\$63,865	1.00	51.47%	0.51	\$32,871	\$29,354	\$29,354	\$29,354	\$120,933
Chief Food & Operations Officer: Sp	\$167,553	1.00	45.68%	0.46	\$76,538	\$68,348	\$68,348	\$68,348	\$281,582
Food Safety/Compliance Manager	\$87,550	1.00	49.14%	0.49	\$43,022	\$38,419	\$38,419	\$38,419	\$158,279
Assistant Food Service Director	\$101,700	1.00	49.14%	0.49	\$49,975	\$44,628	\$44,628	\$44,628	\$183,859
Chef	\$99,386	1.00	49.14%	0.49	\$48,838	\$43,612	\$43,612	\$43,612	\$179,674
Food Service Director	\$108,150	1.00	49.14%	0.49	\$53,145	\$47,458	\$47,458	\$47,458	\$195,519
Procurement/Purchasing Manager	\$108,150	1.00	49.14%	0.49	\$53,145	\$47,458	\$47,458	\$47,458	\$195,519
Warehouse Manager	\$56,650	1.00	39.90%	0.40	\$22,603	\$20,184	\$20,184	\$20,184	\$83,155
Kitchen Staff (37)	\$42,572	37.00	44.82%	16.58	\$705,942	\$630,405	\$630,405	\$630,405	\$2,597,157
Maintenance Associate	\$39,634	1.00	39.90%	0.40	\$15,814	\$14,122	\$14,122	\$14,122	\$58,180
Fleet & Facilities Manager	\$82,400	1.00	39.90%	0.40	\$32,878	\$29,360	\$29,360	\$29,360	\$120,958
Maintenance Associate	\$39,634	1.00	39.90%	0.40	\$15,814	\$14,122	\$14,122	\$14,122	\$58,180
Sr. Administrative Assistant	\$66,950	1.00	39.90%	0.40	\$26,713	\$23,855	\$23,855	\$23,855	\$98,278
Maintenance Technician Supervisor	\$72,100	1.00	39.90%	0.40	\$28,768	\$25,690	\$25,690	\$25,690	\$105,838
Director of Fleet & Facilities	\$118,775	1.00	39.90%	0.40	\$47,391	\$42,320	\$42,320	\$42,320	\$174,351
Volunteer Program Manager	\$66,886	1.00	10.47%	0.10	\$7,000	\$6,251	\$6,251	\$6,251	\$25,753
Volunteer Program Manager	\$63,865	1.00							
Volunteer Program Manager	\$64,890	1.00							
Director of Volunteer Programs & C	\$100,114	1.00	14.50%	0.14	\$14,512	\$12,959	\$12,959	\$12,959	\$53,389
<b>Totals</b>	<b>\$2,479,209</b>	<b>94.00</b>	<b>1381.53%</b>	<b>45.73</b>	<b>\$2,526,374</b>	<b>\$2,256,047</b>	<b>\$2,256,047</b>	<b>\$2,256,047</b>	<b>\$9,294,515</b>
Fringe Benefits Rate	35.15%								
Employee Fringe Benefits	\$871,442				\$888,020	\$793,001	\$793,001	\$793,001	\$3,267,023
<b>Total DAS Salaries and Benefits</b>	<b>\$3,350,651</b>				<b>\$3,414,394</b>	<b>\$3,049,048</b>	<b>\$3,049,048</b>	<b>\$3,049,048</b>	<b>\$12,561,538</b>

