



Shireen McSpadden, Executive Director

London Breed, Mayor

To	Homelessness Oversight Commission
Through	Shireen McSpadden, Executive Director
From	Marion Sanders, Chief Deputy Director Gigi Whitley, Chief of Finance and Administration Edilyn Velasquez, Director, Contracts
Date	March 6, 2024
Subject	Grant Amendment Approval: Tenderloin Housing Clinic, Inc. Garland Hotel

<i>Agreement Information</i>	
F\$P Contract ID#	1000024655
Provider	Tenderloin Housing Clinic, Inc.
Program Name	Garland Hotel
Agreement Action	1 st Amendment
Agreement Term	April 1, 2022 - June 30, 2026

Agreement Amount

Current Budget¹	Amended	New Budget	Contingency²	Total Not to Exceed (NTE)
\$5,346,263	\$4,216,346	\$9,562,609	\$421,635	\$9,984,244

Funding Summary

Fiscal Year (FY)	Budget	Actual Spent	Amended to Add³	New Budget⁴
2021-22	\$1,335,126	\$1,249,880	--	\$1,249,880
2022-23	\$2,240,789	\$1,967,320	--	\$1,967,320
2023-24	\$2,129,063 ⁵	\$1,354,952 ⁶	--	\$2,129,063
2024-25	--	--	\$2,108,173	\$2,108,173
2025-26	--	--	\$2,108,173	\$2,108,173
TOTAL	\$5,704,978	\$4,572,152	\$4,216,346	\$9,562,609
			<i>Contingency</i>	<i>\$421,635</i>
			Total NTE⁷	\$9,984,244

¹This represents the current budget as adjusted to actuals. The current Not-to-Exceed Amount is \$6,940,524, with \$1,594,261 remaining in contingency.

² A 10 percent contingency only applied to outgoing year (FY 24-25 and FY 25-26) budget amounts.

³ Per Ordinance No. 216-23, outgoing year Cost of Doing Business (CODB) increases will be incorporated using available contingency funds once the amendment is executed.

⁴ The budget listed here accounts for HSH revenues provided for the scope of work covered by this agreement only. Figures do not include federal rental assistance provided to Garland tenants through Contract ID# 1000024656.

⁵ The FY 23-24 budget includes the baseline annual ongoing amount of \$2,108,173, plus \$20,890 in one-time funds carried forward from FY 22-23 for a specific capital expense.

⁶ Through March 2024, the provider has invoiced for \$1,354,952 of its FY 23-24 budget. The spending rate is lower than projected due to a period of vacancy in Clinical Case Manager and Maintenance Worker positions.

⁷ The NTE accounts for actual amounts spend during closed fiscal years.

Funding Information	
Funding Sources ⁸	100% General Fund

The Department of Homelessness and Supportive Housing (HSH) Contracts team requests authorization to amend the existing grant agreement with Tenderloin Housing Clinic, Inc. for the provision of Support Services, Property Management and Master Lease Stewardship at the Garland Hotel, for the period of April 1, 2022 to June 30, 2026, in an additional amount of \$4,216,346. This amendment would extend the agreement term for two additional performance years at the current funding level. The new NTE amount is \$9,984,244, which includes \$421,635 in contingency.²

Background

The Garland Hotel is a six-story building with 80 junior studio units for Permanent Supportive Housing (PSH). The site was leased up in April 2022. Garland Hotel provides tenants with larger units than a typical Single Room Occupancy (SRO) that include private bathrooms and a kitchenette.

Services to be Provided

The purpose of the grant is to provide Support Services, Property Management and Master Lease Stewardship to formerly homeless adult and income-eligible adults without the custody of minor children. Grantee shall serve tenants of 80 units at the Garland Hotel with a budgeted staff of 17.48 full time equivalents (FTEs). Support Services staffing includes 1.0 FTE Case Managers, 2.0 FTE Clinical Case Managers, 0.5 FTE Support Services Manager, and 0.11 FTE leadership support. Property Management staffing includes 1.0 FTE Property Manager, 1.0 FTE Assistant Property Manager, 7.0 FTE Desk Clerks, 2.0 FTE Janitors, 2.0 FTE Maintenance Workers, and 0.87 FTE other facilities/management positions.

Selection

The Board of Supervisors originally adopted Ordinance No. 61-19 which was extended under Ordinance No. 38-24, authorizing 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. The authorization is valid through May 5, 2029, 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.

Performance History

Tenderloin Housing Clinic, Inc. underwent fiscal monitoring most recently in FY 22-23 and there were no findings.

Tenderloin Housing Clinic, Inc. underwent program monitoring for the Garland Hotel most recently in FY23-24 for the FY21-22 and FY22-23 performance periods. On September 26, 2023, HSH issued a program monitoring results letter that included findings related to Property Management and Support Services client files. On October 23, 2023, Tenderloin Housing Clinic, Inc. submitted a corrective action plan to HSH on how they were going to remedy the findings moving forward. HSH accepted the corrective action plan and will check if the provider has implemented the corrective action during program monitoring for the FY23-24 performance period.

⁸ The funding sources listed reflect current and future years.



**Appendix A-1, Services to be Provided
by
Tenderloin Housing Clinic, Inc.
Garland Hotel - 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

All new tenants will be referred by The Department of Homelessness and Supportive Housing (HSH) via the Coordinated Entry System, which organizes the City's Homelessness Response System (HRS) with a common, population-specific assessment, centralized data system, and prioritization method.

Eligibility criteria for Permanent Supportive Housing (PSH) varies upon the subsidy funding source and may include meeting a definition of homelessness at the time of referral and placement, enrollment in specific benefits programs, income criteria and/or the ability to live independently within the structure of the housing program. Tenants who meet eligibility criteria for PSH are prioritized based on various criteria, such as levels of vulnerability, length and history of homelessness, and severity of housing barriers.

