



Shireen McSpadden, Executive Director

London Breed, Mayor

To	Homelessness Oversight Commission
Through	Shireen McSpadden, Executive Director
From	Marion Sanders, Deputy Director Gigi Whitley, Chief of Finance and Administration Edilyn Velasquez, Director, Contracts
Date	April 4, 2024
Subject	Grant Amendment Approval: Compass Family Services Family Housing Ladder

<i>Agreement Information</i>	
F\$P Contract ID#	1000027454
Provider	Compass Family Services
Program Name	Family Housing Ladder
Agreement Action	1 st Amendment
Agreement Term	October 1, 2022 – June 30, 2026

Agreement Amount

Current Budget ¹	Amended	New Budget	Contingency ²	Total Not to Exceed (NTE)
\$3,871,942	\$8,028,743	\$11,900,685	\$1,204,311	\$13,104,997

Funding Summary

Fiscal Year (FY)	Current Budget	Actual Spent	Amended to Add	New Budget ³
2022-23	\$1,380,024	\$168,190 ⁴	--	\$168,190
2023-24	\$3,703,752	--	--	\$3,703,752
2024-25	--	--	\$3,864,666	\$3,864,666
2025-26	--	--	\$4,164,077	\$4,164,077
TOTAL	\$5,083,776	\$168,190	\$8,028,743	\$11,900,685
			<i>Contingency</i>	<i>\$1,204,311</i>
			Total NTE	\$13,104,997

<i>Funding Information</i>	
Funding Sources⁵	100% Our City, Our Home (Prop C)

¹ Current budget adjusted for actuals. Current Not-to-Exceed Amount is \$6,066,347.

² A 15 percent contingency only applied to FY 24-25 - FY 25-26 budgeted amount.

³ New Budget calculated using Actual spent for prior fiscal years.

⁴ The provider spent significantly less than budgeted for the first term year due to delays in program ramp up. The agreement was not executed until December 2022. The program was able to accept its first referrals in April 2023. Spending is accelerating as the program ramps up to full capacity.

⁵ The funding sources listed reflect current and future year budgets.

Grant Amendment Approval: Compass Family Services | Family Housing Ladder

The Department of Homelessness and Supportive Housing (HSH) Contracts team requests authorization to amend the existing grant with Compass Family Services for the provision of the Family Housing Ladder program for the period of October 1, 2022, to June 30, 2026, in an additional amount of \$8,028,743. The addition of funds includes two additional performance years. The new NTE amount is \$13,104,997, which includes a 15 percent contingency of \$1,204,311 on the FY 24-25 and FY 25-26 amounts.

Background

The Housing Ladder Program offers residents who live in an HSH Permanent Supportive Housing Site (PSH) and no longer require intensive case management support services, with an opportunity to transition into a more independent housing setting. As a result, PSH units become available for others experiencing homelessness who need PSH with intensive case management services, to be respectfully linked to the appropriate housing setting, while clients who have “moved on” maximize their independence through the Housing Ladder Program.

Family Housing Ladder operates in the private rental market, or as a “scattered site.” Participating families receive ongoing rental subsidies, pay 30 percent of the total household income towards rent, sign their own leases to secure tenant rights and receive light-touch case management support.

Compass Family Services launched its Family Housing Ladder program in FY 22-23. HSH administered an open wait list in January 2023 where households who met housing ladder eligibility criteria could apply. Once the wait list was closed, households were lotterized and referrals began in April 2023. As of January 2024, Compass has served 40 households and placed 21 in permanent housing. Another open wait list period is scheduled to open in FY 23-24 quarter 3 to fill the remaining program slots.

Services to be Provided

The purpose of the grant is to provide Housing Ladder services to families who are formerly homeless or at-risk of homelessness. These services include housing location services, housing coordination, landlord liaison services, subsidy administration and light touch housing focused case management services. Compass Family Services will provide services to 70 families per year with a budgeted staff of 6.30 full-time equivalent (FTE).

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.

Compass Family Services was selected through a streamlined selection process (Solicitation of Information (SOI): Flexible Housing Subsidy Pool for Families, Flexible Housing Subsidy Pool for Transitional Age Youth (TAY), & Housing Ladder for Families, issued June 3, 2022) that enabled HSH to evaluate proposed program models and program budgets from nonprofit service providers.

Performance History

Compass Family Services underwent fiscal monitoring most recently in FY 22-23 and there were no unresolved findings.



Grant Amendment Approval: Compass Family Services / Family Housing Ladder

Compass Family Services underwent program monitoring most recently in FY 22-23. Compass Family Services received findings in the areas of Performance Management & Oversight and Service Provision. Compass Family Services did not achieve the outcome objectives for the number of placements and completed placements in the desired timeline. This has had impacts on the program spending. HSH required actions be taken to ensure the placement rate is improved, which will result in more accurate program spending.



Appendix A, Services to be Provided
by
Compass Family Services
Family Housing Ladder

I. Purpose of Grant

The purpose of the grant is to administer all service components of the Housing Ladder program. The goals of these services are to support the served population with transitioning from site based permanent supportive housing into a less intensive supportive housing model, help retain their housing, and to facilitate moves to other appropriate housing, as needed.