Non DAS Salaries & Benefits	Agency Totals		HSA Program		FY 21/22	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	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary
Drivers (28)	\$46,823	28.00							
HDM Supervisor/Lead/ Driver (PM)	\$66,950	1.00	22.00%	0.22	\$14,729	\$13,153	\$13,153	\$13,153	\$54,188
Customer Service Lead	\$68,855	1.00	22.00%	0.22	\$15,148	\$13,527	\$13,527	\$13,527	\$55,729
HDM Supervisor/Driver Lead/AM	\$58,423	1.00	22.00%	0.22	\$12,853	\$11,478	\$11,478	\$11,478	\$47,287
Senior HDM Driver Manager	\$87,560	1.00	22.00%	0.22	\$19,263	\$17,202	\$17,202	\$17,202	\$70,869
Senior HDM Client Waitlist & Comm	\$84,542	1.00	22.00%	0.22	\$18,599	\$16,609	\$16,609	\$16,609	\$68,426
Senior HDM Operations Manager 20	\$87,560	1.00	22.00%	0.22	\$19,263	\$17,202	\$17,202	\$17,202	\$70,869
Client Support Specialist	\$49,276	1.00	22.00%	0.22	\$10,841	\$9,681	\$9,681	\$9,681	\$39,884
HDM Safety Board Lead	\$53,560	1.00	22.00%	0.22	\$11,783	\$10,522	\$10,522	\$10,522	\$43,349
HDM Lead Intake Coordinator	\$58,460	1.00	22.00%	0.22	\$12,861	\$11,485	\$11,485	\$11,485	\$47,316
Chief Prog Off	\$155,752	1.00	23.18%	0.23	\$36,103	\$32,240	\$32,240	\$32,240	\$132,823
SalesForce Administrator	\$110,624	1.00	19.00%	0.19	\$21,019	\$18,770	\$18,770	\$18,770	\$77,329
SalesForce Analyst	\$63,865	1.00	19.00%	0.19	\$12,134	\$10,836	\$10,836	\$10,836	\$44,642
Chief Food & Operations Officer: Sp	\$167,553	1.00	19.61%	0.20	\$32,857	\$29,341	\$29,341	\$29,341	\$120,880
Food Safety/Compliance Manager	\$87,550	1.00	20.00%	0.20	\$17,510	\$15,636	\$15,636	\$15,636	\$64,418
Assistant Food Service Director	\$101,700	1.00	19.90%	0.20	\$20,238	\$18,073	\$18,073	\$18,073	\$74,457
Chef	\$99,386	1.00	19.90%	0.20	\$19,778	\$17,662	\$17,662	\$17,662	\$72,764
Food Service Director	\$108,150	1.00	19.90%	0.20	\$21,522	\$19,219	\$19,219	\$19,219	\$79,179
Procurement/Purchasing Manager	\$108,150	1.00	19.90%	0.20	\$21,522	\$19,219	\$19,219	\$19,219	\$79,179
Warehouse Manager	\$56,650	1.00	29.49%	0.29	\$16,709	\$14,921	\$14,921	\$14,921	\$61,472
Kitchen Staff (37)	\$42,572	37.00	21.62%	8.00	\$340,576	\$304,134	\$304,134	\$304,134	\$1,252,978
Maintenance Associate	\$39,634	1.00	30.57%	0.31	\$12,116	\$10,820	\$10,820	\$10,820	\$44,576
Fleet & Facilities Manager	\$82,400	1.00	29.49%	0.29	\$24,303	\$21,703	\$21,703	\$21,703	\$89,412
Maintenance Associate	\$39,634	1.00	30.57%	0.31	\$12,116	\$10,820	\$10,820	\$10,820	\$44,576
Sr. Administrative Assistant	\$66,950	1.00	30.57%	0.31	\$20,467	\$18,277	\$18,277	\$18,277	\$75,298
Maintenance Technician Supervisor	\$72,100	1.00	30.57%	0.31	\$22,041	\$19,683	\$19,683	\$19,683	\$81,090
Director of Fleet & Facilities	\$118,775	1.00	29.49%	0.29	\$35,032	\$31,284	\$31,284	\$31,284	\$128,884
Volunteer Program Manager	\$66,886	1.00	12.44%	0.12	\$8,321	\$7,431	\$7,431	\$7,431	\$30,614

Volunteer Program Manager	\$63,865	1.00							
Volunteer Program Manager	\$64,890	1.00	12.44%	0.12	\$8,072	\$7,208	\$7,208	\$7,208	\$29,696
Director of Volunteer Programs & C	\$100,114	1.00	12.44%	0.12	\$12,454	\$11,121	\$11,121	\$11,121	\$45,817
Totals	\$2,479,209	94.00	648.10%	14.26	\$850,230	\$759,257	\$759,257	\$759,257	\$3,128,001
Fringe Benefits Rate	35.15%								
Employee Fringe Benefits	\$871,442				\$298,856	\$266,879	\$266,879	\$266,879	\$1,099,493
<b>Total Non DAS Salaries and Benefits</b>	\$3,350,651				\$1,149,086	\$1,026,136	\$1,026,136	\$1,026,136	\$4,227,494
<b>Total DAS and Non DAS Salaries and Benefits</b>	\$6,701,302				\$4,563,480	\$4,075,184	\$4,075,184	\$4,075,184	\$16,789,032
HSA #2									10/25/2016

