



Shireen McSpadden, Executive Director

London Breed, Mayor

<b>To</b>	Homelessness Oversight Commission
<b>Through</b>	Shireen McSpadden, Executive Director
<b>From</b>	Marion Sanders, Chief Deputy Director Gigi Whitley, Chief of Finance and Administration Edilyn Velasquez, Director, Contracts
<b>Date</b>	December 4, 2023
<b>Subject</b>	Grant Agreement Approval: Tenderloin Housing Clinic, Inc.   Bristol Housing Ladder

<i>Agreement Information</i>	
<b>F\$P Contract ID#</b>	1000031346
<b>Provider</b>	Tenderloin Housing Clinic, Inc.
<b>Program Name</b>	Bristol Housing Ladder
<b>Agreement Action</b>	New Grant Agreement
<b>Agreement Term</b>	March 1, 2024 - June 30, 2026

**Agreement Amount**

<b>Budget</b>	<b>Contingency<sup>1</sup></b>	<b>Total Not to Exceed (NTE)</b>
\$4,192,412	\$838,482	\$5,030,894

<i>Funding Information</i>	
<b>Funding Sources<sup>2</sup></b>	100% Prop C (Our City, Our Home (COH) Fund)

The Department of Homelessness and Supportive Housing (HSH) Contracts team requests authorization to enter into a new grant agreement with Tenderloin Housing Clinic, Inc. for the provision of the Bristol Housing Ladder program for the period of March 1, 2024 to June 30, 2026. The requested budget includes \$1,783,592 per year for ongoing program operations, plus \$20,000 in one-time funding to support startup costs in Fiscal Year (FY) 23-24. This new agreement is for new services.

**Background**

Initially funded by Marc and Lynne Benioff in 2018, the \$6.1M investment offered permanent, independent living for 57 formerly homeless residents as a Housing Ladder program. The Department of Homelessness and Supportive Housing (HSH) will take over funding this building and the services beginning in March 2024. The Bristol Hotel is operated as a Housing Ladder program offering a unique opportunity for residents who live in an HSH Permanent Supportive Housing Site (PSH) and no longer require intensive case management support services, with an opportunity to transition into a more independent housing setting. As a result, PSH units become available for others experiencing homelessness who need PSH with intensive case management services, to be respectfully linked to the appropriate housing setting, while clients who have “moved on” maximize their independence through the Housing Ladder Program.

<sup>1</sup> A 20 percent contingency applied to the budget amount for the term.

<sup>2</sup> The funding sources refer to the budget for the full agreement term.

**Services to be Provided**

The purpose of the grant is to provide Housing Ladder services to formerly homeless adults without the custody of minor children, including those who have demonstrated stability in permanent supportive housing and can benefit from more independent affordable living. Housing Ladder services shall include light touch Support Services, Property Management and Master Lease Stewardship. Grantee shall serve tenants of 57 units at the Bristol Hotel with an annualized budgeted staff of 2.3 full time equivalent (FTE). This includes 1.0 FTE Case Manager, 0.5 FTE Property Manager, 0.5 FTE Maintenance Worker and 0.3 FTE other property/facilities management staff.

**Selection**

The Board of Supervisors adopted Ordinance No. 61-19, which authorizes HSH to enter into and amend contracts and grants without adhering to the Administrative Code provisions regarding requirements for construction work, procurement, and personal services related to the shelter crisis, which is valid until May 2024, or until the Point In Time (PIT) count is at 5,350. Tenderloin Housing Clinic, Inc. was selected for provision of these services based on the organization's experience and ability to begin services in a timely manner. Provider has been providing services for the Bristol Housing Ladder program since its opening in August 2019.

**Agreement Materials**

- G-100, Grant Agreement with all appendices as attachments
  - [Appendix A-1, Services to be Provided \(Support Services\)](#)
  - [Appendix A-2, Services to be Provided \(Property Management & Master Leasing\)](#)
  - [Appendix B, Budget](#)
  - [Appendix C, Method of Payment](#)
  - [Appendix D, Interests in Other City Grants](#)



**Appendix A-1, Services to be Provided  
by  
Tenderloin Housing Clinic, Inc.  
Bristol Housing Ladder - Support Services**

**I. Purpose of Grant**

The purpose of the grant is to provide support services to the served population. The goals of these services are to support the served population in retaining their housing; or moving to other appropriate housing.

**II. Served Population**

Grantee shall serve formerly homeless and income-eligible adults aged 18 years or older without the custody of minors below 18 years of age.

**III. Referral and Prioritization**

The Department of Homelessness and Supportive Housing (HSH) shall refer tenants via protocols established by HSH. Grantee shall not accept referrals from other sources. HSH may consider the following:

- Tenants residing in Permanent Supportive Housing (PSH) for a period of no less than the required eligibility period; and
- Tenants who have proven housing stability, who may benefit from more independent affordable living.

**IV. Description of Services**

Grantee shall provide Housing Ladder support services to tenants of the number of units listed in Appendix B, Budget. Support services shall include Housing Focused Case Management and Housing Coordination services, as described below.

A. Housing-Focused Case Management Services: Grantee shall provide all necessary services to ensure a seamless transition to permanent housing. Housing-Focused Case Management services shall include assisting tenants with securing needed documentation to move into housing, referrals to mainstream resources, and working closely with Housing Ladder administrator(s) to ensure that all needed services are in place prior to housing placement. Grantee shall provide wrap-around case management services within a harm reduction model to ensure tenants' long-term housing retention and improved well-being. These services shall include, but are not limited to:

1. Grantee shall engage with tenants to provide information about available Support Services and invite them to participate;
2. Grantee shall contact each tenant at least three times during the first 60 days following placement and document all outreach and attempts within the Online Navigation and Entry (ONE) System;
3. Grantee shall develop and document Housing Stability Plans in collaboration with tenants to secure and sustain housing. Service goals identified in the plan should be directly connected to housing stability or other challenges that might impact housing stability. These may include but are not limited to the following goals:
  - a) Increase income, maintain or connect to benefits and employability;
  - b) Improve credit history and rental stability; and

