



Shireen McSpadden, Executive Director

London Breed, Mayor

To	Homelessness Oversight Commission
Through	Shireen McSpadden, Executive Director
From	Marion Sanders, Chief of Programs Gigi Whitley, Chief of Finance and Administration Edilyn Velasquez, Director, Contracts
Date	March 1, 2024
Subject	Grant Agreement Approval: Five Keys Schools & Programs Mission Cabins

<i>Agreement Information</i>	
F\$P#	1000032010
Provider	Five Keys Schools and Programs
Program Name	Mission Cabins
Agreement Action	New Agreement
Agreement Term	March 1, 2024 to June 30, 2026

Agreement Amount

New	Contingency	Total Not to Exceed (NTE)
\$6,414,529	\$1,282,906	\$7,697,435

<i>Funding Information</i>	
Funding Sources¹	75% State - Behavioral Health Bridge Housing Grant (BHBH) 25% State - Encampment Resolution Fund (ERF)

The Department of Homelessness and Supportive Housing (HSH) Contracts team requests authorization to enter into a new contract agreement with Five Keys Schools and Programs for the provision of Mission Cabins for the period of March 1, 2024 to June 30, 2026. This new agreement is for new services.

Background

The Mission Cabins program will provide 60 cabins (68 beds) to people experiencing homelessness at 1979 Mission Street. In addition to private non-congregate accommodations, the site will also provide access to a variety of amenities including showers, toilets, sinks, meals, and 24-hour community based organization (CBO) staffing. The CBO operator, Five Keys, will also provide case management support to guests including housing assessment and support, benefits navigation, employment support, and connection to behavioral health and medical services. The program is expected to be funded with State funding.

There is currently a scarcity of shelter programs in the Mission. This program is being developed to respond to the need for shelter in the Mission community. It is opening several months after the closure

¹ The funding sources listed reflect current and future years.

of another Mission-based program: the Safe Sleep site at 1515 South Van Ness, which had a capacity of 40 tent spaces.

Services to be Provided

The purpose of the grant is to provide shelter services and operations at the Mission Cabins program. Grantee will provide services for up to 68 guests (via 60 cabins) with a budgeted staff of 31.35 full time equivalent (FTE) employees.

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. Five Keys Schools and Programs was selected for provision of these services based on the organization's experience and ability to begin services in a timely manner.

Agreement Materials

- HOC Approval Package
 - [Appendix A, Services to be Provided](#)
 - [Appendix B, Budget](#)



**Appendix A, Services to be Provided
by
Five Keys Schools and Programs
Mission Cabins**

I. Purpose of Grant

The purpose of the grant is to provide shelter services and operations at the Mission Cabins program.

II. Served Population

Grantee shall serve single adults, 18 years old and older, who are experiencing homelessness and do not have a fixed, regular, or adequate nighttime residence.

III. Referral and Prioritization

The Department of Homelessness and Supportive Housing (HSH) will maintain oversight of all Mission Cabins placements. HSH will identify new Mission Cabins guests through select referral partners.

IV. Description of Services

Grantee shall serve individuals in the number of units as outlined in the Appendix B, Budget (“Number Served” tab). Grantee shall provide the following services at the Mission Cabins, including, but not limited to:

- A. Reservations: Grantee shall accept and facilitate reservations, in accordance with City-approved policies and procedures, within the program hours of operation.
- B. Safety and De-Escalation: Grantee shall ensure the safety of the served population, staff, visitors, and property by providing staff trained in safety and de-escalation or through a security services provider during peak operational days and hours, as determined by Grantee and approved by HSH. Days and hours of coverage shall be on record with the HSH Program Manager. Safety and de-escalation shall include, but is not limited to:
 - 1. Greeting the served population, staff, and visitors, and conducting search of persons and property prior to entering sites for potentially dangerous items;
 - 2. Utilization of a system by which possessions may be checked and safely and securely stored, as directed;
 - 3. Regular patrol of the site and surrounding program area, including street frontage Gough, to ensure compliance with HSH’s Good Neighbor Policy as described in the Good Neighbor Policies section;
 - 4. Utilization of a system with written documentation to ensure that the perimeter and other areas are checked on a scheduled and regular basis; and
 - 5. Assistance with conflict de-escalation and crisis management.
- C. Guest Support: Grantee shall provide guest support, including, but not limited to:
 - 1. Guest intake, including completion of forms and acknowledgement of the Guest Agreement/Site Rules, Release of Information (ROI) forms, cabin assignment, and orientation to the site;
 - 2. Operations, such as entry and exits, mail, and phone;