II. Served Population

Grantee shall serve formerly homeless or at-risk of homelessness and income-eligible family households with an adult and at least one natural, adoptive and/or foster child below the age of 18. This may include a pregnant person, with or without a partner.

III. Referral and Prioritization

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

1. Tenants residing in permanent supportive housing for a period of no less than the required eligibility period; and
2. Tenants who have proven housing stability, may benefit from more independent affordable living.

IV. Description of Services

Grantee shall provide Support Services to the total number of participants as listed in Appendix B, Budget (“Number Served” tab). Housing Ladder services are voluntary and shall be available to all participants. Support Services shall include, but are not limited to, the following:

- A. Housing-Focused Case Management Services: Grantee shall provide necessary services to ensure a seamless transition to housing. Housing-Focused Case Management services shall include assisting participants with securing needed documentation to move into housing, referrals to mainstream resources, and working closely with Housing Ladder administrator(s) to ensure that all needed services are in place prior to housing placement. Grantee shall provide wrap-around case management services within a Harm Reduction model to ensure participants’ long-term housing retention and improved well-being. These services shall include, but are not limited to, the following:
 1. Grantee shall communicate and coordinate with Coordinated Entry and housing partners to remove any barriers to the housing referral process;
 2. Grantee shall facilitate onboarding and provide written documentation to inform participants of program components, including program overview, engagement, and services overview, rent contribution explanation, subsidy termination overview, grievance policy, and reasonable accommodation process;
 3. Grantee shall work collaboratively with participants to develop an initial Housing Stability Plan. The Housing Stability Plan shall outline participant plans to secure

and sustain housing, inclusive of specific, actionable steps the participant will take to pursue housing stability. These may include, but are not limited to, the following:

- a. Search for and secure housing;
 - b. Increase income, connect to benefits, and secure employment
 - c. Pursue educational goals, trainings, or certifications;
 - d. Improve credit history and build savings;
 - e. Address physical or behavioral health challenges; and
 - f. Connect to legal resources or other social supports as needed.
4. Grantee shall assist with housing coordination services to support a successful transition into permanent housing, including providing transportation and accompanying the participant, as needed, to submit housing applications or to visit available housing units;
 5. Grantee shall support the participant in making a successful transition to housing, including by accompanying the participant during the move-in process, orienting the participant to the neighborhood, and connecting the participant to all necessary external resources and services;
 6. Grantee shall make referrals to mainstream resources such as linkages to resources for physical and behavioral health services, childcare services, legal resources, In Home Support Services (IHSS) or any other services the participant needs to achieve housing stability.
 7. Should the participants' needs exceed the capacity of the Grantee, Grantee shall support the participant with linkages to community resources, money management, Smart Money Coaching, and crisis intervention services within a housing first, trauma-informed, and harm reduction framework;
 8. Grantee shall assess need for public benefits, if needed Grantee will sign participants up for all public benefits for which they qualify;
 9. Grantee shall collaborate with housing location providers, if applicable, and any other organizations serving the participant, with regular check-in meetings, case conference calls, and other communication, as needed.
 10. Grantee shall support the provision of targeted services and/or referrals to another appropriate agency for participants whose behavior indicates substance abuse, mental health, or another issue that is jeopardizing the participant's housing retention and/or health;
 11. Grantee shall document the participant's stabilization progress. Should the participant stabilize and need limited housing focused case management services, the Grantee will outreach minimum once a quarter.
 12. If the participant is exiting the program, the grantee shall engage participant in exit planning to support the participant's successful transition out of the program. The exit plan shall depend on the participant's needs and preferences and may include establishing linkages to services in the greater community.
- B. Housing Location Services: Grantee shall provide Housing Location Services to identify and secure housing units. Housing Location Services shall include, but are not limited, to the following:

1. Grantee shall conduct landlord recruitment and establish relationships with landlords, property owners, and property management companies that agree to house qualifying participants;
 2. Grantee shall conduct comprehensive housing searches to identify units that meet participant needs. Units shall be reasonable in size, in close proximity to transportation and other amenities, consistent with participant preferences to the greatest degree possible, and accessible to participants with disabilities. Units may include, but are not limited to, single units in multi-family buildings, blocks of units in multi-family buildings, shared housing, and other options that help participants achieve residential stability and overall health and well-being;
 3. Grantee shall understand current housing laws, restrictions, applicability, and time periods for proactive communication with landlords and participants;
 4. Grantee shall build clear expectations for landlords and participants, and respond quickly and appropriately to any questions or concerns;
 5. Grantee shall engage with local landlord organizations and housing associations to educate them on housing subsidy opportunities to increase visibility, awareness, and engagement across the larger marketplace;
 6. Grantees shall utilize innovative strategies to remove barriers to housing, and negotiate partnerships to increase landlord engagement and participation in rental assistance programs;
 7. Grantee shall partner with HSH to identify and act upon opportunities to secure units. This may include presentations, planning, and other activities needed to engage new partners, or otherwise expand the housing inventory supported with Housing Ladder resources.
 8. Grantee may provide subsidies for units outside of San Francisco if every effort has been made to find housing within San Francisco, or if a tenant requests to move outside the City.
- C. Housing Coordination Services: Grantee shall provide Housing Coordination Services to match participants to housing opportunities, eliminate barriers to housing placement, and allow for rapid placement into housing. Housing Coordination Services include, but are not limited to, the following:
1. Grantee shall communicate and coordinate with Coordinated Entry and Housing Ladder case management partners to remove any barriers to the housing referral process;
 2. Grantee shall negotiate lease terms on behalf of participants being placed into housing, and conduct lease review to ensure compliance with local and state laws and regulations;
 3. Grantee shall support referrals in securing units (e.g. completing housing applications, scheduling viewing appointments, and understanding lease and supporting documentation);
 4. Grantee shall partner with case management providers to collect all necessary documents to support participants to successfully move into housing;
 5. Grantee shall work to eliminate barriers to housing (e.g. assisting with clearance of outstanding utility debt, credit repair, and correcting erroneous unlawful detainers);