- c) Address behavioral health issues that negatively impact housing stability;
  4. Grantee shall coordinate with Property Management during the initial intake for units and participate in orientation meetings with Property Management;
  5. Grantee shall establish rapport with tenants prior to move-in to support tenants during the application and move-in process. Grantee shall coordinate with tenant's current support services provider(s) to ensure a successful transition into housing;
  6. Grantee intake of tenants shall include, but is not limited to, a review of the tenant's history in the ONE System, gathering updated information from the tenant, and establishing strengths, skills, needs, plans and goals that are tenant-centered and supportive of housing retention. The intake shall take place at the same time of the interview with Property Management, on a separate date or time coordinated with Support Services during the application period, or within no more than 30 days of move-in;
  7. Grantee will support to assist successful transition into permanent housing, including unit viewings and selection, accompaniment during the move-in process, and orientation to the neighborhood and surrounding services;
  8. Grantee will facilitate onboarding and provide written documentation to inform tenants of the program components, engagement expectations, rent contribution, exit policy and process, and grievance procedure;
  9. Grantees shall provide tenants with linkage to resources for employment and training services. Grantee may offer transportation, accompaniment to appointments, home visits, and regular verification of progress toward the achievement of the short and long-term income, employment related, and housing stabilization goals outlined in the Housing Stability Plan;
  10. Grantee shall arrange for necessary services after housing placement, such as In-Home Support Services (IHSS), or care by a medical or behavior health provider;
  11. Grantee shall provide targeted services and/or referrals to another appropriate agency for tenants whose behavior indicates substance abuse, mental health or another issue that is jeopardizing the tenant's housing retention and/or health;
  12. If a tenant is moving out of the building, Grantee shall engage tenant in exit planning to support the tenant's successful transition out of the program. The exit plan shall depend on the tenant's needs and preferences and may include establishing a link to services in the community;
  13. Grantee shall plan groups, events, and activities with input from tenants to build community engagement, develop peer support, share information, form social connections or to celebrate significant events. Grantee shall post and provide to tenants a monthly calendar of events; and
  14. Grantee shall conduct monthly community meetings for tenants, in coordination with Property Management, during which tenants may discuss building concerns and program ideas with representatives from both Support Services and Property Management staff.
- B. Housing Coordination Services: Grantee shall assist tenants in communicating with, responding to, and meeting with Property Management. This may include helping a tenant to understand the communications from Property Management, helping to

write requests, responses, or complaints to Property Management, and attending meetings between the tenant and Property Management to facilitate communication. Housing Coordination services shall include, but are not limited to:

1. Supporting communication and coordination with property management partners to remove any barriers to the housing referral process;
2. Lease signing and payment or rent on behalf of tenants placed into housing and lease review to ensure compliance;
3. Completion of initial and annual unit inspections to ensure compliance with Housing Quality Standards (HQS) and/or comparable habitability standards;
4. Education on tenancy requirements and support to address barriers to housing retention;
5. Coaching tenants on being a good neighbor, developing tenancy skills, lease requirements, and other topics that support stable tenancy;
6. Assessment and completion of minor repairs necessary to improve accessibility or other functional improvements;
7. Immediate responses to lease violations or other complaints, with the goal of finding resolutions that do not jeopardize housing stability. If lease violations cannot be resolved, Grantee shall work closely with property management and tenants to coordinate relocation prior to eviction; and
8. Grantee shall conduct Wellness and/or Emergency Safety Checks in accordance with HSH policy to assess a tenant's safety when there is a reason to believe there is immediate and substantial risk due to a medical and/or psychiatric emergency.

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

Grantee shall provide services at the Bristol Hotel, located at 56 Mason Street, San Francisco, CA 94102. Grantee shall provide services at tenants' homes or other field locations, as needed.

Grantee shall implement policies and procedures pertaining to emergency backup and will train staff accordingly.

#### **VI. Service Requirements**

- A. 1:60 Case Manager Ratio: Grantee shall maintain a 1:60 ratio of Case Manager to HSH adult units.
- B. Income Verification: Grantee shall complete income verification for tenants upon program enrollment and, thereafter, shall complete income recertification annually, at minimum, to ensure continued eligibility. During annual income recertification, Grantee shall revisit tenant rent calculations and determine an appropriate rental contribution.
- C. Language and Interpretation Services: Grantee shall ensure that translation and interpreter services are available, as needed. Grantee shall address the needs of and provide services to the served population who primarily speak language(s) other than English. Additional information on Language Access standards can be found on the

HSH Providers Connect website: <https://sfgov1.sharepoint.com/sites/HOM-Ext-Providers>.

- D. Case Conferences: Grantee shall participate in individual case conferences and team coordination meetings with HSH-approved programs, as needed, to coordinate and collaborate regarding tenants' progress.
- E. Admission Policy: Grantee admission policies for services shall be in writing and available to the public. Except to the extent that the services are to be rendered to a specific population as described in the programs listed herein, such policies must include a provision that the served population is accepted for care without discrimination on the basis of race, color, creed, religion, sex, age, national origin, ancestry, sexual orientation, gender identification, disability, or HIV status.
- F. Grievance Procedure:
1. Grantee shall establish and maintain a written Grievance Procedure for tenants, that shall include, at minimum, the following elements:
    - a. The name or title of the person or persons authorized to make a determination regarding the grievance;
    - b. The opportunity for the aggrieved party to discuss the grievance with those who will be making the determination;
    - c. The amount of time required for each step, including when a tenant can expect a response; and
    - d. In accordance with published HSH policies/procedures, the HSH Grievances email address ([hshgrievances@sfgov.org](mailto:hshgrievances@sfgov.org)) and mailing address for the tenant to contact after the tenant has exhausted Grantee's internal Grievance Procedure.
  2. Grantee shall, at program entry, review and provide a copy of this procedure, and any amendments, to each tenant and obtain a signed copy of the form from the tenant, which must be maintained in the tenant's file. Additionally, Grantee shall post the policy at all times in a location visible to tenants and provide a copy of the procedure and any amendments to the assigned HSH Program Manager.
- G. Reasonable Accommodation Policy: Grantee shall, at program entry, review and provide a copy of a written Reasonable Accommodation policy and process to each tenant and obtain a signed copy of the policy and process from the tenant, which must be maintained in the tenant's file.
- H. Termination Policy: Grantee shall establish due process for program termination and upload supporting documentation to ONE System (or record in a comparable system for DV providers) at program termination.
- I. Feedback, Complaint, and Follow-up Policies:  
Grantee shall provide means for the served population to provide input into the program, including the planning, design, and level of satisfaction with services. Feedback methods shall include:

1. A complaint process, including a written complaint policy informing the served population on how to report complaints; and
  2. A written annual survey to the served population to gather feedback, measure satisfaction, and assess the effectiveness of services and systems within the program. Grantee shall offer assistance to the served population with survey completion if the written format presents any problem.
- J. City Communications and Policies  
Grantee shall keep HSH informed of program operations and comply with HSH policies, training requirements, and participate in meetings, including, but not limited to:
1. Regular communication to HSH about the implementation of the program;
  2. Attendance at all meetings as required by HSH. This shall include quarterly HSH meetings; and
  3. Attendance at trainings (e.g., overdose prevention training), when required by HSH.
- K. Coordination with Other Service Providers: Grantee shall establish written agreements between case management, housing location, and other service providers that are part of the support team to formalize collaboration and roles and responsibilities.
- L. Critical Incident: Grantee shall report critical incidents, as defined in the Critical Incident Policy, to HSH, according to the Department policy. Critical incidents shall be reported using the Critical Incident Report form. In addition, critical incidents that involve life endangerment events or major service disruptions should be reported immediately to the HSH program manager.
- M. Disaster and Emergency Response Plan: Grantee shall develop and maintain an Agency Disaster and Emergency Response Plan containing Site Specific Emergency Response Plan(s) for each service site per HSH requirements. The Agency Disaster and Emergency Response Plan shall address disaster coordination between and among service sites. Grantee shall update the site plan as needed and Grantee shall train all employees regarding the provisions of the plan for their sites.
- N. Data Standards:
1. Grantee shall ensure compliance with the Homeless Management Information System (HMIS) Participation Agreement and Continuous Data Quality Improvement (CDQI) Process<sup>1</sup>, including but not limited to:
    - a. Entering all household data within three working days (unless specifically requested to do so sooner);
    - b. Ensuring accurate dates for household enrollment, household exit, and household move in (if appropriate); and

