



Shireen McSpadden, Executive Director

London Breed, Mayor

<b>To</b>	Homelessness Oversight Commission
<b>Through</b>	Shireen McSpadden, Executive Director
<b>From</b>	Marion Sanders, Chief Deputy Director Gigi Whitley, Chief of Finance and Administration Edilyn Velasquez, Director, Contracts
<b>Date</b>	May 2, 2024
<b>Subject</b>	Grant Contract Agreement Approval: Swords to Plowshares   250 Kearny Support Services

<i>Agreement Information</i>	
<b>F\$P#</b>	1000021840
<b>Provider</b>	Swords to Plowshares
<b>Program Name</b>	250 Kearny Support Services
<b>Agreement Action</b>	First Amendment
<b>Agreement Term</b>	July 1, 2021 – June 30, 2027

**Agreement Amount**

Current Budget <sup>1</sup>	Amended	New	Contingency <sup>2</sup>	Total Not to Exceed (NTE)
\$1,069,427	\$1,224,318	\$2,293,745	\$458,749	\$2,752,494

**Funding History**

Fiscal Year (FY)	Budget	Actual Spent	Amended to Add	New Budget
2021-22	349,225	310,449	--	310,449
2022-23	369,116	350,872	--	350,872
2023-24	408,106		--	408,106
2024-25			408,106	408,106
2025-26			408,106	408,106
2026-27			408,106	408,106
<b>TOTAL</b>	<b>1,126,447</b>	<b>661,321</b>	<b>1,224,318</b>	<b>2,293,745</b>
			<i>Contingency</i>	458,749
			<b>Total NTE<sup>3</sup></b>	<b>2,752,494</b>

<i>Funding Information</i>
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<sup>1</sup> Current budget adjusted for actuals. Current Not-to-Exceed Amount is \$1,309,706.

<sup>2</sup> Contingency only applied to FY 24-25 - FY 26-27 budgeted amount.

<sup>3</sup> NTE is calculated using the Actual Spent for prior years.

*Grant Contract Agreement Approval: Swords to Plowshares | 250 Kearny Support Services*

<b>Funding Sources<sup>4</sup></b>	100% General Fund
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The Department of Homelessness and Supportive Housing (HSH) Contracts team requests authorization to amend the existing grant with Swords to Plowshares for the provision of 250 Kearny Permanent Supportive Housing for the period of July 1, 2021 to June 30, 2027, in an additional amount of \$1,224,318. The addition of funds includes three additional performance years. The new amount is \$2,752,494, which includes a 20 percent contingency of \$458,749 on the FY24-25 to FY26-27 amounts.

### **Background**

Swords to Plowshares was formed 50 years ago by veterans returning from the Vietnam war to advocate for the rights of all veterans. Its mission is *to heal the wounds of wars, to restore dignity, hope, and self-sufficiency to all veterans in need, and to prevent and end homelessness and poverty among veterans.* Committing to serving all veterans in the Bay Area, they offer a wide variety of services ranging from case management, counseling, support groups and Veterans Affairs (VA) Healthcare enrollment, emergency, and temporary housing, rent support, eviction prevention and permanent supportive housing, VA Benefits assistance, legal support, and job training.

The Stanford Hotel at 250 Kearny Street is a 133 unit master leased building that provides supportive housing for veterans. The program opened in 2014 as a part of the City's commitment to ending veteran homelessness. Swords to Plowshares provides peer-based support services, and the VA provides case management. Property management is provided under separate agreement.

### **Services to be Provided**

The purpose of the grant is to provide Support Services to veterans residing at 250 Kearny. Grantee will provide services to 133 households with a budgeted 3.9 fully time equivalent (FTE) Support Services staff.

### **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.

### **Performance History**

Swords to Plowshares underwent fiscal monitoring most recently in FY22-23 and there were no unresolved findings.

Swords to Plowshares 250 Support Services agreement underwent program monitoring most recently in FY 22-23. The final monitoring disposition was conformant with findings resolved. Swords to Plowshares consistently meets the service and outcome objectives for the Support Services contract. The FY 22-23 survey indicated that 63% of tenants who completed the satisfaction survey stated they were satisfied with housing support services. There are currently no units vacant at the 250 Kearny housing site.

<sup>4</sup> The funding sources listed reflect current and future years.



**Appendix A, Services to be Provided  
by  
Swords to Plowshares  
250 Kearny 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, income-eligible veterans age 18 years or older without the custody of minors below 18 years of age currently residing at 250 Kearny.