IV. Description of Services

Grantee shall provide Support Services to the total number tenants as listed in Appendix B, Budget ("Number Served" tab). Support Services are voluntary and shall be available to all tenants in the service location. Support Services shall include, but are not limited to, the following:

- A. Outreach: Grantee shall engage with tenants to provide information about available Support Services and invite them to participate.

Grantee shall contact each tenant at least three times during the first 60 days following placement. Grantee shall document all outreach and attempts.

- B. Intake and Assessment: Grantee shall coordinate with Property Management during the initial intake for units and participate in orientation meetings with Property Management. If possible, 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 service provider(s) to ensure a successful transition into housing.

Grantee intake of tenants shall include, but is not limited to, a review of the tenant's history in the Online Navigation and Entry (ONE) System, gathering updated information from the tenant, and establishing strengths, skills, needs, plans and goals

- that are participant-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.
- C. Case Management: Grantee shall provide case management services to tenants with the primary goal of maintaining housing stability, including ongoing meetings and counseling to establish goals, develop services plans that are tenant-driven without predetermined goals, provide referrals and linkages to off-site support services, and track progress toward achieving those goals. Grantee shall document case management meetings, engagement, and progress.
1. Grantee shall connect each tenant with resources needed to be food secure as they live independently.
 2. Grantee shall refer tenants to and coordinate services within the community that support progress toward identified goals. This may include providing information about services, calling to make appointments, assisting with applications, providing appointment reminders, following up/checking in with households regarding the process, and, as necessary, re-referral. Grantee shall communicate and coordinate with outside service providers to support housing stability.
 3. Grantee shall provide benefits advocacy to assist tenants with obtaining and maintaining benefits, including, but not limited to, cash aid, food programs, medical clinics and/or in-home support.
- D. Housing Stability Support: Grantee shall outreach to and offer on-site services and/or referrals to all tenants who display indications of housing instability, within a reasonable timeframe. Such indications include, but are not limited to, discontinuance from benefits, non-payment of rent, lease violations or warnings from Property Management, and conflicts with staff or other tenants. Grantee shall work with tenants, in conjunction with Property Management, to resolve issues that put tenants at risk for eviction. Grantee shall assist with the de-escalation and resolution of conflicts, as needed. Grantee shall document Housing Stability outreach and assistance provided.
- E. Coordination with Property Management: 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.

If a tenant is facing housing instability, Grantee shall coordinate with Property Management to find creative ways to engage with tenants to prevent housing loss. Grantee shall utilize the HSH Nonpayment of Rent Guidance, and other PSH best practices, as an ongoing resource.

Grantee shall ensure there is a process in place for receiving timely communication from Property Management and copies of correspondence (e.g., notices, warning letters, lease violations, etc.) issued. Grantee shall have a structured written process for engaging tenants who receive such notices.

- F. Wellness and Emergency Safety Checks: 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.
- G. Support Groups, Social Events and Organized Activities:
1. 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.
 2. 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.
 3. Grantee shall periodically assess the needs of tenants with Property Management and other teams at the building to develop programming that will help tenants maintain stability and enjoy their housing.
- H. Exit Planning: 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.

V. **Location and Time of Services**

Grantee shall provide Support Services at the Garland Hotel, located at 505 O'Farrell Street, San Francisco, CA 94102.

Grantee shall provide services times when necessary to best serve tenants using the staffing outlined in Appendix B, Budget.

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

VI. **Service Requirements**

- A. Case Management Ratio: Grantee shall maintain a maximum 25:1 ratio of units to case management staff.
- B. Supervision: Grantee shall provide Support Services staff with supervision and case conferencing, as needed, to ensure appropriate case management, counseling and referral services are provided to tenants.

- C. 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.
- 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 initiate and participate in individual case conferences and team coordination meetings with HSH-approved programs, as needed, to coordinate and collaborate regarding tenant's progress.
- G. 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.
- H. 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) 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.

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, 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.

K. Coordination with Other Service Providers: Grantee shall establish written agreements with Property Management and other service providers that are part of the site care team to formalize collaboration and roles and responsibilities.

L. Critical Incidents: Grantee shall report critical incidents, as defined in the Critical Incident Policy, to HSH, within 72 hours of the incident according to Department policy. Critical incidents shall be reported using the online Critical Incident Report (CIR) form. In addition, critical incidents that involve life endangerment events or major service disruptions should be reported immediately to the HSH Program Manager. Please refer to the CIR Policy and procedures on the HSH Providers Connect website.

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 Agency/site(s) plan as needed and Grantee shall train all employees regarding the provisions of the plan for their Agency/site(s).

- N. Record Keeping and Files: Grantee shall maintain confidential tenant files that document the services and supportive work provided for the purpose of tracking and reporting objectives and outcomes.
1. Grantee shall maintain tenant program enrollment, annual status updates and program exit information in the ONE System and maintain hard copy files with eligibility, including homelessness verification documents.
 2. Grantee shall maintain a program roster of all current tenants in the ONE System.
 3. Grantee shall maintain services information in the ONE System, including information on households receiving eviction notices, as instructed by HSH.
 4. Grantee shall maintain confidential files on the served population, including developed plans, notes, and progress as described in the Service Description and Service Requirements.
- O. Data Standards:
1. Grantee shall ensure compliance with the Homeless Management Information System (HMIS) Participation Agreement and Continuous Data Quality Improvement (CDQI) Process¹, 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.
 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.
- P. Good Neighbor Policy: Grantee shall maintain a good relationship with the neighborhood, including:
1. In partnership with Property Management, collaborating with neighbors and relevant city agencies to ensure that neighborhood concerns about the facility are

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

- heard and addressed;
2. Have a representative of the Grantee attend all appropriate neighborhood meetings;
 3. Providing staff training in de-escalation and crisis response, including having written policies and protocols for contacting law enforcement, San Francisco Homeless Outreach Team (SFHOT), Healthy Streets Operation Center (HSOC), Department of Public Works (DPW), and/or crisis response teams as needed; and
 4. Grantee shall create and offer a “good neighbor” onboarding, that outlines community resources, community norms, and expectations, for tenants as they move in.