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<sup>1</sup> HMIS Participation Agreement and Continuous Data Quality Improvement Process, available here: <https://hsh.sfgov.org/get-information/one-system/>

- c. Running monthly data quality reports and correcting any errors.
  2. Records entered into the ONE system shall meet or exceed the ONE System CDQI Process standard.<sup>1</sup>
  3. Grantee shall enter data into the ONE System but may be required to report certain measures or conduct interim reporting in CARBON, via secure email, or through uploads to a File Transfer Protocol (FTP) site. When required by HSH, Grantee shall submit the monthly, quarterly and/or annual metrics into the CARBON database. Changes to data collection or reporting requirements shall be communicated to Grantees via written notice at least one month prior to expected implementation.
  4. Any information shared between Grantee, HSH, and other providers about the served population shall be communicated in a secure manner, with appropriate release of consent forms and in compliance with 24 C.F.R. Part 578, Continuum of Care; 45 C.F.R. Parts 160 and 164, the Health Insurance Portability and Accountability Act (HIPAA) and federal and state data privacy and security guidelines.
  5. Failure to comply with data security, storage and access requirements may result in loss of access to the HMIS and other data systems.
- O. Harm Reduction: Grantee shall integrate harm reduction principles into service delivery and agency structure as well as follow the [HSH Overdose Prevention Policy](#). Grantee staff who work directly with tenants will participate in annual trainings on harm reduction, overdose recognition and response.
- P. Housing First: Grantee services and operations shall align with the Core Components of Housing First as defined in California Welfare and Institutions Code, section 8255. This includes integrating policies and procedures to provide tenant-centered, low-barrier access to housing and services.

## VII. Service Objectives

Grantee shall achieve the following service objectives during the term of this grant. All service objectives shall be calculated at a household level rather than per tenant. A household may include more than one tenant. All service objectives below will be monitored by sampling tenant files during annual program monitoring visits:

- A. Housing Coordination Services
  1. Grantee shall provide 100 percent of tenants with Housing Coordination services.
  2. Grantee shall administer an annual Tenant Satisfaction survey to 100 percent of tenants that are active in the program.
- B. Housing-Focused Case Management Services
  1. Grantee shall offer 100 percent of tenants Housing-Focused Case Management Services.
  2. Grantee shall offer 100 percent of tenants referrals to other Case Management should the tenant decline services.



3. Grantee shall contact each tenant at least three times during the first 60 days following placement and complete an assessment of housing stability barriers.
4. Grantee shall outreach to 100 percent of tenants at least once per month.
5. Grantee shall outreach to 100 percent of tenants participating in Support Services to create/engage in housing stability plans, as needed, on an ongoing basis.
6. Grantee shall review housing stability plans at least once every six months and update as appropriate at this time.

### **VIII. Outcome Objectives**

Grantee shall achieve the following outcome objectives during the term of this grant. All outcome objectives shall be calculated at a household level rather than per tenant. A household may include more than one tenant.

- A. The following Outcome Objectives shall apply to Housing-Focused Case Management Services and Housing Coordination Services:
  1. Ninety percent of households will maintain their housing for a minimum of 12 months, move to other permanent housing, or be provided with more appropriate placements.
  2. Grantee shall offer 100 percent of households housing focus case management and document in the ONE System if the household declined.
  3. Eighty percent of individualized service plans will be reviewed at least once every six months and updated as appropriate at this time.
  4. Eighty percent of households completing an annual tenant satisfaction survey will be satisfied or very satisfied with program services (based on a four point scale: 1= very dissatisfied, 2 = dissatisfied, 3 = satisfied, 4 = very satisfied).

### **IX. Reporting Requirements**

- A. Grantee shall input data into systems required by HSH.
- B. For any quarter that maintains less than ninety percent of the total agreed upon units of service for any mode of service hereunder, Grantee shall immediately notify the Department in writing and shall specify the number of underutilized units of service.
- C. Grantee shall participate in annual Eviction Survey reporting, per the 2015 City and County of San Francisco Tenant Eviction Annual Reports Ordinance (<https://sfbos.org/ftp/uploadedfiles/bdsupvrs/ordinances15/o0011-15.pdf>). Grantee shall provide the number of evicted tenants and eviction notices issued to tenants residing in City-funded housing through the annual HSH administered Eviction Survey. Grantee shall adhere to all deadlines for submission as required by HSH.
- D. Grantee shall participate, as required by HSH, with City, State and/or Federal government evaluative studies designed to show the effectiveness of Grantee's services. Grantee agrees to meet the requirements of and participate in the evaluation program and management information systems of the City. The City agrees that any final reports generated through the evaluation program shall be made available to

Grantee within 30 working days of receipt of any evaluation report and such response will become part of the official report.

- E. Grantee shall provide Ad Hoc reports as required by HSH and respond to requests by HSH in a timely manner.
- F. Grantee shall submit Project Descriptor data elements as described in the U.S. Department of Housing and Urban Development (HUD)'s latest HMIS Data Standards Manual (<https://files.hudexchange.info/resources/documents/HMIS-Data-Standards-Manual.pdf>) to HSH at the following intervals: 1) at the point of project setup; 2) when project information changes; 3) at least annually or as requested by HSH. Data is used for reporting mandated by HUD and California's Interagency Council on Homelessness, and to ensure HSH's ongoing accurate representation of program and inventory information for various reporting needs, including monitoring of occupancy and vacancy rates.
- G. Grantee shall provide information for an annual report on client enrollment in public benefits per the Administrative Code Article VI, Section 20.54.4(c) - Permanent Supportive Housing – Enrollment in Social Services [https://codelibrary.amlegal.com/codes/san\\_francisco/latest/sf\\_admin/0-0-0-11877](https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_admin/0-0-0-11877), as instructed by HSH.

For assistance with reporting requirements or submission of reports, contact the assigned Contract and Program Managers.

## **X. Monitoring Activities**

- A. Program Monitoring: Grantee is subject to program monitoring and/or audits, such as, but not limited to the following: tenant files, review of the Grantee's administrative records, staff training documentation, postings, program policies and procedures, data reported on Annual Performance Reports (APR), documentation of funding match sources, Disaster and Emergency Response Plan and training, personnel and activity reports, proper accounting for funds and other operational and administrative activities, and back-up documentation for reporting progress towards meeting service and outcome objectives.
  - 1. Monitoring of program participation in the ONE system may include, but is not limited to, the audit of data quality reports from the ONE system, records of timeliness of data entry, and attendance records at required training and agency lead meetings.
- B. Fiscal Compliance and Contract Monitoring: Fiscal monitoring will include review of the Grantee's organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal and accounting policies, 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 memoranda of understanding (MOUs), and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

**Appendix A-2, Services to be Provided  
by  
Tenderloin Housing Clinic, Inc.  
Bristol Housing Ladder - Property Management and Master Lease Stewardship**

**I. Purpose of Grant**

The purpose of the grant is to provide Property Management and Master Lease Stewardship to the served population. The goals of these services are to support tenants in retaining their housing; or moving to other appropriate housing.