3. Wellness checks and connection to care for anyone demonstrating symptoms of physical or behavioral health needs in accordance with HSH policy;
4. Creating guest profiles in the ONE System;
5. Referrals and Coordination of Services: Grantee shall work with guests to encourage and support their application for and assessment regarding local benefits, including, but not limited to:
 - a. Benefits Advocacy and Assistance: Grantee shall assist guests to obtain and/or maintain public benefits as appropriate (e.g. County Adult Assistance Program (CAAP), CalWORKs, CalFresh, Social Security Income (SSI), Veterans Benefits). Benefit advocates and program representatives may be on site at times. In such cases, Grantee shall support guests to meet with these programs and keep scheduled appointments;
 - b. Mental health, behavioral health and treatment services;
 - c. Supportive programs to support an individual's independence (e.g. In-Home Support Services);
 - d. Employment and job-related services (e.g. Human Services Agency (HSA), Department of Public Works (DPW) and nonprofits specializing in these services); and
 - e. Referrals and linkages to Access Points, and the elimination of barriers to connect guests to Access Points for a Coordinated Entry assessment;
6. Document Readiness: Grantee shall assist guests to become document ready, to obtain needed documentation to support housing options and placement, including, but not limited to uploading/providing the appropriate system with copies of the documents to avoid documents being lost or damaged;
7. Support Groups, Social Events and Organized Activities: Grantee shall provide guests with opportunities to take part in organized gatherings for peer support, as appropriate. These functions may be provided by outside individuals or groups that the Grantee has approved, who understand and adhere to confidentiality and equal access for all guests. These events may be planned with or based on input from guests and shall be held onsite;
8. Building Maintenance and distribution of guest supplies;
9. Reasonable accommodations, transfers, and other supports in accordance with HSH policy; and
10. Exit Planning, including, but not limited to communication and coordination with outside service providers to support a guest's transition to a more permanent setting.

V. Location and Time of Services

Grantee shall provide services at 1979 Mission Street, San Francisco, CA 94103. Grantee shall provide staffing coverage 24 hours a day, seven days per week.

VI. Service Requirements

A. Facilities:

1. Grantee, in partnership with HSH Facilities, shall maintain site and facilities in full compliance with requirements of the law and local standards¹. Grantee shall ensure that the site is well maintained, clean, and free of pests per the City Integrated Pest Management Code and Environmentally Preferable Purchasing Ordinance. Grantee shall ensure that janitorial services shall occur regularly, per shift.
 - a. Grantee shall respond to all site related requests and complaints promptly and in a manner that ensures the safety of guests and Grantee staff. Grantee shall note in writing and post in a common area when a maintenance problem will be repaired and the status of repair.
 - b. Grantee shall partner with HSH Facilities on regular and ongoing maintenance of the Cabin Units. Grantee shall develop, maintain, and document their portion of maintenance schedules for the facility and its systems, and work with HSH Facilities on Cabin maintenance issues including, but not limited to, maintaining light fixtures; heating and air conditioning systems (e.g. fan blades, air registers, vents, filters); plumbing (e.g. drains of showers, toilets, sinks); appliances (e.g. hand dryers, refrigerators, microwaves, fans, etc.); elevators; security systems (e.g. metal detectors, security cameras); fire extinguishers; emergency exits; electrical systems; mold, leak, and pest checks (e.g. roof, walls, bathrooms, kitchen, etc.).
 - c. Grantee shall develop, maintain, and document janitorial schedules per shift for the facility and its systems, as applicable, including, but not limited to cleaning floors; restrooms (e.g. floors, tile, showers, toilets, urinals, sinks); laundry machines (e.g. dryer vents); elevators (e.g. buttons, floors, walls); kitchens (e.g. floors, sinks, counters, appliances); water fountains; and heating and air conditioning systems vents.
 2. Grantee shall obtain and manage vendors for essential site services including, but not limited to, the maintenance and functioning of shower trailers, portable toilets, and Recology services.
- B. 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>.
- C. Meals and Food Safety
 Grantee shall meet the following meal-related requirements:
1. Offer guests meals and track usage by guest, as well as overall meal distribution;
 2. Manage the means to heat or maintain refrigeration of food as appropriate for distribution; and
 3. Ensure that at least one staff person responsible for food handling and service has a valid Food Safety Certification.