6. Grantee shall conduct initial and annual unit inspections to ensure compliance with Housing Quality Standards (HQS) and/or comparable habitability standards;
 7. Grantee shall utilize fair market rent (FMR) to determine if a unit is reasonable and within funding parameters;
 8. Grantee shall provide education on tenancy requirements, including helping participants understand lease requirements, demonstrating how to turn on utilities and access online portals, and providing any other tenancy education as needed;
 9. Grantee shall work with property management to complete an assessment and conduct any requisite minor repairs to improve accessibility or other functional enhancements;
 10. Grantee shall support payment of items needed during housing search and move-in (e.g., application fees, security deposit, furniture, and moving costs) in alignment with funding compliance;
 11. Grantee shall support with resolving maintenance requests, lease violations, lockouts, and all other unit-related challenges; and
 12. Grantee shall conduct home visits in a manner and frequency consistent with the Engagement Policy.
- D. Subsidy Administration Services: Grantee shall provide Subsidy Administration Services to fulfill the administrative, financial, and record-keeping functions required to issue and document timely and accurate subsidy payments and other types of financial assistance. Subsidy Administration Services include, but are not limited to, the following:
1. Grantee shall complete timely and accurate payment of flexible funding to eliminate other barriers to housing;
 2. Grantee shall make initial payments associated with participant move-in, including security deposits, first month's rent, and subsequent monthly rental payments;
 3. Grantee shall set the expectation that participant rent is due on the first of the month and is paid directly to the landlord;
 4. Grantee shall complete timely and accurate payment of subsidies to landlords and property management, in accordance with negotiated leases;
 5. Grantee may provide subsidies for units outside of San Francisco if every effort has been made to find housing within San Francisco, or if a participant specifically requests to move outside of San Francisco;
 6. Grantee shall communicate with Housing Coordination staff to ensure the participants' income verification is up to date to ensure accurate subsidy calculation;
 7. The participant portion of the rent shall equal no more than thirty percent of the participant's monthly adjusted income. Adjustment factors include number of people in household; age of household members; anticipated income; expenses; allowances; and utilities paid by the household;
- E. Landlord Liaison Services: Grantee shall provide Landlord Liaison Services to support ongoing housing stability, including serving as a liaison between landlords

and participants. Landlord Liaison Services include, but are not limited to, the following:

1. Grantee shall maintain quarterly communication, at minimum, with landlords to identify and address concerns on a proactive basis;
2. Grantee shall regularly collaborate with Housing Ladder case management partners to ensure participants can pay rent on time, cultivate healthy relationships with neighbors and landlords, and resolve any tenancy issues. Coordination shall consist of regular, informal communication as well as structured case coordination meetings that occur at least monthly;
3. Grantee shall immediately respond to lease violations or other complaints, with the goal of finding resolutions that do not jeopardize housing stability. If lease violations cannot be resolved, Grantee shall work closely with landlords and participants to coordinate solutions prior to eviction;
4. Grantee shall ensure landlords fulfill their legal responsibilities, including conducting repairs, issuing proper notices, supporting participants' rights to Fair Housing, and adhering to lease terms; and
5. Grantee shall provide a point of contact for all partnering landlords to ensure rapid response to participant challenges and any issues that may arise.

V. Location and Time of Services

Grantee shall provide services at 37 Grove Street, San Francisco, CA 94102, Monday through Friday, from 9:00 am to 5:00 pm. Grantee shall provide services at participants' houses or other field locations, as needed.

VI. Service Requirements

- A. 1:50 Housing Coordinator Ratio: Grantee shall maintain a 1:50 ratio of Housing Coordinator to HSH adult units.
- B. 1:40 Case Manager Ratio: Grantee shall maintain a 1:40 ratio of Case Manager to HSH adult units.
- C. Income Verification: Grantee shall complete income verification for participants upon program enrollment and, thereafter, shall complete income recertification annually, at minimum, to ensure continued eligibility. During annual income recertification, Grantee shall revisit participant rent calculations and determine an appropriate rental contribution.
- D. 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>.