**II. Served Population**

Grantee shall serve formerly homeless and income-eligible adults aged 18 years or older without the custody of minors below 18 years of age.

**III. Referral and Prioritization**

The Department of Homelessness and Supportive Housing (HSH) shall refer tenants via protocols established by HSH. Grantee shall not accept referrals from other sources. HSH may consider the following:

- Tenants residing in Permanent Supportive Housing (PSH) for a period of no less than the required eligibility period; and
- Tenants who have proven housing stability, who may benefit from more independent affordable living.

**IV. Description of Services**

Grantee shall provide Property Management and Master Lease Stewardship to tenants of the Bristol Housing Ladder program. Grantee shall serve tenants of the number of units listed in Appendix B, Budget (“Number Served” tab).

**A. Property Management**

1. Program Applicant Selection and Intake: Grantee shall align with Housing First principles and follow the processes agreed upon by Grantee, HSH, property owner, housing subsidy administrators, fair housing laws, and/or other entities involved with referrals.

Grantee shall adhere to all published HSH policies, including, but not limited to those covering tenant intake, HSH housing documentation, reasonable accommodation, and transfers when accepting referrals and placing tenants into housing.

2. Tenant Lease Set-Up: Grantee shall draft, provide, and sign a rental agreement with each tenant at the time of move-in. The lease agreement shall include Community Rules, the Lease Addendum for City & County of San Francisco PSH, HSH Resident Emergency Safety Check Policy Notice, and other pertinent Lease Addenda. Grantee shall review its Grievance policies and procedures and HSH policies and procedures with tenants at the time of lease signing.

3. Annual Tenant Re-certification: As required by rental subsidy type, Grantee shall re-certify tenant income annually. This is generally done on the anniversary of a tenant's move-in date.
4. Collection of Rents, Security Deposits, and Other Receipts: Grantee shall collect and process rent and other housing-related payments (e.g. security deposit) made by tenants.
  - a. Grantee shall communicate and coordinate with local, state and/or federal agencies, as needed, to process rental subsidies.
  - b. Grantee shall assist with payment arrangements and comply with HSH and other applicable requirements governing the tenant portion of rent. All tenants will pay no more than 30 percent of their monthly adjusted household income towards rent.
5. Lease Enforcement, Written Notices and Eviction Prevention:
  - a. Grantee shall take a housing retention approach to lease enforcement, including, but not limited to, proactive engagement in collaboration with Support Services, conversations and meetings with tenants, and mediation strategies. Grantee shall utilize the HSH Nonpayment of Rent Guidance, and other PSH best practices, as an ongoing resource.
  - b. Grantee shall provide written notice to tenants regarding issues that may impact housing stability including, but not limited to, discontinuance from benefits, non-payment of rent, lease violations or warnings from Property Management, and conflicts with staff or other tenants.
  - c. Grantee shall offer tenants who become delinquent in rent the opportunity to enter into a rent payment plan or referral to third party rent payment services.
  - d. When necessary, Grantee shall provide notice to tenants of any actions related to the eviction process in accordance with all applicable laws.
  - e. Grantee shall copy Support Services staff on all communications to tenants.
6. Building Service Payments: Grantee shall set up and manage utility accounts and services related to the property, including but not limited to communications, alarms/security, fire alarm monitoring, garbage, water, and pest control. This may include elevator maintenance, as required.
7. Building Maintenance: Grantee shall maintain the facility in sanitary and operable condition, post protocol and forms for tenant requests for maintenance or repairs and respond to requests in a timely manner. Building maintenance shall include the following services:
  - a. Janitorial services in common areas, offices, and shared-use restrooms, and shower facilities;
  - b. Regular removal of garbage/trash from designated trash areas and maintenance of these areas as clean and functional;
  - c. Pest control services, as needed;
  - d. Maintenance and repair of facility systems, plumbing, electrical;
  - e. Building security; and

- f. Preparation of apartments for tenant move-in and move-out.
- 8. Coordination with Support Services: If a tenant is facing housing instability, Grantee shall coordinate with Support Services staff to find creative ways to engage with tenants to prevent housing loss. Grantee shall work with Support Services staff in communicating with and meeting with tenant regarding behaviors and issues that put the tenant at risk for housing instability.

Grantee shall participate in regular coordination meetings with Support Services to review tenants at risk for eviction and strategize on how to support tenants in maintaining their housing.

- 9. Wellness Checks and Emergency Safety Checks: Grantee shall conduct Wellness Checks and/or Emergency Safety Checks in accordance with HSH policy, internal agency policies and tenant laws to assess a tenant's safety when there is a reason to believe the tenant is at immediate and substantial risk due to a medical and/or psychiatric emergency.
- 10. Exit Planning: Grantee shall alert Support Services staff when tenants give notice to leave housing and shall keep a record of each tenant's forwarding address, whenever possible. Grantee shall provide exit information to Support Services to complete the tenant program exit in the Online Navigation and Entry (ONE) System.

**B. Stewardship of the Master Lease:**

- 1. Grantee shall provide HSH with a copy of the master lease agreement and any amendments. Grantee shall obtain HSH approval prior to entering into any agreement that will materially impact the HSH-funded portion of the budget.
- 2. Grantee shall maintain all Lessee responsibilities and coordinate with the Landlord to meet owner's obligations, including maintenance and capital needs.
- 3. Grantee shall promptly notify HSH of any default, failure to exercise an option to extend or other situation which could impact the term of the master lease agreement.

**V. Location and Time of Services**

Grantee shall provide Property Management services at the Bristol Hotel, located at 56 Mason Street, San Francisco, CA 94102.

Grantee shall provide Property Management services 24 hours a day, seven days a week, either on-site or on-call. Grantee shall implement policies and procedures pertaining to emergency backup and will train staff accordingly.

**VI. Service Requirements**

- A. Facilities: Grantee shall maintain clean, safe, and functional facilities in full compliance with requirements of the law and local standards.