¹ Including, but not limited to Shelter Standards of Care, as applicable:
https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_admin/0-0-0-13200

D. Record Keeping and Files:

1. Grantee shall maintain confidential files on the served population, including developed plans, notes, guest agreement, ROI and progress notes.
2. Grantee shall maintain confidential files for active and previously active guests, and document support service usage.
3. Grantee shall maintain confidential files regarding complaints, grievances, warnings and exits/denials of service for shelter rule infractions including written notices, warnings, exit paperwork and related communications with guests.
4. Grantee shall maintain appropriate documentation to validate the approval of the shelter extensions to shelter guests according to HSH policies.

E. Case Conferences: Grantee shall participate in individual case conferences and team coordination meetings with HSH-approved programs, as needed, to coordinate and collaborate regarding guests' progress.

F. 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.

G. Feedback, Complaint and Follow-up Policies

Grantee shall provide means for the served population to provide input into the program. Feedback methods shall include:

1. Shelter Community Meetings: Grantee shall conduct monthly community meetings where guests may discuss building/program concerns and program ideas. Grantee should set up the means to provide feedback at future community meetings or by other means.
2. Complaint Process: Grantee shall provide a written and posted complaint/concern process that includes various methods for guests to submit an issue (e.g. verbal to staff, written, email) and clear protocols about when and how the guest will get a response.
3. Grantee shall offer and promote a written quarterly survey that has been pre-approved by HSH to the served population to gather feedback, gauge satisfaction and assess the effectiveness of services and systems within the program. Grantee shall offer assistance to the served population regarding completion of the survey in a confidential way if the written format presents any problem.
4. Grantee shall respond to complaints from other City entities, such as the Mayor's Office on Disability and the Shelter Monitoring Committee, in coordination with HSH and in accordance with the timelines required by the City entity.

H. City Communications and Policies

Grantee shall keep HSH informed and comply with applicable City policies to minimize harm and risk. These policies and related meetings include, but are not limited to:

1. Reporting via HSH designated method the current pool of active guests, the number of occupied beds, the number of beds temporarily offline and the number of beds currently available for placement;
2. Regular communication to HSH about the implementation of the program as required and upon request;
3. Attendance at HSH meetings and trainings, as required;
4. Attendance at required ADA and access for persons with disabilities trainings;
5. Attendance at the Shelter Monitoring Committee meetings;
6. Adherence to the Shelter Grievance Policy, including the processes regarding denials of service² unless Grantee is otherwise dictated by City emergency requirements;
7. Adherence to the City service/companion/support animal policy; and
8. When applicable, as confirmed with HSH, adherence to the Tuberculosis (TB) Infection Control Guidelines for Homeless. This includes cooperation with the San Francisco TB Prevention and Control Program of the Department of Public Health (DPH).

I. Critical Incident: 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.

J. 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.

K. Good Neighbor Policies: Grantee shall maintain a good relationship with the neighborhood, including:

1. Grantee shall work with neighbors, Department of Homelessness and Supportive Housing (HSH), San Francisco Police Department (SFPD), Department of Public Works (DPW), Department of Public Health (DPH), DEM/Healthy Streets Operations Center (HSOC), and other relevant city agencies to ensure that neighborhood concerns about the facility, site, and perimeter are heard and addressed.

² HSH Shelter Grievance Policy: <http://hsh.sfgov.org/wp-content/uploads/2018/08/Shelter-Grievance-Policy-Final-8-25-16-4.pdf>.