**Operating Expense Detail**

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total
Annual # Meals Contracted	1,572,592	1,446,658	1,446,658	1,446,658	5,912,566
# Great Plates transition meals	43,544				43,544
<b>DAS Operating Expenses</b>					
<u>Expenditure Category</u>					
Rental of Property	\$1,257	\$1,122	\$1,122	\$1,122	\$4,623
Utilities (Elec, Water, Gas, Phone, Garbage)	\$88,396	\$78,938	\$78,938	\$78,938	\$325,210
Office Supplies, Postage	\$113,559	\$101,410	\$101,410	\$101,410	\$417,789
Building Maintenance Supplies and Repair	\$107,024	\$95,572	\$95,572	\$95,572	\$393,740
Printing and Reproduction	\$4,273	\$3,816	\$3,816	\$3,816	\$15,721
Insurance	\$39,003	\$34,830	\$34,830	\$34,830	\$143,493
Staff Training	\$6,047	\$5,400	\$5,400	\$5,400	\$22,247
Staff Travel-(Local & Out of Town)	\$3,771	\$3,367	\$3,367	\$3,367	\$13,872
Rental of Equipment	\$2,011	\$1,796	\$1,796	\$1,796	\$7,399
<u>Food Cost</u>					
Raw Food <i>per meal \$1.67</i>	\$2,705,400	\$2,415,919	\$2,415,919	\$2,415,919	\$9,953,157
HDM Food Svc Supplies <i>per meal</i>					
Catered Meals <i>per meal</i>					
<u>Consultant</u>					
Consultants-Temp Employees	\$81,904	\$73,140	\$73,140	\$73,140	\$301,324
Consultants-IT Operations	\$46,104	\$41,171	\$41,171	\$41,171	\$169,617
Consultants-Audit	\$21,932	\$19,585	\$19,585	\$19,585	\$80,687
Consultants-Payroll Service	\$8,936	\$7,980	\$7,980	\$7,980	\$32,876
Consultants-Legal	\$12,570	\$11,225	\$11,225	\$11,225	\$46,245
Consultants-Other	\$4,525	\$4,041	\$4,041	\$4,041	\$16,648
<u>Other</u>					
Delivery Costs	\$64,934	\$57,986	\$57,986	\$57,986	\$238,892
Volunteer and Client Costs	\$29,360	\$26,218	\$26,218	\$26,218	\$108,014
<b>Total DAS Operating Expenses</b>	<b>\$3,341,006</b>	<b>\$2,983,516</b>	<b>\$2,983,516</b>	<b>\$2,983,516</b>	<b>\$12,291,554</b>
<b>Non DAS Operating Expenses</b>					
<u>Expenditure Category</u>					
Rental of Property	\$990	\$884	\$884	\$884	\$3,642
Utilities (Elec, Water, Gas, Phone, Garbage)	\$50,485	\$45,083	\$45,083	\$45,083	\$185,734
Office Supplies, Postage	\$90,186	\$80,536	\$80,536	\$80,536	\$331,794
Building Maintenance Supplies and Repair	\$85,030	\$75,932	\$75,932	\$75,932	\$312,826
Printing and Reproduction	\$3,366	\$3,006	\$3,006	\$3,006	\$12,384
Insurance	\$30,720	\$27,433	\$27,433	\$27,433	\$113,019
Staff Training	\$4,763	\$4,253	\$4,253	\$4,253	\$17,522
Staff Travel-(Local & Out of Town)	\$2,970	\$2,652	\$2,652	\$2,652	\$10,926
Rental of Equipment	\$1,584	\$1,415	\$1,415	\$1,415	\$5,829
<u>Food Cost</u>					
Raw Food <i>per meal \$0.61</i>	\$985,843	\$882,461	\$882,461	\$882,461	\$3,633,226
HDM Food Svc Supplies <i>per meal</i>					
Catered Meals <i>per meal</i>					