VII. Service Objectives

Grantee shall achieve the Service Objectives listed below.

- A. Grantee shall actively outreach to 100 percent of households at least once every month.
- B. Grantee shall offer assessment to 100 percent of households for primary medical care, mental health and substance use treatment needs within 60 days of move-in.
- C. Grantee shall offer assessment to 100 percent of households for benefits within 60 days of move-in and shall assist tenants to apply for benefits for which they are eligible.
- D. Grantee shall offer Support Services to 100 percent of all households who showed housing instability (e.g., non-payment of rent, lease violations) at least once per incident.
- E. Grantee shall outreach to 100 percent of households with planned exits from the program to engage in comprehensive discharge planning, which includes referrals for case management, housing, food, clothing, medical treatment, detox, and/or other services as necessary and appropriate.
- F. Grantee shall outreach to 100 percent of program participants participating in Support Services to create/engage in Service Plans, as needed, on an ongoing basis.
- G. Grantee shall review Service Plans at least once every six months and update as appropriate at this time.
- H. Grantee shall administer an annual written anonymous survey of households to obtain feedback on the type and quality of program services. Grantee shall offer all households the opportunity to take this survey.

VIII. Outcome Objectives

Grantee shall achieve the Outcome Objectives listed below.

- A. 90 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.
- B. 80 percent of individualized service plans will be reviewed at least once every six months and updated as appropriate at this time.
- C. 80 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. On a monthly basis, Grantee shall enter the required metrics, including any required templates to be uploaded, into the CARBON database by the 15th of the month following the month of service.
 - 1. The total number of unduplicated households who resided at the site during the month and the number of unduplicated households actively outreached to at least once during the month; and
 - 2. The total number of new move-ins during the month.
- B. On a quarterly basis, Grantee shall enter the required metrics, including any required templates to be uploaded, into the CARBON database by the 15th of the month following the end of each quarter:
 - 1. The number and percentage of households Grantee outreached to complete an assessment for primary medical care, mental health, and substance use treatment needs within 60 days of move-in;
 - 2. The number and percentage of households Grantee outreached to complete a benefits assessment within 60 days of move-in;
 - 3. The number of lease/program rule violations Property Management issued and shared with Support Services for the quarter and the number of outreach attempts related to lease/program rule violations conducted by Support Services; and
 - 4. The number and percentage of households with planned exits from the program who were outreached to engage in comprehensive discharge planning, that includes referrals for case management, housing, food, clothing, medical treatment, detox, and/or other services as necessary and appropriate.
- C. On an annual basis, Grantee shall enter the required metrics, including any required templates to be uploaded, into the CARBON database by the 15th of the month following the end of each year:
 - 1. The number and percentage of households 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 and percentage of program participants participating in Support Services Grantee outreached to create Service Plans, as needed;

3. The number of program participants who had a Service Plan during the program year; the number and percentage of Services Plans that were reviewed at least once every six months and updated as appropriate;
 4. The number and percentage of households who completed a written survey to provide feedback on the type and quality of program services. Please include survey results on what households reported regarding the quality and satisfaction with services.
- D. 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.
- E. 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, as instructed by HSH.
- F. 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 any Grantee response will become part of the official report.
- G. 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, 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.

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 Compliance and Contract 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.

Appendix A-2, Services to be Provided
by
Tenderloin Housing Clinic, Inc.
Garland Hotel - 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

All new tenants will be referred by the Department of Homelessness and Supportive Housing (HSH) via the Coordinated Entry System, which organizes the City's Homelessness Response System (HRS) with a common, population-specific assessment, centralized data system, and prioritization method.

Eligibility criteria for Permanent Supportive Housing (PSH) varies upon the subsidy funding source and may include meeting a definition of homelessness at the time of referral and placement, enrollment in specific benefits programs, income criteria and/or the ability to live independently within the structure of the housing program. Tenants who meet eligibility criteria for PSH are prioritized based on various criteria, such as levels of vulnerability, length and history of homelessness, and severity of housing barriers.

IV. Description of Services

Grantee shall provide Property Management to the total 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.

Under Housing First, tenant screening and selection practices must promote accepting applicants regardless of their sobriety or use of substances, completion of treatment, or participation in services. Applicants must not be rejected 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."

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 PSH 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. Front Desk Coverage: Grantee shall provide front desk coverage 24 hours per day, seven days per week.
11. 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 client 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 Garland Hotel, 505 O'Farrell 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) 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.

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 and 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, within 72 hours of the incident according to Department policy. Critical incidents shall be reported using the online Critical Incident Report (CIR) form. In addition, critical incidents that involve life endangerment events or major service disruptions should be reported immediately to the HSH Program Manager. Please refer to the CIR Policy and procedures on the HSH Providers Connect website.
- 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 Policy: Grantee shall maintain a good relationship with the neighborhood, including:
1. Collaborating with neighbors and relevant city agencies to ensure that neighborhood concerns about the facility are heard and addressed;
 2. Have a public phone line (and/or email) available for the community to report concerns;
 3. Grantee management staff are available to respond to neighbors within two business days;
 4. Have a representative of the Grantee attend all appropriate neighborhood meetings;
 5. Participating in community/neighborhood events in partnership with the local community benefit district as appropriate;
 6. Providing staff training in de-escalation and crisis response, including having written policies and protocols for contacting law enforcement, San Francisco Homeless Outreach Team (SFHOT), Healthy Streets Operation Center (HSOC), Department of Public Works (DPW), and/or crisis response teams as needed; and
 7. Grantee shall create and offer a “good neighbor” onboarding for tenants as they move in that outlines community resources, community norms, and expectations.
- 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) Process¹, 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.
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, 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.