2. Grantee shall work with neighbors, HSH, SFPD, Department of Public Works (DPW), Department of Public Health (DPH), and other relevant city agencies to ensure that neighborhood concerns about the facility are heard and addressed.
3. Grantee shall assign a director, manager, or representative to participate in and attend appropriate neighborhood and community meetings.
4. Grantee shall provide a phone number to all interested neighbors that will be answered 24 hours a day by a manager or other responsible person who has the authority to respond to complaints and issues at the site as they arise.
5. Grantee shall minimize the impact on the neighborhood of program guests entering, exiting, or waiting for services. Grantee will do this by limiting referrals to specified referral partners, not allowing walk-ins, and having 24/7 access to the site for registered guests.
6. Grantee shall actively discourage and address excessive noise from program participants. Grantee will coordinate with other service providers and City agencies, as necessary to address this issue if just outside the program site.
7. Grantee shall actively discourage loitering and public drug use in the area immediately surrounding the program. Grantee will coordinate with other service providers and City agencies, as necessary, to address this issue.
8. Grantee shall implement management practices necessary to ensure that staff and participants maintain the safety and cleanliness of the area immediately surrounding the facility and do not block driveways of neighboring residents or businesses.
9. Grantee shall take all reasonable measures to ensure the sidewalks adjacent to the facility are not blocked.
10. Grantee will conduct at minimum 3 daily perimeter inspections, collect litter and contact the appropriate city department for assistance when needed.
11. Grantee shall immediately report to SFHOT or HSOC if encampments emerge along the perimeter of the site or immediately across the street.
12. Grantee will actively discourage guests from keeping tents outside of the site on the sidewalk and will follow HSH protocols on the issue.
13. Grantee will abate any graffiti on the site within 24 hours, weather permitting.
14. Grantee will report graffiti in the immediate area to 311.

L. Data Standards:

1. Grantee shall ensure compliance with the Homeless Management Information System (HMIS) Participation Agreement and Continuous Data Quality Improvement (CDQI) Process³, including but not limited to:
 - a. Entering all client data within three working days (unless specifically requested to do so sooner);
 - b. Ensuring accurate dates for client enrollment, client exit, and client move in (if appropriate); and
 - c. Running monthly data quality reports and correcting errors.

³ HMIS Participation Agreement and Continuous Data Quality Improvement Process, available here: <https://hsh.sfgov.org/get-information/one-system/>

2. When applicable, records entered into the Online Navigation and Entry (ONE) System shall meet or exceed the ONE System Continuous Data Quality Improvement Process standards¹.
 3. When applicable, Grantee shall meet City's Coordinated Homeless Assessment of Needs and Guidance through Effective Services (CHANGES) data standards and requirements.
 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 either the CARBON database, via secure email, or through uploads to an FTP site. HSH will provide clear instructions to all Grantees regarding the correct mechanism for sharing data. 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.
- M. Harm Reduction: Grantee shall integrate harm reduction principles into service delivery and agency structure as well as follow the HSH Overdose Prevention Policy⁴. Grantee staff who work directly with guests shall participate in annual trainings on harm reduction, overdose recognition and response.
- N. 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 client-centered, low-barrier access to housing and services.

VII. Service Objectives

Grantee shall achieve the following service objectives:

- A. Grantee shall provide intake and program orientation to 100 percent of all new guests and updates for returning guests in a new stay within 24 hours of arrival to the site.
- B. Grantee shall conduct daily guest count and wellness checks for 100 percent of guests.

⁴ Please refer to Providers Connect: <https://sfgov1.sharepoint.com/sites/HOM-Ext-Providers/?CT=1649882191370&OR=OWA-NT&CID=da71fbbd-d886-f23c-be4f-e1022f11bb1a>

- C. Grantee shall create a service plan for 95 percent of participants. Written service plans shall include clear goals and objectives and identified barriers. Service connections, progress, and follow up on these service plans will be documented in the participant's record.
- D. A minimum of 50 percent of the guests onsite during the quarterly Satisfaction Survey distribution period shall complete the survey instrument approved by HSH.
- E. 90 percent of guests with referral needs shall be provided referrals related to benefits, employment, health, and related transportation support if needed.
- F. 90 percent of guests shall be offered referral for problem-solving and/or assessment via Adult Coordinated Entry within one week of placement.

VIII. Outcome Objectives

Grantee shall achieve the following outcome objectives:

- A. A minimum of 75 percent of guests who complete the Quarterly Satisfaction Survey shall rate the treatment by staff, connection to services and safety as good or excellent.
- B. 80 percent of Housing Referral Status guests will receive support gathering and uploading of vital documents into the ONE system and meet document readiness standards within six months of initial intake.