1. Grantee shall notify HSH immediately in the event it is given notice of violations by the Department of Building Inspection (DBI), Department of Public Health (DPH), or another City agency.
- B. Admission Policy: Grantee admission policies for services shall be in writing and available to the public. Except to the extent that the services are to be rendered to a specific population as described in the programs listed herein, such policies must include a provision that the served population is accepted for care without discrimination on the basis of race, color, creed, religion, sex, age, national origin, ancestry, sexual orientation, gender identification, disability, or HIV status.
- C. Housing First: Grantee services and operations shall align with the Core Components of Housing First. Housing First Principles means tenant screening and selection practices that promote accepting applicants regardless of their sobriety or use of substances, completion of treatment, or participation in services, and prohibit rejecting applicants on the basis of poor credit or financial history, poor or lack of rental history, criminal convictions unrelated to tenancy, or behaviors that indicate a lack of “housing readiness,” as further described in California Welfare and Institutions Code section 8255.
- D. Harm Reduction: Grantee shall integrate harm reduction principles into service delivery and agency structure as well as follow the [HSH Overdose Prevention Policy](#). Grantee staff who work directly with tenants will participate in annual trainings on harm reduction, overdose recognition and response.
- E. Language and Interpretation Services: Grantee shall ensure that translation and interpreter services are available, as needed. Grantee shall address the needs of and provide services to the served population who primarily speak language(s) other than English. Additional information on Language Access standards can be found on the HSH Providers Connect website: <https://sfgov1.sharepoint.com/sites/HOM-Ext-Providers>.
- F. Case Conferences: Grantee shall participate in individual case conferences and team coordination meetings with HSH-approved programs, as needed, to coordinate and collaborate regarding tenant’s housing stability.
- G. Grievance Procedure:
1. Grantee shall establish and maintain a written Grievance Procedure for tenants, which shall include, at minimum, the following elements:
    - a. The name or title of the person or persons authorized to make a determination regarding the grievance;
    - b. The opportunity for the aggrieved party to discuss the grievance with those who will be making the determination;
    - c. The amount of time required for each step, including when a tenant can expect a response; and

- d. In accordance with published HSH policies/procedures, the HSH Grievances email address ([hshgrievances@sfgov.org](mailto:hshgrievances@sfgov.org)) and mailing address for the household to contact after the household has exhausted Grantee's internal Grievance Procedure.
  2. Grantee shall, at program entry, review and provide a copy of this procedure, and any amendments, to each tenant and obtain a signed copy of the form from the tenant, which must be maintained in the tenant's file. Additionally, Grantee shall post the policy at all times in a location visible to tenants, and provide a copy of the procedure and any amendments to the assigned HSH Program Manager.
- H. Feedback, Complaint and Follow-up Policies:  
Grantee shall provide means for the served population to provide input into the program, including the planning, design, and level of satisfaction with services. Feedback methods shall include:
1. A complaint process, including a written complaint policy informing the served population on how to report complaints; and
  2. A written annual survey to the served population to gather feedback, measure satisfaction, and assess the effectiveness of services and systems within the program. Grantee shall offer assistance to the served population with survey completion if the written format presents any problem.
- I. City Communications, Trainings and Meetings:  
Grantee shall keep HSH informed of program operations and comply with HSH policies, training requirements, and participate in meetings, including, but not limited to:
1. Regular communication to HSH about the implementation of the program;
  2. Attendance at all meetings as required by HSH. This shall include quarterly HSH meetings; and
  3. Attendance at trainings (e.g., overdose prevention training), when required by HSH. Ensure all site-based or tenant-facing staff and subcontractors are onboarded and trained to perform the services in accordance with Housing First, Harm Reduction, and Trauma-Informed Principles.
- J. Coordination with Other Service Providers: Grantee shall establish written agreements with Support Services and other service providers that are part of the site team to formalize collaboration and roles and responsibilities.
- K. Critical Incidents: Grantee shall report critical incidents, as defined in the Critical Incident Policy, to HSH, according to the Department policy. Critical incidents shall be reported using the Critical Incident Report form. In addition, critical incidents that involve life endangerment events or major service disruptions should be reported immediately to the HSH program manager.
- L. Disaster and Emergency Response Plan: Grantee shall develop and maintain an Agency Disaster and Emergency Response Plan containing Site Specific Emergency Response Plan(s) for each service site per HSH requirements. The Agency Disaster



- and Emergency Response Plan shall address disaster coordination between and among service sites. Grantee shall update the Agency/site(s) plan as needed and Grantee shall train all employees regarding the provisions of the plan for their Agency/site(s).
- M. Good Neighbor Policies: Grantee shall maintain a good relationship with the neighborhood, including:
1. Collaboration with neighbors and relevant city agencies to ensure that neighborhood concerns about the facility are heard and addressed;
  2. That Grantee management staff is available to respond to neighbors within three business days, if reasonable; and
  3. Having a representative of the Grantee attend all appropriate neighborhood meetings.
- N. Record Keeping and Files: Grantee shall update applicant referral status information in the ONE System in accordance with HSH policy and instruction.
1. Grantee shall maintain confidential tenant files on the served population, including signed lease agreement and addenda, notices or lease violations issued to the tenant, copies of payment plans or other agreements to support housing stability.
  2. Grantee shall track receipt and completion of maintenance work orders.
  3. Grantee shall maintain all eligibility and inspection documentation in the ONE System and maintain hard copy files with eligibility, including homelessness verification documents.
- O. Data Standards:
1. Grantee shall ensure compliance with the Homeless Management Information System (HMIS) Participation Agreement and Continuous Data Quality Improvement (CDQI) Process<sup>1</sup>, including but not limited to:
    - a. Entering all household data within three working days (unless specifically requested to do so sooner);
    - b. Ensuring accurate dates for household enrollment, household exit, and household move in (if appropriate); and
    - c. Running monthly data quality reports and correcting any errors.
  2. Records entered into the ONE system shall meet or exceed the ONE System CDQI Process standard.<sup>1</sup>
  3. Grantee shall maintain updated unit vacancy information on a weekly basis in the data system designated by HSH (Offline Vacancy Tracker and/or ONE System) as required. Changes to vacancy reporting shall be communicated to Grantees in writing from HSH.
  4. Grantee shall enter data into the ONE System, but may be required to report certain measures or conduct interim reporting in CARBON, via secure email, or through uploads to a File Transfer Protocol (FTP) site. When required by HSH,

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<sup>1</sup> HMIS Participation Agreement and Continuous Data Quality Improvement Process, available here: <https://hsh.sfgov.org/get-information/one-system/>

Grantee shall submit the monthly, quarterly and/or annual metrics into the CARBON database. Changes to data collection or reporting requirements shall be communicated to Grantees via written notice at least one month prior to expected implementation.

5. Any information shared between Grantee, HSH, and other providers about the served population shall be communicated in a secure manner, with appropriate release of consent forms and in compliance with 24 C.F.R. Part 578, Continuum of Care; 45 C.F.R. Parts 160 and 164, the Health Insurance Portability and Accountability Act (HIPAA) and federal and state data privacy and security guidelines.
6. Failure to comply with data security, storage and access requirements may result in loss of access to the HMIS and other data systems.

## **VII. Service Objectives**

Grantee shall achieve the following Service Objectives:

- A. Grantee shall ensure that each unit, upon turnover, is clean and/or repaired within 21 days, on average.
- B. Grantee shall ensure that new tenant move-ins occur within 30 days of referral.
- C. Grantee shall collect at least 90 percent of tenant portions of monthly rent from occupied units.
- D. Grantee shall maintain an occupancy rate of at least 93 percent.