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

- 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 15th 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 15th 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 15th 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, 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 30 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, 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.

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	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING			
2	APPENDIX B, BUDGET			
3	Document Date	7/1/2024		
4	Contract Term	Begin Date	End Date	Duration (Years)
5	Current Term	4/1/2022	6/30/2024	3
6	Amended Term	4/1/2022	6/30/2026	5
7				
8	Approved Subcontractors			
10	None.			
11				
12				

	A	B	C	D	E	G	H	I	J	K	L	M	N	O	P	Q	R	S
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING																	
2	APPENDIX B, BUDGET																	
3	Document Date	7/1/2024																
4	Contract Term	Begin Date	End Date	Duration (Years)														
5	Current Term	4/1/2022	6/30/2024	3														
6	Amended Term	4/1/2022	6/30/2026	5														
7					Year 1	Year 2	Year 3	Year 4	Year 5									
8	Service Component				4/1/2022 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026									
10	Support Services, Property Management & Master Leasing				80	80	80	80	80									
11																		

	A	B	C	D	E	H	K	P	S	AI	AJ	AK
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING											
2	APPENDIX B, BUDGET											
3	Document Date	7/1/2024										
4	Contract Term	Begin Date	End Date	Duration (Years)								
5	Current Term	4/1/2022	6/30/2024	3								
6	Amended Term	4/1/2022	6/30/2026	5								
7	Provider Name	Tenderloin Housing Clinic, Inc.										
8	Program	Garland Hotel										
9	F\$P Contract ID#	1000024655										
10	Action (select)	Amendment										
11	Effective Date	7/1/2024										
12	Budget Names	General Fund - Support Services & Property Management & Master Leasing, One-Time - General Fund - Baldwin Ramp Down										
13		Current	New									
14	Term Budget	\$ 5,346,263	\$ 9,562,609									
15	Contingency	\$ 1,594,261	\$ 421,635	10%								
16	Not-To-Exceed	\$ 6,940,524	\$ 9,984,244		Year 1	Year 2	Year 3	Year 4	Year 5	All Years		
17		4/1/2022 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	4/1/2022 - 6/30/2024	4/1/2022 - 6/30/2026	4/1/2022 - 6/30/2026			
18		Current	Current	Current	New	New	Current	Amendment	New			
19	Expenditures											
20	Salaries & Benefits	\$ 517,783	\$ 1,333,444	\$ 1,173,013	\$ 1,468,455	\$ 1,468,455	\$ 3,024,240	\$ 2,936,910	\$ 5,961,150			
21	Operating Expense	\$ 411,025	\$ 744,305	\$ 536,238	\$ 377,177	\$ 377,177	\$ 1,691,568	\$ 754,353	\$ 2,445,921			
22	Subtotal	\$ 928,808	\$ 2,077,748	\$ 1,709,251	\$ 1,845,632	\$ 1,845,632	\$ 4,715,807	\$ 3,691,263	\$ 8,407,070			
23	Indirect Percentage											
24	Indirect Cost	\$ 106,813	\$ 237,174	\$ 196,564	\$ 212,248	\$ 212,248	\$ 540,551	\$ 424,495	\$ 965,046			
25	Other Expenses (Not subject to indirect %)	\$ 444,044	\$ 1,420,455	\$ 1,823,773	\$ 1,823,773	\$ 1,823,773	\$ 3,688,272	\$ 3,647,546	\$ 7,335,818			
26	Capital Expenditure	\$ -	\$ 138,500	\$ 20,890	\$ -	\$ -	\$ 159,390	\$ -	\$ 159,390			
28	Total Expenditures	\$ 1,479,665	\$ 3,873,877	\$ 3,750,478.37	\$ 3,881,652	\$ 3,881,652	\$ 9,104,020	\$ 7,763,304	\$ 16,867,324			
29												
30	HSH Revenues (select)*											
31	General Fund - Ongoing	\$ 595,824	\$ 2,053,060	\$ 2,108,173	\$ 2,108,173	\$ 2,108,173	\$ 4,757,057	\$ 4,216,346	\$ 8,973,403			
33	General Fund - One-Time	\$ 739,302	\$ 187,729	\$ 20,890	\$ -	\$ -	\$ 947,921	\$ -	\$ 947,921			
34	General Fund - Adjustment to Actuals	\$ (85,245)	\$ (273,470)	\$ -	\$ -	\$ -	\$ (358,715)	\$ -	\$ (358,715)			
40	Total HSH Revenues	\$ 1,249,880	\$ 1,967,320	\$ 2,129,063	\$ 2,108,173	\$ 2,108,173	\$ 5,346,263	\$ 4,216,346	\$ 9,562,609			
41	Other Revenues (to offset Total Expenditures)											
42	Tenant Rental Income	\$ 29,913	\$ 205,923	\$ 187,624.10	\$ 186,000	\$ 186,000	\$ 423,461	\$ 372,000	\$ 795,461			
43	CoC Rental Assistance	\$ 199,871	\$ 1,700,634	\$ 1,433,791.35	\$ 1,587,479	\$ 1,587,479	\$ 3,334,296	\$ 3,174,958	\$ 6,509,254			
47	Total Other Revenues	\$ 229,784	\$ 1,906,557	\$ 1,621,415.45	\$ 1,773,479	\$ 1,773,479	\$ 3,757,757	\$ 3,546,958	\$ 7,304,715			
48												
49	Total HSH + Other Revenues	\$ 1,479,665	\$ 3,873,877	\$ 3,750,478.37	\$ 3,881,652	\$ 3,881,652	\$ 9,104,020	\$ 7,763,304	\$ 16,867,324			
50	Rev-Exp (Budget Match Check)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
52	Total Adjusted Salary FTE (All Budgets)					17.48						
53												
58	Prepared by	Wynne Tang										
59	Phone	415-885-3286 x1111										
60	Email	wynne@thclinic.org										
61	Template last modified	9/1/2021										

*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.