IX. Reporting Requirements

- A. Grantee shall input data into systems required by HSH such as the ONE system.
- B. For any quarter that maintains less than 90 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 provide a quarterly report of activities, referencing the tasks as described in the Service Objectives and Outcome Objectives sections. Grantee will enter the quarterly metrics in the CARBON database by the 15th of the month following the end of the quarter.
- D. Grantee shall provide an annual report summarizing the contract activities, referencing the tasks as described in the Service and Outcome Objectives sections. This report shall also include accomplishments and challenges encountered by the Grantee. Grantee will enter the annual metrics in the CARBON database by the 15th of the month following the end of the program year.

- E. Grantee shall participate, as required by Department, 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 such response will become part of the official report.
- F. Grantee shall provide Ad Hoc reports as required by the Department and respond to requests by the Department in a timely manner.
- G. Grantee shall submit Project Descriptor data elements as described in 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 the U.S. Department of Housing and Urban Development 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.

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, review of the following: guest files, 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.

Monitoring of program participation in the ONE system may include, but not be 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: 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 memorandums 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	1/19/2024		
4	Contract Term	Begin Date	End Date	Duration (Years)
5	Current Term	3/1/2024	6/30/2026	3
6	Amended Term	3/1/2024	6/30/2026	3
7	Program	Mission Cabins		
8				
9	Approved Subcontractors			
10	None.			
11				
12				
13				
14				
15				
16				
17				
18				
19				
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24				
25				

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING												
2	APPENDIX B, BUDGET												
3	Document Date	1/19/2024											
4	Contract Term	Begin Date	End Date	Duration (Years)									
5	Current Term	3/1/2024	6/30/2026	3									
6	Amended Term	3/1/2024	6/30/2026	3									
7	Program	Mission Cabins											
8													
9					Year 1			Year 2			Year 3		
10	Service Component				3/1/2024 - 6/30/2024			7/1/2024 - 6/30/2025			7/1/2025 - 6/30/2026		
11	Shelter				60 cabins (68 beds)			60 cabins (68 beds)			60 cabins (68 beds)		
12													
13													
14													
15													
16													
17													
18													
19													

	A	B	C	D	G	J	M	AK
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING							
2	APPENDIX B, BUDGET							
3	Document Date	1/19/2024						
4	Contract Term	Begin Date	End Date	Duration (Years)				
5	Current Term	3/1/2024	6/30/2026	3				
6	Amended Term	3/1/2024	6/30/2026	3				
7	Provider Name	Five Keys Schools and Programs						
8	Program	Mission Cabins						
9	FSP Contract ID#	1000032010						
10	Action (select)	New Agreement						
11	Effective Date	3/1/2024						
12	Budget Name	General Fund - Shelter						
13		Current	New					
14	Term Budget	\$ -	\$ 6,414,529	20%				
15	Contingency	\$ -	\$ 1,282,906					
16	Not-To-Exceed	\$ -	\$ 7,697,435					
17								
18		Year 1	Year 2	Year 3	All Years			
19		3/1/2024 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	3/1/2024 - 6/30/2026			
20		New	New	New	New			
21	Expenditures							
22	Salaries & Benefits	\$ 711,478	\$ 2,156,180	\$ 2,156,180	\$ 5,023,837			
23	Operating Expense	\$ 86,690	\$ 275,001	\$ 275,001	\$ 636,692			
24	Subtotal	\$ 798,168	\$ 2,431,181	\$ 2,431,181	\$ 5,660,529			
25	Indirect Percentage	10.50%	10.50%	10.50%				
26	Indirect Cost (Line 24 X Line 25)	\$ 83,808	\$ 255,274	\$ 255,274	\$ 594,356			
27	Other Expenses (Not subject to indirect %)	\$ 159,646	\$ -	\$ -	\$ 159,646			
28	Capital Expenditure	\$ -	\$ -	\$ -	\$ -			
29	Admin Cost (HUD Agreements Only)				\$ -			
30	Total Expenditures	\$ 1,041,621	\$ 2,686,454	\$ 2,686,454	\$ 6,414,530			
31								
32	HSH Revenues (select)							
33	State - Behavioral Health Bridge Housing Grant (BHBH)	\$ 744,035	\$ 2,016,945	\$ 2,070,596	\$ 4,831,576			
35	State - Encampment Resolution Fund (ERF)	\$ 297,586	\$ 669,509	\$ 615,858	\$ 1,582,953			
42	Total HSH Revenues	\$ 1,041,621	\$ 2,686,454	\$ 2,686,454	\$ 6,414,529			
43	Other Revenues (to offset Total Expenditures)							
44		\$ -	\$ -	\$ -	\$ -			
49	Total Other Revenues	\$ -	\$ -	\$ -	\$ -			
50								
51	Total HSH + Other Revenues	\$ 1,041,621	\$ 2,686,454	\$ 2,686,454	\$ 6,414,529			
52	Rev-Exp (Budget Match Check)	\$ -	\$ -	\$ -	\$ -			
53								
54								
55	Prepared by	Elyse Graham		NOTE: HSH budgets typically project out revenue levels across multiple years, strictly for budget-planning				
56	Phone	415-410-8530						
57	Email	elyseq@fivekeys.org						