- 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 participants' 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. Grievance Procedure:
1. Grantee shall establish and maintain a written Grievance Procedure for participants, that shall include, at minimum, the following elements:
 - a. The name or title of the person or persons authorized to make a determination regarding the grievance;
 - b. The opportunity for the aggrieved party to discuss the grievance with those who will be making the determination;
 - c. The amount of time required for each step, including when a participant 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 household to contact after the household has exhausted Grantee's internal Grievance Procedure.
 2. Grantee shall, at program entry, review and provide a copy of this procedure, and any amendments, to each participant and obtain a signed copy of the form from the participant, which must be maintained in the participant's file. Additionally, Grantee shall post the policy at all times in a location visible to participants and provide a copy of the procedure and any amendments to the assigned HSH Program Manager.
- H. Reasonable Accommodation Policy: Grantee shall, at program entry, review and provide a copy of a written Reasonable Accommodation policy and process to each participant and obtain a signed copy of the policy and process from the participant, which must be maintained in the participant's file.
- I. Termination Policy: Grantee shall establish due process for program termination and upload supporting documentation to the Online Navigation and Entry (ONE) System (or record in a comparable system for DV providers) at program termination.
- J. 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 regarding survey completion if the written format presents any problem.
- K. City Communications and Policies
Grantee shall keep HSH informed of program operations and comply with HSH policies, training requirements, and participate in meetings, including, but not limited to:
1. Regular communication to HSH about the implementation of the program;
 2. Attendance at all meetings as required by HSH. This shall include quarterly HSH meetings; and
 3. Attendance at trainings (e.g., overdose prevention training), when required by HSH.
- L. Coordination with Other Service Providers: Grantee shall establish written agreements between case management, housing location, and other service providers that are part of the scattered site support team to formalize collaboration and roles and responsibilities.
- M. Critical Incident: Grantee shall report critical incidents, as defined in the Critical Incident Policy, to HSH, according to the Department policy. Critical incidents shall be reported using the Critical Incident Report form. In addition, critical incidents that involve life endangerment events or major service disruptions should be reported immediately to the HSH program manager.
- N. 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.
- 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

¹ HMIS Participation Agreement and Continuous Data Quality Improvement Process, available here: <https://hsh.sfgov.org/get-information/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. 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 clients will participate in annual trainings on harm reduction, overdose recognition and response.
- Q. 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 during the term of this grant. All service objectives shall be calculated at a household level rather than per participant. A household may include more than one participant. All service objectives below will be monitored by sampling participant files during annual program monitoring visits:

- A. Housing Location Services
 1. Grantee shall provide 100 percent of participants with Housing Location Services.
- B. Housing Coordination Services
 1. Grantee shall offer 100 percent of participants with Housing Coordination services.
- C. Subsidy Administration Services
 1. Grantee shall issue 100 percent of subsidy payments on or before the first of the month every month for each participant, or at the orientation of lease; and
 2. Grantee shall provide 100 percent of participants with Subsidy Administration Services.

D. Housing-Focused Case Management Services

1. Grantee shall offer 100 percent of participants Housing-Focused Case Management Services;
2. Grantee shall offer a Housing Stability Plan to 100 percent of participants receiving Housing-Focused Case Management Services; and
3. Grantee shall offer 100 percent of participants referrals to other Case Management should the participant decline Grantee's Housing-Focused Case Management Services.

E. Landlord Liaison Services

1. Grantee shall provide 100 percent of participants with Landlord Liaison Services; and
2. Grantee shall respond to 100 percent of requests from participants/landlords submitted within two business days.

VIII. Outcome Objectives

Grantee shall achieve the following outcome objectives during the term of this grant. All outcome objectives shall be calculated at a household level rather than per participant. A household may include more than one participant. All outcome objectives will be monitored using ONE system data:

A. Housing Coordination and Housing Location Services:

1. At least 90 percent of participants enrolled in the program will successfully move into housing as verified by their housing move-in date; and
2. The average length of time that participants spend in a housing search period, from program enrollment to housing move-in, shall be less than or equal to 75 days, as calculated by $[\text{Housing Move-in Date}] - [\text{Enrollment Date}] / \text{Count of participants with a [Housing Move-In Date]}$.

B. Housing-Focused Case Management, Housing Coordination Services, and Landlord Liaison Services:

1. At least 90 percent of participants will maintain their housing for a minimum of 12 months, move to other permanent housing, or be provided with more appropriate placements.