	A	B	C	D	E	H	K	P	S	AI	AJ	AK
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING											
2	APPENDIX B, BUDGET											
3	Document Date	7/1/2024										
4	Contract Term	Begin Date	End Date	Duration (Years)								
5	Current Term	4/1/2022	6/30/2024	3								
6	Amended Term	4/1/2022	6/30/2026	5								
7	Provider Name	Tenderloin Housing Clinic, Inc.										
8	Program	Garland Hotel										
9	FSP Contract ID#	1000024655										
10	Action (select)	Amendment										
11	Effective Date	7/1/2024										
12	Budget Name	General Fund - Support Services & Property Management & Master Leasing										
13		Current	New									
14	Term Budget	\$ 4,419,232	\$ 8,635,578									
15	Contingency	\$ 1,594,261	\$ 421,635	10%								
16	Not-To-Exceed	\$ 6,940,524	\$ 9,984,244									
					Year 1	Year 2	Year 3	Year 4	Year 5	All Years		
17					4/1/2022 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	4/1/2022 - 6/30/2024	4/1/2022 - 6/30/2026	4/1/2022 - 6/30/2026
18					Current	Current	Current	New	New	Current	Amendment	New
19	Expenditures											
20	Salaries & Benefits	\$ 204,807	\$ 1,333,444	\$ 1,173,013	\$ 1,468,455	\$ 1,468,455	\$ 2,711,264	\$ 2,936,910	\$ 5,648,174			
21	Operating Expense	\$ 168,825	\$ 717,358	\$ 536,238	\$ 377,177	\$ 377,177	\$ 1,422,422	\$ 754,353	\$ 2,176,775			
22	Subtotal	\$ 373,632	\$ 2,050,802	\$ 1,709,251	\$ 1,845,632	\$ 1,845,632	\$ 4,133,685	\$ 3,691,263	\$ 7,824,948			
23	Indirect Percentage	11.50%	11.50%	11.50%	11.50%	11.50%						
24	Indirect Cost (Line 22 X Line 23)	\$ 42,968	\$ 235,842	\$ 196,564	\$ 212,248	\$ 212,248	\$ 475,374	\$ 424,495	\$ 899,869			
25	Other Expenses (Not subject to indirect %)	\$ 279,420	\$ 1,253,820	\$ 1,823,773	\$ 1,823,773	\$ 1,823,773	\$ 3,357,013	\$ 3,647,546	\$ 7,004,559			
26	Capital Expenditure	\$ -	\$ 138,500	\$ 20,890	\$ -	\$ -	\$ 159,390	\$ -	\$ 159,390			
28	Total Expenditures	\$ 696,020	\$ 3,678,965	\$ 3,750,478.37	\$ 3,881,652	\$ 3,881,652	\$ 8,125,463	\$ 7,763,304	\$ 15,888,767			
29												
30	HSH Revenues (select)											
31	General Fund - Ongoing	\$ 595,824	\$ 2,053,060	\$ 2,108,173	\$ 2,108,173	\$ 2,108,173	\$ 4,757,057	\$ 4,216,346	\$ 8,973,403			
33	General Fund - One-Time			\$ 20,890.00	\$ -	\$ -	\$ 20,890	\$ -	\$ 20,890			
34	General Fund - Adjustment to Actuals	\$ (85,245)	\$ (273,470)		\$ -	\$ -	\$ (358,715)	\$ -	\$ (358,715)			
40	Total HSH Revenues	\$ 510,578	\$ 1,779,591	\$ 2,129,062.92	\$ 2,108,173	\$ 2,108,173	\$ 4,419,232	\$ 4,216,346	\$ 8,635,578			
41	Other Revenues (to offset Total Expenditures)											
42	Tenant Rental Income	\$ 14,508	\$ 198,740	\$ 187,624.10	\$ 186,000	\$ 186,000	\$ 400,872	\$ 372,000	\$ 772,872			
43	CoC Rental Assistance	\$ 170,933	\$ 1,700,634	\$ 1,433,791.35	\$ 1,587,479	\$ 1,587,479	\$ 3,305,358	\$ 3,174,958	\$ 6,480,316			
47	Total Other Revenues	\$ 185,441	\$ 1,899,374	\$ 1,621,415.45	\$ 1,773,479	\$ 1,773,479	\$ 3,706,230	\$ 3,546,958	\$ 7,253,188			
48												
49	Total HSH + Other Revenues	\$ 696,020	\$ 3,678,965	\$ 3,750,478.37	\$ 3,881,652	\$ 3,881,652	\$ 8,125,463	\$ 7,763,304	\$ 15,888,767			
50	Rev-Exp (Budget Match Check)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
52												
53	Prepared by	Wynne Tang										
54	Phone	415-885-3286 x1111										
55	Email	wynne@thclinic.org										