**III. Referral and Prioritization**

The Grantee will serve formerly homeless veterans enrolled in federal rental assistance programs, including the HUD-VASH program and CoC program, who are residing at 250 Kearny, a permanent supportive housing site. Homeless veterans referred to and placed into this housing site will be identified through a coordinated assessment process operated by the City and County of San Francisco in conjunction with the Department of Veterans Affairs and coordinated with the San Francisco Housing Authority. Although tenants will also include a few returning tenants previously displaced from the site, all future vacancies will be filled by the primary target population in collaboration with HSH.

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(s). 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. Peer Support Services: Grantee will provide Housing Support Specialist (HSS) services at the property, including 24 hour coverage of the front desk, and maintaining a safe and clean environment.
1. Grantee will maintain a supportive and healthful environment for tenants and delivery of all services, including but not limited to:

- a. Clean, sanitary and regularly maintained front desk area and offices occupied by HSS staff and their supervisor.
  - b. 24 hour control of entry to the property at the front desk.
  - c. Establish, maintain and promote a written complaint/concern/grievance process allowing tenants to raise issues and have them addressed by the supportive services staff on site.
2. The Grantee will comply with all requirements stipulated in the VA contract for the HSS funding, including TB testing of all HSS staff and supervisors, staffing patterns stipulated in the contract, and VA performance and output expectations stipulated in the VA contract.
- C. Housing Stability Support: Grantee shall establish and maintain an MOU with the Department of Veterans Affairs case management and other agencies serving the tenants regarding communications related to tenant stability and to receive copies of correspondence (e.g., notices, warning letters, lease violations, etc.) issued. Such communications 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.

If a tenant is facing housing instability, Grantee shall coordinate with Property Management and VA case 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.

- D. 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.
- E. 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.
    - a. Grantee shall facilitate peer groups and other skills-building workshops around independent living.
    - b. Grantee shall offer tenants opportunities to participate in recreational activities and outings.
    - c. Grantee shall provide appropriate programming for the population served that will help tenants maintain stability and enjoy their housing.
    - d. Grantee will coordinate onsite client activities and community events with the VA social work team that provides primary case management and behavioral health care to tenants.
  2. Grantee shall conduct monthly community meetings for tenants, in coordination with Property Management and the VA, 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 VA case management team at the building to develop programming that will help tenants maintain stability and enjoy their housing.

## V. Location and Time of Services

Grantee shall provide Support Services at 250 Kearny Street, San Francisco, CA.

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

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

## VI. Service Requirements

- A. 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.
- B. 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.
- C. Language and Interpretation Services: Grantee shall ensure that translation and interpreter services are available, as needed. Grantee shall address the needs of and provide services to the served population who primarily speak language(s) other than English. Additional information on Language Access standards can be found on the HSH Providers Connect website: <https://sfgov1.sharepoint.com/sites/HOM-Ext-Providers>.
- D. Case Conferences: Grantee shall 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.
- E. Admission Policy: Grantee admission policies for services shall be in writing and available to the public. Except to the extent that the services are to be rendered to a specific population as described in the programs listed herein, such policies must include a provision that the served population is accepted for care without discrimination on the basis of race, color, creed, religion, sex, age, national origin, ancestry, sexual orientation, gender identification, disability, or HIV status.

F. Grievance Procedure:

1. Grantee shall establish and maintain a written Grievance Procedure for tenants, 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 participant can expect a response; and
  - d. In accordance with published HSH policies/procedures, the HSH Grievances email address ([hshgrievances@sfgov.org](mailto:hshgrievances@sfgov.org)) and mailing address for the household to contact after the household has exhausted Grantee's internal Grievance Procedure.
2. Grantee shall, at program entry, review and provide a copy of this procedure, and any amendments, to each tenant and obtain a signed copy of the form from the tenant, which must be maintained in the tenant's file. Additionally, Grantee shall post the policy at all times in a location visible to tenants, and provide a copy of the procedure and any amendments to the assigned HSH Program Manager.

G. 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 satisfaction. 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, 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 if the written format presents any problem.

H. 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.

I. 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.

J. 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.
- K. 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).
- L. 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.
- M. Data Standards:
1. Grantee shall submit the monthly, quarterly and/or annual metrics into the CARBON database as required by HSH, but may be required to report certain measures via secure email, the ONE System, or through uploads to a File Transfer Protocol (FTP) site. Changes to data collection or reporting requirements shall be communicated to Grantees via written notice at least one month prior to expected implementation.
  2. 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.
  3. 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 Service Objectives listed below.

- A. Grantee shall actively outreach to 100 percent of households at least once every month.
- B. 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.
- C. Peer Support Specialist shall host group meetings twice per week.

D. Grantee shall hold monthly tenant community meetings.

### **VIII. Outcome Objectives**

Grantee shall achieve the Outcome Objectives listed below.