IX. Reporting Requirements**A. Grantee shall input data into systems required by HSH.****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 total number of unduplicated households receiving a subsidy or case management services during that quarter; and
2. The total number of new placements during the quarter not including relocations; and

3. The total number of program exits and destinations.
- C. 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 HSH Program Manager in writing, specify the number of underutilized units of service and provide a plan of action to resolve the underutilization.
 - D. For any quarter that underspends based on the estimated quarterly amount (25 percent each quarter), Grantee shall notify the HSH Program Manager and Contract Analyst in writing and provide a plan of action to resolve the underspending.
 - E. 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 fiscal 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 average length of time participants spent homeless. This should be calculated from program enrollment to move-in date;
 3. The number and percentage of participants engaging in Housing-Focused Case Management and Grantee-created housing stability plans; and
 4. The number and percentage of households referred to community resources.
 - F. Grantee shall participate in annual Eviction Survey reporting, per the 2015 City and County of San Francisco Participant Eviction Annual Reports Ordinance (<https://sfbos.org/ftp/uploadedfiles/bdsupvrs/ordinances15/o0011-15.pdf>). Grantee shall provide the number of evicted households and eviction notices issued to households residing in City-funded housing through the annual HSH administered Eviction Survey. Grantee shall adhere to all deadlines for submission as required by HSH.
 - G. Grantee shall participate, as required by HSH, with City, State and/or Federal government evaluative studies designed to show the effectiveness of Grantee's services. Grantee agrees to meet the requirements of and participate in the evaluation program and management information systems of the City. The City agrees that any final reports generated through the evaluation program shall be made available to Grantee within 30 working days of receipt of any evaluation report and such response will become part of the official report.
 - H. Grantee shall provide Ad Hoc reports as required by HSH and respond to requests by HSH in a timely manner.
 - I. 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.

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: participant 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 is not limited to, the audit of data quality reports from the ONE system, records of timeliness of data entry, and attendance records at required training and agency lead meetings.

- B. Fiscal Compliance and Contract Monitoring: Fiscal monitoring will include review of the Grantee's organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal and accounting policies, supporting documentation for selected invoices, cash receipts and disbursement journals. The compliance monitoring will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts and memoranda of understanding (MOUs), and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

Program Budget History

Date of Budget Change	Change Type	Ongoing / One-Time	Change Amount	Asana Approval Link	Annual Budget	Total Agreement Budget	Contingency	Not-to-Exceed	Change Description
10/1/2022	New	Ongoing	\$ 6,066,347.00		\$ 1,380,024.00	\$ 5,055,289.00	\$ 1,011,058.00	\$ 6,066,347.00	New grant agreement to be effective for the period of 10/1/2022 - 6/30/2024
10/1/2022	New baseline budget	Ongoing	\$ 3,675,265.00		\$ 3,675,265.00	\$ 5,055,289.00	\$ 1,011,058.00	\$ 6,066,347.00	New baseline budget for FY23-24 is \$6,6442,137
				https://app.asana.com/0/1199128752851553/1204357025802013/f					
7/1/2023	Modification	Ongoing	\$ 28,487.00		\$ 3,703,752.00	\$ 5,083,776.00	\$ 982,571.00	\$ 6,066,347.00	FY23-24 budget decrease: \$6,442,138 to \$5,034,246
1/26/2024	Modification	Ongoing	\$ (1,211,834.00)	N/A	\$ 3,703,752.00	\$ 3,871,942.00	\$ 2,194,405.00	\$ 6,066,347.00	FY22-23 Actuals adjustment (1,211,834)
7/1/2024	Amendment	Ongoing							

	A	B	C	D	E
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	10/1/2022	6/30/2024	2	
6	Amended Term	10/1/2022	6/30/2026	4	
7					
8	Approved Subcontractors				
10	None.				
11					
12					
13					
14					
15					
16					
17					

	A	B	C	D	E	F	G	H	I	J
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	10/1/2022	6/30/2024	2						
6	Amended Term	10/1/2022	6/30/2026	4						
7					Year 1	Year 2				
8	Service Component				10/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024				
10	Housing Location				50	20				
11	Housing Coordination				50	70				
12	Landlord Liaison Services				50	70				
13	Housing-focused Case Management				50	70				
14	Subsidy Administration				50	70				
15										