	A	B	E	H
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING			
2	OPERATING DETAIL			
3	Document Date	7/1/2024		
4	Provider Name	Tenderloin Housing Clinic, Inc.		
5	Program	Garland Hotel		
6	F\$P Contract ID#	1000024655		
7	Budget Name	General Fund - Support Services & Property Mar		
8				
9		Year 1	Year 2	Year 3
10		4/1/2022 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024
11		Current	Current	Current
12	<u>Operating Expenses</u>	Budgeted Expense	Budgeted Expense	Budgeted Expense
14	Utilities(Elec, Water, Gas, Phone, Scavenger)	\$ 58,250	\$ 230,654	\$ 176,116
15	Office Supplies, Postage	\$ 4,500	\$ 6,000	\$ 9,339
16	Building Maintenance Supplies and Repair	\$ 30,000	\$ 211,440	\$ 99,857
18	Insurance	\$ 6,125	\$ 24,500	\$ 25,098
22	Elevator	\$ 3,750	\$ 15,000	\$ 9,474
23	Community Engagement / Welcome Kits/ Tenant Rep Stipend	\$ 3,000	\$ 11,180	\$ 10,000
24	Legal costs	\$ 15,000	\$ 145,500	\$ 19,696
25		\$ -		\$ -
42	<u>Consultants/Temporary Staffing</u>			\$ -
45	Temp - Desk Clerks	\$ 20,000	\$ 38,632	\$ 115,572
46	Temp - Janitors	\$ 9,000	\$ 34,452	\$ 7,427
48	Temp - Case Managers	\$ -	\$ -	\$ 63,660
49	Temp - Property Manager	\$ 19,200	\$ -	\$ -
50				\$ -
54	<u>Subcontractors (First \$25k Only)</u>			\$ -
67				
68	TOTAL OPERATING EXPENSES	\$ 168,825	\$ 717,358	\$ 536,238
69				
70	<u>Other Expenses (not subject to indirect cost %)</u>			
71	Rental of Property (Master Leasing)	\$ 232,000	\$ 1,353,478	\$ 1,428,373
72	Property Management Service Costs	\$ 71,595	\$ 204,086	\$ 242,192
73	Modified Payment Program service costs	\$ 37,071	\$ 129,115	\$ 153,208
74	Security Guard	\$ 24,000	\$ -	\$ -
75	<i>Adjustment to Actuals</i>	\$ (85,245)	\$ (273,470)	\$ -
76	One-Time Reallocation to Capital Expenses		\$ (138,500)	\$ -
77	One-Time Carry Forward		\$ (20,890)	\$ -
84	TOTAL OTHER EXPENSES	\$ 279,420	\$ 1,253,820	\$ 1,823,773
85				
86	<u>Capital Expenses</u>			
87	Cameras, license, cables, installation - 8		\$ 18,992	
88	Air ventilation improvement		\$ 810	\$ 7,290
89	DVR Hard drive storage upgrade		\$ 5,855	
90	Entrance security door - 2 front entry ways		\$ 2,757	
91	Client Management Software upgrade & assoc costs		\$ 93,201	
92	Lobby flooring		\$ 1,600	\$ 13,600
93	One-time full building sanitation and habitability improvement		\$ 14,985	
94	Security Assessment		\$ 300	
100	TOTAL CAPITAL EXPENSES	\$ -	\$ 138,500	\$ 20,890
102	HS# #3			

	A	M	P	AF	AG	AH
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING					
2	OPERATING DETAIL					
3	Document Date					
4	Provider Name					
5	Program					
6	FSP Contract ID#					
7	Budget Name					
8	Management & Master Leasing					
9	EXTENSION YEAR EXTENSION YEAR					
10		Year 4	Year 5	All Years		
11		7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	4/1/2022 - 6/30/2024	4/1/2022 - 6/30/2026	4/1/2022 - 6/30/2026
12		New	New	Current	Amendment	New
13		Budgeted Expense	Budgeted Expense	Budgeted Expense	Change	Budgeted Expense
14	Operating Expenses					
14	Utilities(Elec, Water, Gas, Phone, Scavenger)	\$ 193,728	\$ 193,728	\$ 465,020	\$ 387,455	\$ 852,476
15	Office Supplies, Postage	\$ 9,339	\$ 9,339	\$ 19,839	\$ 18,677	\$ 38,516
16	Building Maintenance Supplies and Repair	\$ 109,843	\$ 109,843	\$ 341,297	\$ 219,686	\$ 560,983
18	Insurance	\$ 25,098	\$ 25,098	\$ 55,723	\$ 50,196	\$ 105,918
22	Elevator	\$ 9,474	\$ 9,474	\$ 28,224	\$ 18,948	\$ 47,172
23	Community Engagement / Welcome Kits/ Tenant Rep Stipend	\$ 10,000	\$ 10,000	\$ 24,180	\$ 20,000	\$ 44,180
24	Legal costs	\$ 19,696	\$ 19,696	\$ 180,196	\$ 39,391	\$ 219,587
25			\$ -	\$ -	\$ -	\$ -
42	Consultants/Temporary Staffing		\$ -	\$ -	\$ -	\$ -
45	Temp - Desk Clerks	\$ -	\$ -	\$ 174,204	\$ -	\$ 174,204
46	Temp - Janitors	\$ -	\$ -	\$ 50,879	\$ -	\$ 50,879
48	Temp - Case Managers	\$ -	\$ -	\$ 63,660	\$ -	\$ 63,660
49	Temp - Property Manager	\$ -	\$ -	\$ 19,200	\$ -	\$ 19,200
50			\$ -	\$ -	\$ -	\$ -
54	Subcontractors (First \$25k Only)			\$ -	\$ -	\$ -
67						
68	TOTAL OPERATING EXPENSES	\$ 377,177	\$ 377,177	\$ 1,422,422	\$ 754,353	\$ 2,176,775
69						
70	Other Expenses (not subject to indirect cost %)					
71	Rental of Property (Master Leasing)	\$ 1,428,373	\$ 1,428,373	\$ 3,013,851	\$ 2,856,746	\$ 5,870,597
72	Property Management Service Costs	\$ 242,192	\$ 242,192	\$ 517,873	\$ 484,384	\$ 1,002,257
73	Modified Payment Program service costs	\$ 153,208	\$ 153,208	\$ 319,394	\$ 306,416	\$ 625,810
74	Security Guard	\$ -	\$ -	\$ 24,000	\$ -	\$ 24,000
75	Adjustment to Actuals	\$ -	\$ -	\$ (358,715)	\$ -	\$ (358,715)
76	One-Time Reallocation to Capital Expenses	\$ -	\$ -	\$ (138,500)	\$ -	\$ (138,500)
77	One-Time Carry Forward	\$ -	\$ -	\$ (20,890)	\$ -	\$ (20,890)
84	TOTAL OTHER EXPENSES	\$ 1,823,773	\$ 1,823,773	\$ 3,357,013	\$ 3,647,546	\$ 7,004,559
85						
86	Capital Expenses					
87	Cameras, license, cables, installation - 8	\$ -	\$ -	\$ 18,992	\$ -	\$ 18,992
88	Air ventilation improvement	\$ -	\$ -	\$ 8,100	\$ -	\$ 8,100
89	DVR Hard drive storage upgrade	\$ -	\$ -	\$ 5,855	\$ -	\$ 5,855
90	Entrance security door - 2 front entry ways	\$ -	\$ -	\$ 2,757	\$ -	\$ 2,757
91	Client Management Software upgrade & assoc costs	\$ -	\$ -	\$ 93,201	\$ -	\$ 93,201
92	Lobby flooring	\$ -	\$ -	\$ 15,200	\$ -	\$ 15,200
93	One-time full building sanitation and habitability improvement	\$ -	\$ -	\$ 14,985	\$ -	\$ 14,985
94	Security Assessment	\$ -	\$ -	\$ 300	\$ -	\$ 300
100	TOTAL CAPITAL EXPENSES	\$ -	\$ -	\$ 159,390	\$ -	\$ 159,390
102	HS#3			Template last modified		9/1/2021