	A	B	C	D	E	H	I	J	K	L	O	P	Q	R	S	V	BV			
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING																			
2	SALARY & BENEFIT DETAIL																			
3	75,192																			
3	Document Date 1/19/2024																			
4	Provider Name Five Keys Schools and Programs																			
5	Program Mission Cabins																			
6	FSP Contract ID# 1000032010																			
7	Budget Name General Fund -																			
8		Year 1					Year 2					Year 3					All Years			
9	POSITION TITLE	Agency Totals		For HSH Funded Program		3/1/2024 - 6/30/2024	Agency Totals		For HSH Funded Program		7/1/2024 - 6/30/2025	Agency Totals		For HSH Funded Program		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	Annual Full Time Salary (for 1.00 FTE)	Position FTE	% FTE funded by this budget	Adjusted Budgeted FTE	Budgeted Salary	Annual Full Time Salary (for 1.00 FTE)	Position FTE	% FTE funded by this budget	Adjusted Budgeted FTE	Budgeted Salary	Budgeted Salary			
12	Site Director (Site Manager)	\$ 80,000	1.00	33%	0.33	\$ 26,667	\$ 80,000	1.00	100%	1.00	\$ 80,000	\$ 80,000	1.00	100%	1.00	\$ 80,000	\$ 186,667			
13	Shift Supervisor (Supervisor of Ambassadors)	\$ 62,930	4.20	33%	1.40	\$ 88,102	\$ 62,930	4.20	100%	4.20	\$ 264,306	\$ 62,930	4.20	100%	4.20	\$ 264,306	\$ 616,714			
14	Care Coordinator Supervisor (Supervisor of Case Managers)	\$ 75,000	0.25	33%	0.08	\$ 6,250	\$ 75,192	0.25	100%	0.25	\$ 18,798	\$ 75,192	0.25	100%	0.25	\$ 18,798	\$ 43,846			
15	Care Coordinators (Case Manager)	\$ 66,160	2.00	33%	0.67	\$ 44,107	\$ 66,160	2.00	100%	2.00	\$ 132,320	\$ 66,160	2.00	100%	2.00	\$ 132,320	\$ 308,747			
16	Ambassadors (Site Monitor, Safety and De-escalation, Fire Watch Monitor, Crossing Guard)	\$ 47,840	20.60	33%	6.87	\$ 328,501	\$ 47,840	20.60	100%	20.60	\$ 985,504	\$ 47,840	20.60	100%	20.60	\$ 985,504	\$ 2,299,509			
17	Janitor	\$ 47,840	2.80	33%	0.93	\$ 44,651	\$ 49,275	2.80	100%	2.80	\$ 137,971	\$ 49,275	2.80	100%	2.80	\$ 137,971	\$ 320,592			
18	Intake Coordinator	\$ 54,080	0.50	33%	0.17	\$ 9,013	\$ 54,080	0.50	100%	0.50	\$ 27,040	\$ 54,080	0.50	100%	0.50	\$ 27,040	\$ 63,093			
19						\$ -					\$ -					\$ -	\$ -			
55		TOTAL SALARIES					\$ 547,291	TOTAL SALARIES					\$ 1,645,939	TOTAL SALARIES					\$ 1,645,939	\$ 3,839,168
56		TOTAL FTE		10.45			TOTAL FTE		31.35			TOTAL FTE		31.35						
57		FRINGE BENEFIT RATE		30.00%			FRINGE BENEFIT RATE		31.00%			FRINGE BENEFIT RATE		31.00%						
58		EMPLOYEE FRINGE BENEFITS		\$ 164,187			EMPLOYEE FRINGE BENEFITS		\$ 510,241			EMPLOYEE FRINGE BENEFITS		\$ 510,241		\$ 1,184,669				
59		TOTAL SALARIES & BENEFITS		\$ 711,478			TOTAL SALARIES & BENEFITS		\$ 2,156,180			TOTAL SALARIES & BENEFITS		\$ 2,156,180		\$ 5,023,837				
60																				
61																				
62																				