	A	B	C	D	E	H	L	M	O	P	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	10/1/2022	6/30/2024	2										
6	Amended Term	10/1/2022	6/30/2026	4										
7	Provider Name	Compass Family Services												
8	Program	Family Housing Ladder												
9	F\$P Contract ID#	1000027454												
10	Action (select)	Amendment												
11	Effective Date	7/1/2024												
12	Budget Name	Prop C - Housing Ladder												
13		Current	New											
14	Term Budget	\$ 3,871,942	\$ 11,900,685	15%										
15	Contingency	\$ 2,194,405	\$ 1,204,311											
16	Not-To-Exceed	\$ 6,066,347	\$ 13,104,997											
					Year 1	Year 2	Year 3	Year 4	All Years					
17					10/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	7/1/2025 - 6/30/2026	10/1/2022 - 6/30/2024	10/1/2022 - 6/30/2026	10/1/2022 - 6/30/2026	
18					Current/Actuals	Current/Actuals	Amendment	New	Amendment	New	Current/Actuals	Amendment	New	
19	Expenditures													
20	Salaries & Benefits	\$ 303,815	\$ 651,957		\$ 616,245	\$ 616,245	\$ 653,220	\$ 653,220	\$ 955,771	\$ 1,269,464	\$ 2,225,236			
21	Operating Expense	\$ 108,380	\$ 97,306		\$ 175,812	\$ 175,812	\$ 223,365	\$ 223,365	\$ 205,686	\$ 399,178	\$ 604,864			
22	Subtotal	\$ 412,195	\$ 749,263		\$ 792,057	\$ 792,057	\$ 876,585	\$ 876,585	\$ 1,161,457	\$ 1,668,642	\$ 2,830,099			
23	Indirect Percentage	15.00%	15.00%											
24	Indirect Cost (Line 22 X Line 23)	\$ 61,829	\$ 112,389		\$ 118,809	\$ 118,809	\$ 131,488	\$ 131,488	\$ 174,219	\$ 250,296	\$ 424,515			
25	Other Expenses (Not subject to indirect %)	\$ (305,834)	\$ 2,842,100		\$ 2,953,800	\$ 2,953,800	\$ 3,156,004	\$ 3,156,004	\$ 2,536,266	\$ 6,109,804	\$ 8,646,070			
26	Capital Expenditure	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
28	Total Expenditures	\$ 168,190	\$ 3,703,752		\$ 3,864,666	\$ 3,864,666	\$ 4,164,077	\$ 4,164,077	\$ 3,871,942	\$ 8,028,743	\$ 11,900,685			
29														
30	HSH Revenues (select)*													
31	Prop C - Ongoing	\$ 1,380,024	\$ 3,703,752		\$ 3,864,666	\$ 3,864,666	\$ 4,164,077	\$ 4,164,077	\$ 5,083,776	\$ 8,028,743	\$ 13,112,519			
33	Prop C - Adjustment to Actuals	\$ (1,211,834)			\$ -	\$ -	\$ -	\$ -	\$ (1,211,834)	\$ -	\$ (1,211,834)			
40	Total HSH Revenues	\$ 168,190	\$ 3,703,752		\$ 3,864,666	\$ 3,864,666	\$ 4,164,077	\$ 4,164,077	\$ 3,871,942	\$ 8,028,743	\$ 11,900,685			
50	Rev-Exp (Budget Match Check)	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
52		* Note: HSH budgets typically project out revenue levels across multiple years, strictly for budget-planning purposes. All program budgets at any given year are subject to the Mayoral / Board of Supervisors discretion and funding availability and are not guaranteed. For further information, please see Article 2 of the G-100 Grant Agreement document.												
53	Prepared by	Joua Lee-Jagoda												
54	Phone	415-644-0504												
55	Email	jlee-jagoda@compass-sf.org												

	A	BT	BU	BV
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING			
2	SALARY & BENEFIT DETAIL			
3	Document Date			
4	Provider Name			
5	Program			
6	FSP Contract ID#			
7	Budget Name			
8		All Years		
9	POSITION TITLE	10/1/2022 - 6/30/2024	10/1/2022 - 6/30/2026	10/1/2022 - 6/30/2026
10		Current/Actuals	Amendment	New
11		Budgeted Salary	Change	Budgeted Salary
12	Director of SF-HOME Programs	\$ 41,563	\$ 45,526	\$ 87,089
13	Program Director	\$ 73,438	\$ 73,372	\$ 146,809
14	Assistant Program Director	\$ 121,004	\$ 162,225	\$ 283,229
15	Housing Locator	\$ 185,236	\$ 304,068	\$ 489,304
16	Case Managers	\$ 260,313	\$ 336,177	\$ 596,490
17	Director of Housing Programs	\$ 10,000	\$ -	\$ 10,000
18	Staff Accountant AP	\$ 35,000	\$ 40,348	\$ 75,348
19		\$ -	\$ -	\$ -
25		\$ -	\$ -	\$ -
55		\$ 726,553	\$ 961,715	\$ 1,688,268
56				
57				
58		\$ 229,218	\$ 307,749	\$ 536,967
59		\$ 955,771	\$ 1,269,464	\$ 2,225,236
60				
61				
62				