BUDGET NARRATIVE

Fiscal Year

General Fund - Support Services & Property Management & Master Leasing

FY24-25

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

<u>Salaries & Benefits</u>	<u>Adjusted Budgeted FTE</u>	<u>Budgeted Salary</u>	<u>Justification</u>
Assoc Director of Property Mgmt	0.30	\$ 40,464	Supervises and backup for Prop Mgr. Also provides additional prop mgmt. service resources to the high needs tenant base
Property Manager	1.00	\$ 75,364	Supervises the Sr. Assist Prop Mgr., desk clerk and janitor staff, prop mgmt. services to tenants
Sr. Assistant Property Manager	1.00	\$ 66,200	Provide property mgmt. services to high needs tenant base
Desk Clerk	7.00	\$ 369,003	24 hr., 7 days a week desk clerk services to high needs tenant base. 2 on each of the 3 shifts per day.
Janitor	2.00	\$ 108,281	Janitorial services for common areas, trash rooms. Perform unit turnovers.
Director of Facilities	0.07	\$ 8,358	Supervises Facilities Manager, negotiates vendor service projects.
Facilities Manager	0.50	\$ 38,847	Supervises the 2 maintenance workers, performs some of the complex repairs, oversees and QCs vendor projects.
Maintenance Worker	2.00	\$ 120,912	Perform maintenance and repairs proactively and as requested by tenant(s) or other THC staff
Director of Support Services	0.04	\$ 5,309	Oversees overall support services and performs all reporting.
Assoc Director of Support Services	0.07	\$ 7,063	Supervises and backup for Supp Services Mgr.
Support Services Manager	0.50	\$ 42,213	Supervises the 2 case managers and 2 clinical case managers
Case Manager	1.00	\$ 59,481	Case load of tenants - help with benefits, stabilization
Clinical Case Manager (with MSW)	2.00	\$ 138,251	Case load of tenants with higher support needs
		\$ -	
TOTAL	17.48	\$ 1,079,746	
<u>Employee Fringe Benefits</u>		\$ 388,709	<u>Includes FICA, SSUI, Workers Compensation and Medical calculated at 36% of total salaries.</u>
Salaries & Benefits Total		\$ 1,468,455	

<u>Operating Expenses</u>	<u>Budgeted Expense</u>	<u>Justification</u>
Utilities(Elec, Water, Gas, Phone, Scavenger)	\$ 193,728	Estimate for costs based upon FY24 budget adjusted higher based on YTD actuals for 7 months of FY24
Office Supplies, Postage	\$ 9,339	Based upon FY24 budget
Building Maintenance Supplies and Repair	\$ 109,843	Estimate for costs based upon FY24 budget adjusted higher based on YTD actuals for 7 months of FY24
Printing and Reproduction	\$ -	
Insurance	\$ 25,098	Based upon FY24 budget
Staff Training	\$ -	
Staff Travel-(Local & Out of Town)	\$ -	
Rental of Equipment	\$ -	
Elevator	\$ 9,474	Based upon FY24 budget
Community Engagement / Welcome Kits/ Tenant Rep Stipend	\$ 10,000	Based upon FY24 budget
Legal costs	\$ 19,696	Based upon FY24 budget
	\$ -	
<u>Consultants/Temporary Staffing</u>	\$ -	
	\$ -	
<u>Subcontractors (First \$25k Only)</u>	\$ -	
	\$ -	
TOTAL OPERATING EXPENSES	\$ 377,177	
Indirect Cost	11.5%	\$ 212,248

<u>Other Expenses (not subject to indirect cost %)</u>	<u>Amount</u>	<u>Justification</u>
Rental of Property (Master Leasing)	\$ 1,428,373	Based upon FY24 budget
Property Management Service Costs	\$ 242,192	Based upon FY24 budget
Modified Payment Program service costs	\$ 153,208	Based upon FY24 budget
	\$ -	
TOTAL OTHER EXPENSES	\$ 1,823,773	

<u>Capital Expenses</u>	<u>Amount</u>	<u>Justification</u>
	\$ -	
TOTAL CAPITAL EXPENSES	\$ -	