<u>Consultant</u>					
Consultants-Temp Employees	\$64,510	\$57,607	\$57,607	\$57,607	\$237,331
Consultants-IT Operations	\$36,314	\$32,428	\$32,428	\$32,428	\$133,598
Consultants-Audit	\$17,274	\$15,426	\$15,426	\$15,426	\$63,552
Consultants-Payroll Service	\$7,038	\$6,285	\$6,285	\$6,285	\$25,893
Consultants-Legal	\$9,900	\$8,841	\$8,841	\$8,841	\$36,423
Consultants-Other	\$3,564	\$3,183	\$3,183	\$3,183	\$13,113
<u>Other</u>					
Delivery Costs	\$51,144	\$45,672	\$45,672	\$45,672	\$188,160
Volunteer and Client Costs	\$23,126	\$20,651	\$20,651	\$20,651	\$85,079
<b>Total Non DAS Operating Expenses</b>	<b>\$1,468,807</b>	<b>\$1,313,748</b>	<b>\$1,313,748</b>	<b>\$1,313,748</b>	<b>\$5,410,051</b>
<b>Total DAS and Non DAS Operating Expenses</b>	<b>\$4,809,813</b>	<b>\$4,297,264</b>	<b>\$4,297,264</b>	<b>\$4,297,264</b>	<b>\$17,701,605</b>
<b>HSA #3</b>					<b>10/25/2016</b>

**NCQA Expenditure Detail**

<b>DAS NCQA Expenditure</b>	Unit price	FY21/22 Unit	FY22/25 Unit	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total
Menu planning and nutrition analysis	\$589.76 /set	2.00	2.00	\$1,180	\$1,180	\$1,180	\$1,180	\$4,720
Kitchen and food service monitoring	\$655.64	4.00	4.00	\$2,623	\$2,623	\$2,623	\$2,623	\$10,492
HDM Route Monitoring	\$202.15 /route	84.00	84.00	\$16,981	\$16,981	\$16,981	\$16,981	\$67,924
Nutrition education	\$178.48	4.00	4.00	\$714	\$714	\$714	\$714	\$2,856
Nutrition counseling (optional)	\$118.25 /hour	1550.00	1350.00	\$183,288	\$159,638	\$159,638	\$159,638	\$662,202
In-service training	/training							
HDM Assessment for ENP/C2 nutrition program (Initial and annual)	\$260.11 /assessment	3200.00	2800.00	\$832,350	\$728,306	\$728,306	\$728,306	\$3,017,268
Annual Assessment for the HDM program for Adults with Disabilities (optional)	/annual assessment							
<b>Total DAS NCQA Expenditure</b>				<b>\$1,037,136</b>	<b>\$909,442</b>	<b>\$909,442</b>	<b>\$909,442</b>	<b>\$3,765,462</b>

<b>Non DAS NCQA Expenditure</b>	Unit price	FY21/22 Unit	FY22/25 Unit	FY 21/22	FY 22/23	FY 23/24	FY 24/25	Total
Menu planning and nutrition analysis	\$482.00 /set	2.00	2.00	\$964	\$964	\$964	\$964	\$3,856
Kitchen and food service monitoring	\$542.75	4.00	4.00	\$2,171	\$2,171	\$2,171	\$2,171	\$8,684
HDM Route Monitoring	\$167.19 /route	84.00	84.00	\$14,044	\$14,044	\$14,044	\$14,044	\$56,176
Nutrition education	\$144.33	4.00	4.00	\$577	\$577	\$577	\$577	\$2,308
Nutrition counseling (optional)	\$97.86 /hour	1550.00	1350.00	\$151,676	\$132,105	\$132,105	\$132,105	\$547,991
In-service training	/training							
HDM Assessment for ENP/C2 nutrition program (Initial and annual)	\$234.54 /assessment	3200.00	2800.00	\$750,520	\$656,705	\$656,705	\$656,705	\$2,720,635
Annual Assessment for HDM program for Adults with Disabilities (optional)	/annual assessment							
<b>Total Non DAS NCQA Expenditure</b>				<b>\$919,952</b>	<b>\$806,566</b>	<b>\$806,566</b>	<b>\$806,566</b>	<b>\$3,339,650</b>

<b>Total DAS and Non DAS NCQA Expenditure</b>				<b>\$1,957,088</b>	<b>\$1,716,008</b>	<b>\$1,716,008</b>	<b>\$1,716,008</b>	<b>\$7,105,112</b>
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**HSA #4** **10/25/2016**