	A	B	E	J	M	AF	AG	AH
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING							
2	OPERATING DETAIL							
3	Document Date	7/1/2024						
4	Provider Name	Compass Family Services						
5	Program	Family Housing Ladder						
6	FSP Contract ID#	1000027454						
7	Budget Name	Prop C - Housing Ladder						
8		EXTENSION YEAR EXTENSION YEAR						
9		Year 1	Year 2	Year 3	Year 4	All Years		
10		10/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	10/1/2022 - 6/30/2024	10/1/2022 - 6/30/2026	10/1/2022 - 6/30/2026
11		Current/Actuals	Current/Actuals	New	New	Current/Actuals	Amendment	New
12	<u>Operating Expenses</u>	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Change	Budgeted Expense
13	Rental of Property	\$ 32,063	\$ 30,765	\$ 38,000	\$ 43,799	\$ 62,828	\$ 81,799	\$ 144,627
14	Utilities(Elec. Water, Gas, Phone, Scavenger)	\$ 3,634	\$ 6,237	\$ 13,500	\$ 19,691	\$ 9,871	\$ 33,191	\$ 43,062
15	Office Supplies, Postage	\$ 3,600	\$ 5,992	\$ 15,343	\$ 25,009	\$ 9,592	\$ 40,352	\$ 49,944
16	Building Maintenance Supplies and Repair	\$ 3,634	\$ 8,461	\$ 16,410	\$ 23,051	\$ 12,095	\$ 39,461	\$ 51,556
17	Printing and Reproduction	\$ 198	\$ 1,000	\$ 1,500	\$ 1,650	\$ 1,198	\$ 3,150	\$ 4,348
18	Insurance	\$ 29,925	\$ 3,315	\$ 5,597	\$ 6,156	\$ 33,240	\$ 11,753	\$ 44,993
19	Staff Training	\$ 4,750	\$ 6,030	\$ 6,056	\$ 6,662	\$ 10,780	\$ 12,718	\$ 23,498
20	Staff Travel-(Local & Out of Town)	\$ 1,281	\$ 6,454	\$ 18,192	\$ 23,011	\$ 7,735	\$ 41,203	\$ 48,938
21	Rental of Equipment	\$ 3,600	\$ 1,457	\$ 2,271	\$ 2,498	\$ 5,057	\$ 4,769	\$ 9,826
22	Start up costs	\$ 18,000	\$ 18,000	\$ -	\$ -	\$ 36,000	\$ -	\$ 36,000
23	IT Support	\$ 7,695	\$ 9,595	\$ 12,453	\$ 18,699	\$ 17,290	\$ 31,152	\$ 48,442
24	Equipment/Furniture		\$ -	\$ 15,000	\$ 18,500	\$ -	\$ 33,500	\$ 33,500
25	Licenses/Technology Fees		\$ -	\$ 10,000	\$ 11,000	\$ -	\$ 21,000	\$ 21,000
38			\$ -		\$ -	\$ -	\$ -	\$ -
42	<u>Consultants</u>		\$ -		\$ -	\$ -	\$ -	\$ -
43	Management Consulting Services		\$ -	\$ 21,490	\$ 23,639	\$ -	\$ 45,129	\$ 45,129
53			\$ -		\$ -	\$ -	\$ -	\$ -
54	<u>Subcontractors (First \$25k Only)</u>		\$ -		\$ -	\$ -	\$ -	\$ -
55			\$ -		\$ -	\$ -	\$ -	\$ -
67					\$ -			
68	TOTAL OPERATING EXPENSES	\$ 108,380	\$ 97,306	\$ 175,812	\$ 223,365	\$ 205,686	\$ 399,178	\$ 604,864
69								
70	<u>Other Expenses (not subject to indirect cost %)</u>							
71	Direct Client Pass Through Subsidies	\$ 643,800	\$ 2,550,000	\$ 2,550,000	\$ 2,732,014	\$ 3,193,800	\$ 5,282,014	\$ 8,475,814
72	Move-in	\$ 200,000	\$ 100,000	\$ 239,300	\$ 251,265	\$ 300,000	\$ 490,565	\$ 790,565
73	client assistance	\$ 27,500	\$ 97,100	\$ 94,500	\$ 99,225	\$ 124,600	\$ 193,725	\$ 318,325
74	landlord incentive	\$ 12,500	\$ 20,000	\$ 20,000	\$ 21,000	\$ 32,500	\$ 41,000	\$ 73,500
75	Relocation/Mitigation	\$ -	\$ 75,000	\$ 50,000	\$ 52,500	\$ 75,000	\$ 102,500	\$ 177,500

	A	B	E	J	M	AF	AG	AH
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING							
2	OPERATING DETAIL							
3	Document Date	7/1/2024						
4	Provider Name	Compass Family Services						
5	Program	Family Housing Ladder						
6	FSP Contract ID#	1000027454						
7	Budget Name	Prop C - Housing Ladder						
8		EXTENSION YEAR EXTENSION YEAR						
9		Year 1	Year 2	Year 3	Year 4	All Years		
76	Subsidy Administration Fee	\$ 22,200	\$ -	\$ -	\$ -	\$ 22,200	\$ -	\$ 22,200
77	Actuals Adjustment	\$ (1,211,834)	\$ -	\$ -	\$ -	\$ (1,211,834)	\$ -	\$ (1,211,834)
83								
84	TOTAL OTHER EXPENSES	\$ (305,834)	\$ 2,842,100	\$ 2,953,800	\$ 3,156,004	\$ 2,536,266	\$ 6,109,804	\$ 8,646,070
97	HSH #3					Template last modified		9/1/2021