	A	B	C	D	E	F	M	T	BT
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING								
2	SALARY & BENEFIT DETAIL								
3	Document Date	7/1/2024							
4	Provider Name	Tenderloin Housing Clinic, Inc.							
5	Program	Garland Hotel							
6	F\$P Contract ID#	1000024655							
7	Budget Name	One-Time - General Fund - Baldwin Ramp Down							
8		Year 1				Year 2		Year 3	All Years
9	POSITION TITLE	Agency Totals		For HSH Funded Program		4/1/2022 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	4/1/2022 - 6/30/2024
10						Current	Current	Current	Current
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	Assoc Director of Property Mgmt	\$ 86,520	1.00	30.0%	0.30	\$ 6,489			\$ 6,489
13	Property Manager	\$ 71,722	1.00	100.0%	1.00	\$ 17,931			\$ 17,931
14	Sr. Assistant Property Manager	\$ 61,451	1.00						\$ -
15	Assistant Property Manager	\$ 50,250	2.00	100.0%	2.00	\$ 25,125			\$ 25,125
16	Desk Clerk	\$ 39,285	7.00	100.0%	7.00	\$ 65,162			\$ 65,162
17	Janitor	\$ 40,000	5.00	100.0%	5.00	\$ 32,066			\$ 32,066
18	Director of Facilities	\$ 123,956	1.00	10.7%	0.11	\$ 1,658			\$ 1,658
19	Facilities Manager	\$ 80,220	1.00	40.0%	0.40	\$ 8,022			\$ 8,022
20	Maintenance Worker	\$ 45,376	2.00	100.0%	2.00	\$ 22,688			\$ 22,688
21	Director of Support Services	\$ 102,984	1.00	10.7%	0.11	\$ 1,377			\$ 1,377
22	Assoc Director of Support Services	\$ 71,084	1.00	5.4%	0.05	\$ 480			\$ 480
23	Support Services Manager	\$ 63,651	1.00	50.0%	0.50	\$ 7,956			\$ 7,956
24	Case Manager	\$ 45,000	5.00	40.0%	2.00	\$ 22,500			\$ 22,500
25	Clinical Case Manager (with MSW)	\$ 52,250	2.00	50.0%	1.00	\$ 13,063			\$ 13,063
26									\$ -
55		TOTAL SALARIES				\$ 224,516	\$ -	\$ -	\$ 224,516
56		TOTAL FTE		21.47					
57		FRINGE BENEFIT RATE				39.40%			
58		EMPLOYEE FRINGE BENEFITS				\$ 88,459	\$ -	\$ -	\$ 88,459
59		TOTAL SALARIES & BENEFITS				\$ 312,976	\$ -	\$ -	\$ 312,976
60									

	A	B	E	H	AF
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING				
2	OPERATING DETAIL				
3	Document Date	7/1/2024			
4	Provider Name	Tenderloin Housing Clinic, Inc.			
5	Program	Garland Hotel			
6	F\$P Contract ID#	1000024655			
7	Budget Name	One-Time - General Fund - Baldwin Ramp Down			
8					
9		Year 1	Year 2	Year 3	All Years
10		4/1/2022 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	4/1/2022 - 6/30/2024
11		Current	Current	Current	Current
12	Operating Expenses	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense
14	Utilities(Elec, Water, Gas, Phone, Scavenger)	\$ 50,750	\$ 724		\$ 51,474
15	Office Supplies, Postage	\$ 700	\$ -		\$ 700
16	Building Maintenance Supplies and Repair	\$ 46,250	\$ 2,333		\$ 48,583
17	Printing and Reproduction	\$ -			\$ -
18	Insurance	\$ 9,900			\$ 9,900
19	Staff Training	\$ -			\$ -
20	Staff Travel-(Local & Out of Town)	\$ 2,000			\$ 2,000
21	Rental of Equipment	\$ -			\$ -
22	Community Engagement	\$ 1,000			\$ 1,000
23	Welcome Kits	\$ -			\$ -
24	Elevator	\$ 15,000	\$ 525		\$ 15,525
25	Legal Expenses	\$ 26,100	\$ 1,055		\$ 27,155
26	Pest Control		\$ 18,026		\$ 18,026
27					\$ -
42	Consultants / Temp Staff				\$ -
43	Security Guard	\$ 30,500			\$ 30,500
47	Temp - Desk Clerks	\$ 10,000			\$ 10,000
48	Temp - Janitors	\$ 50,000			\$ 50,000
51	Janitorial Services		\$ 4,283		\$ 4,283
52	Maintenance Service Vendors		\$ -		\$ -
53					\$ -
54	Subcontractors (First \$25k Only)				\$ -
67					
68	TOTAL OPERATING EXPENSES	\$ 242,200	\$ 26,946	\$ -	\$ 269,146
69					
70	Other Expenses (not subject to indirect cost %)				
71	Rental of Property (Master Leasing)	\$ 453,269	\$ 151,090		\$ 604,358
72	Garland Ramp-up: Relocation consultant	\$ 70,000	\$ 1,300		\$ 71,300
73	Garland Ramp-up: Moving service for Baldwin Tenants to Garland and other hotels	\$ 70,000	\$ 14,245		\$ 84,245
74	Garland Ramp-up: Preventive Pest Inspection/Treatment for those moving	\$ 50,000			\$ 50,000
75	Baldwin Ramp-down: Hauling & disposal services for unwanted items from tenant rooms/common spaces.	\$ 30,000			\$ 30,000
76	Baldwin Ramp-down: Moving boxes / supplies for all tenants	\$ 15,000			\$ 15,000
77	Projected FY 21-22 Savings	\$ (187,729)			\$ (187,729)
78	Adjustment to Actuals	\$ (335,916)			\$ (335,916)
83					
84	TOTAL OTHER EXPENSES	\$ 164,624	\$ 166,635	\$ -	\$ 331,259
85					
86	Capital Expenses				
87					\$ -
95	TOTAL CAPITAL EXPENSES	\$ -	\$ -	\$ -	\$ -
97	HSH #3				