	A	D	G	J	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					
9		Year 1	Year 2	Year 3	All Years
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)	\$ 24,400	\$ 73,200	\$ 73,200	\$ 170,800
15	Office Supplies, Postage	\$ 300	\$ 900	\$ 900	\$ 2,100
16	Building Maintenance Supplies and Repair	\$ 6,667	\$ 20,000	\$ 20,000	\$ 46,667
17	Printing and Reproduction	\$ -	\$ -	\$ -	\$ -
18	Insurance	\$ 2,000	\$ 6,000	\$ 6,000	\$ 14,000
19	Staff Training	\$ 2,000	\$ 6,000	\$ 6,000	\$ 14,000
20	Staff Travel-(Local & Out of Town)	\$ -	\$ -	\$ -	\$ -
21	Rental of Equipment	\$ -	\$ -	\$ -	\$ -
22		\$ -	\$ 18,000	\$ 18,000	\$ 36,000
23	Cleaning/Janitorial Supplies	\$ 6,000	\$ 15,000	\$ 15,000	\$ 36,000
24	Cable/Internet	\$ 5,000	\$ -	\$ -	\$ 5,000
25	Client Supplemental Food	\$ 2,856	\$ -	\$ -	\$ 2,856
26	Client Supplies (hygiene, etc)	\$ 6,667	\$ 8,566	\$ 8,566	\$ 23,799
27	Client Transportation	\$ 467	\$ 20,000	\$ 20,000	\$ 40,467
28	Unit turn (repainting, furniture, carpet)	\$ 10,000	\$ 1,400	\$ 1,400	\$ 12,800
29	Staff Supplies (First Aid Kits/Medical Supplies/Uniform)	\$ 4,000	\$ 44,200	\$ 43,454	\$ 91,654
30	HVAC Maintenance	\$ -	\$ 12,000	\$ 12,000	\$ 24,000
31	Pest Control	\$ 8,000	\$ 24,360	\$ 24,725	\$ 57,085
32	Laundry Machines/Service	\$ 8,333	\$ 25,375	\$ 25,756	\$ 59,464
33					\$ -
66					\$ -
67					
68	TOTAL OPERATING EXPENSES	\$ 86,690	\$ 275,001	\$ 275,001	\$ 636,692
69					
70	<u>Other Expenses (not subject to indirect cost %)</u>				
71	Startup Expenses	\$ 40,000	\$ -	\$ -	\$ 40,000
72	Guest Meals	\$ 119,646	\$ -	\$ -	\$ 119,646
73					\$ -
83					
84	TOTAL OTHER EXPENSES	\$ 159,646	\$ -	\$ -	\$ 159,646
85					
86	<u>Capital Expenses</u>				
87					\$ -
94					
95	TOTAL CAPITAL EXPENSES	\$ -	\$ -	\$ -	\$ -
96					
97	HSH #3				7/26/2022

BUDGET NARRATIVE

Fiscal Year

General Fund - Shelter **FY24-25**

<- Select from the drop-down list the fiscal year in which the proposed budget changes will first become effective