BUDGET NARRATIVE

Fiscal Year

Fiscal Term Start
7/1/2024

Prop C - Housing Ladder

FY24-25

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

Salaries & Benefits	Adjusted		Justification	Calculation	Employee Name
	Budgeted	Budgeted			
	FTE	Salary			
Director of SF-HOME Programs	0.17	\$ 22,100	Provides oversight of all scattered site housing programs, supervises the Program Director and project staff, provides programmatic support for staff on project.	\$130,000 annual X 0.17 FTE = \$22,100	TBH
Program Director	0.38	\$ 35,617	2 Program Directors will utilize a portion of their time to provides oversight for the program, ensuring compliance and attainment of service objectives and outcome goals, trains and provides supervision for Assistant Program Director and Case Managers, manages database and program reporting. The 38% FTE Program Director will supervise the Case Managers & the Assistant Program Director. The 17% FTE Program Director will supervise the Housing Locators.	\$8893,730 annual X 0.38 FTE = \$35,617	Montez Brooks, C. Swain
Assistant Program Director	1.00	\$ 78,750	Assists PD with program oversight, including ensuring that clients meet eligibility and documentation requirements and approving client assistance requests. They also will have real estate/property management experience and trains and provides supervision for Housing Locators, manages the ongoing relationship with landlords, supports subsidy administration in collaboration with the finance department, and serves as a liaison between landlords and clients.	\$71,379 annual X 1.0 FTE = \$70,019	Trista Duran
Housing Locator	2.00	\$ 147,606	Uses real estate experience and housing expertise to establish a portfolio of housing units appropriate for program participants, provide outreach and education to landlords, and support clients with lease negotiations, ensure unit habitability, and conduct rent reasonableness studies	\$73803 annual X 2.0 FTE = \$147,606	Soloman Castaneda, TBH
Case Managers	2.50	\$ 163,193	Works closely with families to provide wrap-around case management, securing documentation needed for housing search success, addressing short and long-term barriers to housing stability by providing coaching and connecting families to available resources.	\$65277 annual X 2.5 FTE = \$163,193	Mary Figueroa; Tameka Merritt, C. Urzola
Director of Housing Programs		\$ -			
Staff Accountant AP	0.25	\$ 19,586	Manage the rental subsidy payment process and other housing related disbursements, including working with Case Managers and Program Directors to ensure proper documentation of property ownership and processing the correct payment amount.	\$78,345 annual X 25% FTE = \$19,586	C. Hang
TOTAL	6.30	\$ 466,852			
Employee Fringe Benefits		\$ 150,452	Includes FICA, SSUI, Workers Compensation and Medical calculated at 32% of total salaries.		
Salaries & Benefits Total		\$ 617,304			

Operating Expenses	Budgeted Expense	Justification	Calculation
Rental of Property	\$ 38,000	Office rent space; allocation based on FTE, approx. \$5170/FTE	\$6032/FTE X 6.3 FTE
Utilities(Elec, Water, Gas, Phone, Scavenger)	\$ 13,500	Information technology, Gas & electric, water, garbage, security, alarm & safety	\$2143/FTE X 6.3 FTE
Office Supplies, Postage	\$ 15,343	Office supplies and postage	\$1279/mo. X 12 mos
Building Maintenance Supplies and Repair	\$ 16,410	Janitorial service, elevator maintenance, maintenance supplies, maintenance repairs, safety and security (fire and security alarms).	\$1368/mo. X 12 mos
Printing and Reproduction	\$ 1,500	Business card printing & production	\$125/mo. X 12 mos
Insurance	\$ 5,597	Business and professional liability, auto, and property replacement insurance. Allocation based on FTEs, program's computer/equipment value, square footage of space.	\$466/mo. X 12 mos
Staff Training	\$ 6,056	Training, hiring, morale for staff	\$505/mos X 12 mos
Staff Travel-(Local & Out of Town)	\$ 18,192	Staff travel (local & out of town)	\$1516/mos X 12 mos
Rental of Equipment	\$ 2,271	Copier/printer machine leasing. Allocation based on usage	\$189/mo. X 12 mos

Start up costs	\$	-		
IT Support	\$	12,453	Computer & database support. Allocation based on FTEs and actual time spent on program	\$1977/FTE X 6.3 FTE
Equipment/Furniture	\$	15,000	program furniture, computer/IT equipment	\$1250/mo. X 12 mos
Licenses/Technology Fees	\$	10,000	computer, technology licenses,	\$833/mo. X 12 mos
Consultants	\$	-		
Management Consulting Services	\$	21,490	management consulting services to Program Directors & staff on program development	\$1791/mo. X 12 mos
	\$	-		
Subcontractors (First \$25k Only)	\$	-		
	\$	-		
	\$	-		
TOTAL OPERATING EXPENSES	\$	175,812		
Indirect Cost	15.0%	\$	61,829	

<u>Other Expenses (not subject to indirect cost %)</u>	<u>Amount</u>	<u>Justification</u>	<u>Calculation</u>
Direct Client Pass Through Subsidies	\$ 2,550,000	rent subsidies: approx. \$3036/month for 70 families	\$3036/family X 70 families X 12 mos = \$2,550,000
Move-in	\$ 239,300	Move in, security deposit, and furniture with an average package of \$3420/family.	\$3420/family X 70 families
client assistance	\$ 94,500	Direct assistance to clients to help with transit, food, hygiene supplies, household items at time of move-in. Estimate \$1350/family X 70 families	\$1350/family X 70 families
landlord incentive	\$ 20,000	landlord incentive payments for subsidy placements	\$500/landlord X 40 landlords = \$20,000
Relocation/Mitigation	\$ 50,000	relocation/mitigation costs for clients approx. \$4167/mo.	\$4167/mos X 12 mos
Subsidy Administration Fee	\$ -		
Actuals Adjustment	\$ -		
	\$ -		
	\$ -		
TOTAL OTHER EXPENSES	\$	2,953,800	

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