## **VIII. Outcome Objectives**

Grantee shall achieve the following Outcome Objectives:

- A. Ninety percent of tenants will maintain their housing for a minimum of 12 months, move to other permanent housing, or be provided with more appropriate placements.
- B. Eighty-five percent of tenant lease violations will be resolved without loss of housing to tenants.
- C. At least 65 percent of tenants shall complete an annual Tenant Satisfaction Survey and of those, 80 percent of tenants will be satisfied or very satisfied with Property Management services.

## **IX. Reporting Requirements**

Grantee shall input data into systems required by HSH, such as the ONE System, and CARBON.

- A. Grantee shall report vacancies to HSH in a timely fashion according to established procedures and process all tenant referrals in the pre-established timeframe. When required by HSH, Grantee shall enter tenant data in the ONE System.

- B. On a monthly basis, Grantee shall enter the required metrics, including any required templates to be uploaded, into the CARBON database by the 15<sup>th</sup> of the month following the month of service.
1. The occupancy rate; and
  2. The number of new placements.
- C. On a quarterly basis, Grantee shall enter the required metrics, including any required templates to be uploaded, into the CARBON database by the 15<sup>th</sup> of the month following the end of each quarter:
1. Average number of days to turn over units; and
  2. The number of tenants receiving lease violations, and the number and percentage of tenant lease violations that were resolved without loss of housing to tenants.
- D. On an annual basis, Grantee shall enter the required metrics, including any required templates to be uploaded, into the CARBON database by the 15<sup>th</sup> of the month following the end of each year:
1. The number and percentage of tenants who maintained their housing for a minimum of 12 months, moved to other permanent housing, or were provided with more appropriate placements;
  2. The number of program exits;
  3. The number and percentage of tenants who completed a written survey to provide feedback on the type and quality of program services;
  4. The tenant satisfaction survey results; and
  5. The number of households showing housing instability that remained housed.
- E. Grantee shall participate in annual Eviction Survey reporting, per the 2015 City and County of San Francisco Tenant Eviction Annual Reports Ordinance (<https://sfbos.org/ftp/uploadedfiles/bdsupvrs/ordinances15/o0011-15.pdf>). Grantee shall provide information on evictions and eviction notices issued to households residing in City-funded housing to Support Services to enter into the ONE System. Grantee shall verify the accuracy of eviction reporting data in the ONE System quarterly, and shall review the annual eviction report prior to submission to HSH. Grantee shall adhere to all deadlines for submission as required by HSH.
- F. Grantee shall submit Project Descriptor data elements as described in the U.S. Department of Housing and Urban Development (HUD)'s latest HMIS Data Standards Manual (<https://files.hudexchange.info/resources/documents/HMIS-Data-Standards-Manual.pdf>) to HSH at the following intervals: 1) at the point of project setup; 2) when project information changes; 3) at least annually or as requested by HSH. Data is used for reporting mandated by HUD and California's Interagency Council on Homelessness, and to ensure HSH's ongoing accurate representation of program and inventory information for various reporting needs, including monitoring of occupancy and vacancy rates.

- G. Grantee shall provide information for an annual report on client enrollment in public benefits per the Administrative Code Article VI, Section 20.54.4(c) - Permanent Supportive Housing – Enrollment in Social Services  
[https://codelibrary.amlegal.com/codes/san\\_francisco/latest/sf\\_admin/0-0-0-11877](https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_admin/0-0-0-11877), as instructed by HSH.
- H. Grantee shall participate, as required by HSH, with City, State and/or Federal government evaluative studies designed to show the effectiveness of Grantee’s services. Grantee agrees to meet the requirements of and participate in the evaluation program and management information systems of the City. The City agrees that any final reports generated through the evaluation program shall be made available to Grantee within thirty working days of receipt of any evaluation report and any Grantee response will become part of the official report.
- I. Grantee shall provide Ad Hoc reports as required by HSH and respond to requests by HSH in a timely manner.

For assistance with reporting requirements or submission of reports, contact the assigned Contract and Program Managers.

## **X. Monitoring Activities**

- A. Program Monitoring: Grantee is subject to program monitoring and/or audits, including, but not limited to review of the following: tenant files, the Grantee’s administrative records, staff training documentation, postings, program policies and procedures, data submitted in program reports, Disaster and Emergency Response Plan and training, personnel and activity reports, proper accounting for funds and other operational and administrative activities, and back-up documentation for reporting progress towards meeting service and outcome objectives.
1. Monitoring of program participation in the ONE system may include, but is not limited to, data quality reports from the ONE system, records of timeliness of data entry, and attendance records at required trainings and agency lead meetings.
- B. Fiscal and Compliance Monitoring: Grantee is subject to fiscal and compliance monitoring, which may include review of the 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 may include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act (ADA), subcontracts and Memoranda of Understanding (MOUs), and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

	A	B	C	D
1	<b>DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING</b>			
2	<b>APPENDIX B, BUDGET</b>			
3	<b>Document Date</b>	3/1/2024		
4	<b>Contract Term</b>	<b>Begin Date</b>	<b>End Date</b>	<b>Duration (Years)</b>
5	<b>Current Term</b>	3/1/2024	6/30/2026	3
6	<b>Amended Term</b>	3/1/2024	6/30/2026	3
7				
8	<b>Approved Subcontractors</b>			
10	None.			
11				
12				

	A	B	C	D	E	F	G	H	I	J
1	<b>DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING</b>									
2	<b>APPENDIX B, BUDGET</b>									
3	<b>Document Date</b>	3/1/2024								
4	<b>Contract Term</b>	<b>Begin Date</b>	<b>End Date</b>	<b>Duration (Years)</b>						
5	<b>Current Term</b>	3/1/2024	6/30/2026	3						
6	<b>Amended Term</b>	3/1/2024	6/30/2026	3						
7					<b>Year 1</b>	<b>Year 2</b>				
8	<b>Service Component</b>				3/1/2024 - 6/30/2024	7/1/2024 - 6/30/2025				
10	Housing Ladder support services, property management & master leasing				57	57				
11										