<u>Salaries & Benefits</u>	<u>Adjusted</u>		<u>Justification</u>	<u>Calculation</u>
	<u>Budgeted</u>	<u>Budgeted</u>		
	<u>FTE</u>	<u>Salary</u>		
Site Director (Site Manager)	1.00	\$ 80,000	Support the Director in all direct program services, client satisfaction, staff training and supervision	\$80,000 x 1 FTE
Shift Supervisor (Supervisor of Ambassad	4.20	\$ 264,306	Oversight of shift activities and staffing, accountability, safety, emergency response, client satisfaction	(\$30.25/hr x 2080) x (1 FTE per shift x 21/5 = 4.2 FTE)
Care Coordinator Supervisor (Supervisor of	0.25	\$ 18,798	Provides care coordination and exit planning, compliance, to ensure coordination and placement to housing ratio of 1:25	(\$35.06/hr x 2080) x .25 FTE
Care Coordinators (Case Manager)	2.00	\$ 132,320	Provides care coordination and exit planning and compliance.	(\$30/hr x 2080) x 3.0 FTE
Ambassadors (Site Monitor, Safety and De-	20.60	\$ 985,504	Ensure guest safety and comfort, de-escalate conflicts, provide access to food, hygiene, and basic needs, coordinate shift operations and activities, keep facilities safe, clean and secure. Search guests for weapons or prohibited substances, de-escalate and prevent conflicts, keep facilities safe, clean and secure	(\$23/hr x 2080) x (4.67 FTE per shift x 21/5 = 19.6 FTE)
Janitor	2.80	\$ 137,971	Clean facilities, empty trash, clear grounds around facilities, ensure guest bathrooms are clean, ensure high touch services are cleaned regularly, ensure facilities - both guest and staff spaces are clean and sanitized	(\$23/hr x 2080) x (2 FTE per day x 7/5 = 2.8 FTE)
Intake Coordinator	0.50	\$ 27,040	Provides intakes to guests	(\$24/hr x 2080) x .5 FTE
		\$ -		
		\$ -		
TOTAL	31.35	\$ 1,645,939		
<u>Employee Fringe Benefits</u>		\$ 510,241	<u>Includes FICA, SSUI, Workers Compensation and Medical calculated at 31% of total salaries.</u>	
Salaries & Benefits Total		\$ 2,156,180		

<u>Operating Expenses</u>	<u>Budgeted</u>	<u>Justification</u>	<u>Calculation</u>
	<u>Expense</u>		
Rental of Property	\$ -		
Utilities(Elec, Water, Gas, Phone, Scavenger)	\$ 73,200	PGE, Water, Garbage costs	estimate from HSH concept budget
Office Supplies, Postage	\$ 900	Cost of office supplies (ex. printer ink) and postage	.
Building Maintenance Supplies and Repair	\$ 20,000	Building maintenance, supplies, and repairs	1,666 per month x 12 months = 20,000
Printing and Reproduction	\$ -	Printing and Reproduction	
Insurance	\$ 6,000	Liability insurance	6,000 per year
Staff Training	\$ 6,000	Provide ongoing staff training to improve performance, knowledge, and safety	\$200 per ee x 30 ee = 6,000
Staff Travel-Local & Out of Town)	\$ -		
Rental of Equipment	\$ -		
	\$ 18,000	Supplies used by janitorial staff	1,500 per month x 12 months = 18,000
Cleaning/Janitorial Supplies	\$ 15,000	Cable and Internet Costs	1250 per month x 12 mo =15,000
Cable/Internet	\$ -		
Client Supplemental Food	\$ -		
Client Supplies (hygiene, etc)	\$ 8,566	Food provided to clients by Five Keys, supplemental to meals, coffee, fruit, snacks	715 x 12 months = 8,569
Client Transportation	\$ 20,000	Essential supplies provided to clients	1,666 x 12 months - 20,000
Unit turn (repainting, furniture, carpet)	\$ 1,400	Client transportation to and from location	.
Staff Supplies (First Aid Kits/Medical Supplies/Uniform)	\$ 44,200	Preparation of unit for next client. Replacement furniture to keep on hand and abandoned items hauled to the dump	61% of 70 units turn over each year at \$700 per turn =60,000
HVAC Maintenance	\$ 12,000	Uniforms, First Aid Kits, AEDs, badges and lanyards, Radios, food and coffee	\$1,000 x 12 months - 12,000
Pest Control	\$ 24,360	Measures against infestations, etc.	based on comparable sites
Laundry Machines/Service	\$ 25,375		.
	\$ -		
	\$ -		
TOTAL OPERATING EXPENSES	\$ 275,001		
Indirect Cost	10.5%	\$ 255,274	

<u>Other Expenses (not subject to indirect cost %)</u>	<u>Amount</u>	<u>Justification</u>	<u>Calculation</u>
Startup Expenses	\$ -	Costs include: security cameras and installation, lighting situations, phone and cable equipment, computers, start-up guest supplies, etc.	
Guest Meals	\$ -		
	\$ -		
TOTAL OTHER EXPENSES	\$ -		