	A	B	C	D	G	J	M	AK
1	<b>DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING</b>							
2	<b>APPENDIX B, BUDGET</b>							
3	<b>Document Date</b>	3/1/2024						
4	<b>Contract Term</b>	<b>Begin Date</b>	<b>End Date</b>	<b>Duration (Years)</b>				
5	<b>Current Term</b>	3/1/2024	6/30/2026	3				
6	<b>Amended Term</b>	3/1/2024	6/30/2026	3				
7	<b>Provider Name</b>	Tenderloin Housing Clinic, Inc.						
8	<b>Program</b>	Bristol Hotel Housing Ladder						
9	<b>F\$P Contract ID#</b>	1000031346						
10	<b>Action (select)</b>	New Agreement						
11	<b>Effective Date</b>	3/1/2024						
12	<b>Budget Name</b>	Prop C - Housing Ladder						
13		<b>Current</b>	<b>New</b>					
14	<b>Term Budget</b>	\$ -	\$ 4,192,412	20%	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>All Years</b>
15	<b>Contingency</b>	\$ -	\$ 838,482		3/1/2024 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	3/1/2024 - 6/30/2026
16	<b>Not-To-Exceed</b>	\$ -	\$ 5,030,894		<b>New</b>	<b>New</b>	<b>New</b>	<b>New</b>
17								
18								
19	<b>Expenditures</b>							
20	Salaries & Benefits				\$ 74,526	\$ 215,297	\$ 215,297	\$ 505,119
21	Operating Expense				\$ 92,733	\$ 257,700	\$ 257,700	\$ 608,133
22	Subtotal				\$ 167,259	\$ 472,997	\$ 472,997	\$ 1,113,252
23	Indirect Percentage				11.50%	11.50%	11.50%	
24	Indirect Cost (Line 22 X Line 23)				\$ 19,235	\$ 54,395	\$ 54,395	\$ 128,024
25	Other Expenses (Not subject to indirect %)				\$ 478,734	\$ 1,436,201	\$ 1,436,201	\$ 3,351,136
26	Capital Expenditure				\$ 20,000	\$ -	\$ -	\$ 20,000
28	<b>Total Expenditures</b>				<b>\$ 685,228</b>	<b>\$ 1,963,592</b>	<b>\$ 1,963,592</b>	<b>\$ 4,612,412</b>
29								
30	<b>HSH Revenues (select)*</b>							
31	Prop C - Ongoing				\$ 605,228	\$ 1,783,592	\$ 1,783,592	\$ 4,172,412
33	Prop C - One-Time				\$ 20,000	\$ -	\$ -	\$ 20,000
40	<b>Total HSH Revenues</b>				<b>\$ 625,228</b>	<b>\$ 1,783,592</b>	<b>\$ 1,783,592</b>	<b>\$ 4,192,412</b>
41	<b>Other Revenues (to offset Total Expenditures)</b>							
42	Rental Income				\$ 60,000	\$ 180,000	\$ 180,000	\$ 420,000
47	<b>Total Other Revenues</b>				<b>\$ 60,000.00</b>	<b>\$ 180,000.00</b>	<b>\$ 180,000.00</b>	<b>\$ 420,000.00</b>
48								
49	<b>Total HSH + Other Revenues</b>				<b>\$ 685,228</b>	<b>\$ 1,963,592</b>	<b>\$ 1,963,592</b>	<b>\$ 4,612,412</b>
50	Rev-Exp (Budget Match Check)				\$ -	\$ -	\$ -	\$ -
52					*NOTE: HSH budgets typically project out revenue levels across multiple years, strictly for budget-planning purposes. All program budgets at any given year are subject to Mayoral / Board of Supervisors discretion and funding availability, and are not guaranteed. For further information, please see Article 2 of the G-100 Grant Agreement document.			
53	<b>Prepared by</b>	Wynne Tang						
54	<b>Phone</b>	628-466-1689						
55	<b>Email</b>	<a href="mailto:wynne@thclinic.org">wynne@thclinic.org</a>						
56								

	A	B	C	D	E	H	O	V	BV	
1	<b>DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING</b>									
2	<b>SALARY &amp; BENEFIT DETAIL</b>									
3	<b>Document Date</b>	3/1/2024								
4	<b>Provider Name</b>	Tenderloin Housing Clinic, Inc.								
5	<b>Program</b>	Bristol Hotel Housing Ladder								
6	<b>F\$P Contract ID#</b>	1000031346								
7	<b>Budget Name</b>	<b>Prop C - Housing Ladder</b>								
8		<b>Year 1</b>				<b>Year 2</b>	<b>Year 3</b>	<b>All Years</b>		
9	<b>POSITION TITLE</b>	Agency Totals		For HSH Funded Program		3/1/2024 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	3/1/2024 - 6/30/2026	
10						New	New	New	New	
11		Annual Full Time Salary (for 1.00 FTE)	Position FTE	% FTE funded by this budget	Adjusted Budgeted FTE	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	
12	Property Manager	\$ 78,446	0.50	100%	0.50	\$ 13,577	\$ 39,223	\$ 39,223	\$ 92,023	
13	Director of Property Management	\$ 159,905	1.00	3%	0.03	\$ 1,526	\$ 4,410	\$ 4,410	\$ 10,346	
14	Associate Director of Property Management	\$ 110,334	1.00	14%	0.14	\$ 5,194	\$ 15,005	\$ 15,005	\$ 35,205	
15	Case Manager	\$ 57,194	1.00	100%	1.00	\$ 19,798	\$ 57,194	\$ 57,194	\$ 134,185	
16	Maintenance Worker	\$ 57,825	0.50	100%	0.50	\$ 10,008	\$ 28,913	\$ 28,913	\$ 67,833	
17	Facilities Manager	\$ 99,722	1.00	14%	0.14	\$ 4,695	\$ 13,562	\$ 13,562	\$ 31,819	
18						\$ -	\$ -	\$ -	\$ -	
19						\$ -	\$ -	\$ -	\$ -	
54						\$ -	\$ -	\$ -	\$ -	
55		<b>TOTAL SALARIES</b>				<b>\$ 54,798</b>	<b>\$ 158,306</b>	<b>\$ 158,306</b>	<b>\$ 371,411</b>	
56		<b>TOTAL FTE</b>		<b>2.30</b>						
57		<b>FRINGE BENEFIT RATE</b>				36.00%	36.00%	36.00%		
58		<b>EMPLOYEE FRINGE BENEFITS</b>				<b>\$ 19,727</b>	<b>\$ 56,990</b>	<b>\$ 56,990</b>	<b>\$ 133,708</b>	
59		<b>TOTAL SALARIES &amp; BENEFITS</b>				<b>\$ 74,526</b>	<b>\$ 215,297</b>	<b>\$ 215,297</b>	<b>\$ 505,119</b>	
60										
61										
62										



	A	D	G	J	AH
1	<b>DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING</b>				
2	<b>OPERATING DETAIL</b>				
3	<b>Document Date</b>	3/1/2024			
4	<b>Provider Name</b>	Tenderloin Housing Clinic, Inc.			
5	<b>Program</b>	Bristol Hotel Housing Ladder			
6	<b>F\$P Contract ID#</b>	1000031346			
7	<b>Budget Name</b>	Prop C - Housing Ladder			
8					
9		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>All Years</b>
10		3/1/2024 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	3/1/2024 - 6/30/2026
11		New	New	New	New
12	<u>Operating Expenses</u>	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense
13	Rental of Property	\$ -	\$ -	\$ -	\$ -
14	Utilities (Elec, Water, Gas, Phone, Scavenger)	\$ 55,000	\$ 165,000	\$ 165,000	\$ 385,000
15	Office Supplies, Postage	\$ 1,000	\$ 2,000	\$ 2,000	\$ 5,000
16	Building Maintenance Supplies and Repair	\$ 18,333	\$ 55,000	\$ 55,000	\$ 128,333
17	Printing and Reproduction	\$ -	\$ -	\$ -	\$ -
18	Insurance	\$ 4,500	\$ 18,500	\$ 18,500	\$ 41,500
19	Staff Training	\$ -	\$ -	\$ -	\$ -
20	Staff Travel (Local & Out of Town)	\$ -	\$ -	\$ -	\$ -
21	Rental of Equipment	\$ -	\$ -	\$ -	\$ -
22	Community Events	\$ 3,500	\$ 3,500	\$ 3,500	\$ 10,500
23	Welcome Kits	\$ 200	\$ 500	\$ 500	\$ 1,200
24	Elevator/Lift	\$ 5,000	\$ 6,700	\$ 6,700	\$ 18,400
25	Legal Expenses	\$ 5,000	\$ 6,000	\$ 6,000	\$ 17,000
26	Tenant Screening	\$ 200	\$ 500	\$ 500	\$ 1,200
27				\$ -	\$ -
42	<u>Consultants/Temporary Staff</u>			\$ -	\$ -
43		\$ -	\$ -	\$ -	\$ -
54	<u>Subcontractors (First \$25k Only)</u>			\$ -	\$ -
55				\$ -	\$ -
68	<b>TOTAL OPERATING EXPENSES</b>	\$ 92,733	\$ 257,700	\$ 257,700	\$ 608,133
69					
70	<u>Other Expenses (not subject to indirect cost %)</u>				
71	Master Lease of Bristol Hotel	\$ 408,900	\$ 1,226,700	\$ 1,226,700	\$ 2,862,300
72	Bristol allocation for MPP services	\$ 26,334	\$ 79,001	\$ 79,001	\$ 184,336
73	Bristol allocation for general PM services	\$ 37,000	\$ 111,000	\$ 111,000	\$ 259,000
74	Janitorial Vendor	\$ 6,500	\$ 19,500	\$ 19,500	\$ 45,500
82				\$ -	\$ -
83					
84	<b>TOTAL OTHER EXPENSES</b>	\$ 478,734	\$ 1,436,201	\$ 1,436,201	\$ 3,351,136
85					
86	<u>Capital Expenses</u>				
87	Construction of Case Manager office (one-time)	\$ 20,000	\$ -	\$ -	\$ 20,000
94					
95	<b>TOTAL CAPITAL EXPENSES</b>	\$ 20,000	\$ -	\$ -	\$ 20,000
97	<b>HSH #3</b>				<b>9/1/2021</b>

**BUDGET NARRATIVE**

**Fiscal Year**

**Prop C - Housing Ladder**

**FY23-24**

**<- Select from the drop-down list the fiscal year in which the proposed budget is**

<b>Salaries &amp; Benefits</b>	<b>Adjusted Budgeted FTE</b>	<b>Budgeted Salary</b>	<b>Justification</b>
Property Manager	0.17	\$ 13,577	50% FTE to manage the 57 units at the Bristol. This includes rent collections, utility/janitorial service vendor management. 17% FTE is 50%FTE x 4/12 (since contract starts 3/1/24.
Director of Property Management	0.01	\$ 1,526	3% FTE to oversee all THC supportive housing operations which includes the Bristol. 1%FTE is 4/12 of FY24
Associate Director of Property Management	0.05	\$ 5,194	14% FTE to supervise and work along side the 50% FTE Property Manager to manage the 57 units. 5% FTE is 14% FTE x 4/12 of FY24.
Case Manager	0.35	\$ 19,798	1 FTE to provide tenant support needed to remain housed and have access to necessities. 35% FTE is 1 FTE x 4/12 of FY24.
Maintenance Worker	0.17	\$ 10,008	50% FTE to perform needed unit turnovers, repairs and preventative maintenance at the Bristol. 17% FTE is 50%FTE x 4/12 of FY24.
Facilities Manager	0.05	\$ 4,695	14% FTE to oversee any repair/maintenance performed by vendors and to supervise the 50% FTE maintenance worker. 5% FTE is 14% FTE x 4/12 of FY24.
<b>TOTAL</b>	<b>0.80</b>	<b>\$ 54,798</b>	
<b>Employee Fringe Benefits</b>			<u>Includes FICA, SSUI, Workers Compensation Insurance, Benefits: medical, dental, vision, LTD, ADD Life, mental health, 403b - calculated at 36% of total salaries.</u>
		\$ 19,727	
<b>Salaries &amp; Benefits Total</b>		<b>\$ 74,526</b>	

<b>Operating Expenses</b>	<b>Budgeted Expense</b>	<b>Justification</b>
Utilities (Elec, Water, Gas, Phone, Scavenger)	\$ 55,000	Estimated FY24 12 month expense based upon historical actuals adjusted by factor for increasing costs.
Office Supplies, Postage	\$ 1,000	Estimated FY24 12 month expense based upon historical actuals adjusted by factor for increasing costs.
Building Maintenance Supplies and Repair	\$ 18,333	Estimated FY24 12 month expense based upon historical actuals adjusted by factor for increasing costs.
Insurance	\$ 4,500	Estimated FY24 12 month expense based upon historical actuals adjusted by factor for increasing costs.
Community Events	\$ 3,500	Estimated FY24 12 month expense based upon historical actuals adjusted by factor for increasing costs.
Welcome Kits	\$ 200	Estimated FY24 12 month expense based upon historical actuals adjusted by factor for increasing costs.
Elevator/Lift	\$ 5,000	Estimated FY24 12 month expense based upon historical actuals adjusted by factor for increasing costs.
Legal Expenses	\$ 5,000	Estimated FY24 12 month expense based upon historical actuals adjusted by factor for increasing costs.
Tenant Screening	\$ 200	Estimated FY24 12 month expense based upon historical actuals adjusted by factor for increasing costs.
	\$ -	.
<u>Consultants/Temporary Staff</u>	\$ -	.
	\$ -	.
<u>Subcontractors (First \$25k Only)</u>	\$ -	.
	\$ -	.
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 92,733</b>	
<b>Indirect Cost</b>	<b>11.5%</b>	<b>\$ 19,235</b>

<b>Other Expenses (not subject to indirect cost)</b>	<b>Amount</b>	<b>Justification</b>
Master Lease of Bristol Hotel	\$ 408,900	Estimated FY24 12 month expense based upon historical actuals adjusted by factor for increasing costs.
Bristol allocation for MPP services	\$ 26,334	Estimated FY24 12 month expense based upon historical actuals adjusted by factor for increasing costs.
Bristol allocation for general PM services	\$ 37,000	Estimated FY24 12 month expense based upon historical actuals adjusted by factor for increasing costs.
Janitorial Vendor	\$ 6,500	Estimated FY24 12 month expense based upon historical actuals adjusted by factor for increasing costs.
<b>TOTAL OTHER EXPENSES</b>	<b>\$ 478,734</b>	

<b>Capital Expenses</b>	<b>Amount</b>	<b>Justification</b>
Construction of Case Manager office (one-time)	\$ 20,000	Need for new office to be built - architect plans, permit and construction
<b>TOTAL CAPITAL EXPENSES</b>	<b>\$ 20,000</b>	