- A. Fifty percent of tenants will complete the annual tenant satisfaction survey administered by Swords to Plowshares according to HSH guidelines; and
- B. Seventy-five percent of the tenants responding to the annual tenant satisfaction survey will rate the overall quality of housing support services as “good” or “excellent”.

### **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 15<sup>th</sup> 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; and
  - 3. Number of Peer Support encounters, groups or activities.
- B. On a quarterly basis, Grantee shall enter the required metrics, including any required templates to be uploaded, into the CARBON database by the 15<sup>th</sup> of the month following the end of each quarter:
  - 1. The number of Peer Support encounters, groups, and activities held, and the number and percentage of households that received these services.
  - 2. The number of community activities held.
- C. On an annual basis, Grantee shall enter the required metrics, including any required templates to be uploaded, into the CARBON database by the 15<sup>th</sup> of the month following the end of each year:
  - 1. The number and percentage of households who completed a written survey to provide feedback on the type and quality of program services. Please include survey results on what clients reported regarding the quality and satisfaction with services.
- D. 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.

- 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](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 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 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.
- 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.

	A	B	C	D
1	<b>DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING</b>			
2	<b>APPENDIX B, BUDGET</b>			
3	<b>Document Date</b>	7/1/2024		
4	<b>Contract Term</b>	<b>Begin Date</b>	<b>End Date</b>	<b>Duration (Years)</b>
5	<b>Current Term</b>	7/1/2021	6/30/2024	3
6	<b>Amended Term</b>	7/1/2021	6/30/2027	6
7	<b>Program</b>	250 Kearny		
8				
9	<b>Approved Subcontractors</b>			
10	None.			
11				
12				
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	A	B	C	D	E	H	K	N	O	P	Q	R	S	T	U	V	AI		
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	7/1/2021	6/30/2024	3															
6	Amended Term	7/1/2021	6/30/2027	6															
7	Provider Name	Swords to Plowshares																	
8	Program	250 Kearny																	
9	FSP Contract ID#	1000021840																	
10	Action (select)	Amendment																	
11	Effective Date	7/1/2024																	
12	Budget Names	General Fund - Support Services																	
13		Current	New																
14	Term Budget	\$ 1,069,427	\$ 2,293,745	20%															
15	Contingency	\$ 240,279	\$ 458,749																
16	Not-To-Exceed	\$ 1,309,706	\$ 2,752,494																
17		EXTENSION YEAR																	
18		Year 1			Year 2			Year 3			Year 4			Year 5			Year 6		
19		7/1/2021 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2024 - 6/30/2025	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	7/1/2025 - 6/30/2026	7/1/2025 - 6/30/2026	7/1/2026 - 6/30/2027	7/1/2026 - 6/30/2027	7/1/2026 - 6/30/2027	7/1/2021 - 6/30/2024					
20		Current	Current	Current	Current	Amendment	New	Current	Amendment	New	Current	Amendment	New	Current/Actuals					
21	Expenditures																		
22	Salaries & Benefits	\$ 284,639	\$ 322,645	\$ 323,324	\$ -	\$ 323,325	\$ 323,324	\$ -	\$ 323,324	\$ 323,324	\$ -	\$ 323,324	\$ 323,324	\$ -	\$ 323,324	\$ 323,324	\$ 930,608		
23	Operating Expense	\$ 25,810	\$ 28,227	\$ 39,437	\$ -	\$ 39,437	\$ 39,437	\$ -	\$ 39,437	\$ 39,437	\$ -	\$ 39,437	\$ 39,437	\$ -	\$ 39,437	\$ 39,437	\$ 93,474		
24	Subtotal	\$ 310,449	\$ 350,872	\$ 362,761	\$ -	\$ 362,762	\$ 362,761	\$ -	\$ 362,761	\$ 362,761	\$ -	\$ 362,761	\$ 362,761	\$ -	\$ 362,761	\$ 362,761	\$ 1,024,082		
25	Indirect Percentage																		
26	Indirect Cost (Line 24 X Line 25)	\$ -	\$ -	\$ 45,345	\$ -	\$ 45,345	\$ 45,345	\$ -	\$ 45,345	\$ 45,345	\$ -	\$ 45,345	\$ 45,345	\$ -	\$ 45,345	\$ 45,345	\$ 45,345		
27	Other Expenses (Not subject to indirect %)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
28	Capital Expenditure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
29	Admin Cost (HUD Only)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
30	Total Expenditures	\$ 310,449	\$ 350,872	\$ 408,106	\$ -	\$ 408,107	\$ 408,106	\$ -	\$ 408,106	\$ 408,106	\$ -	\$ 408,106	\$ 408,106	\$ -	\$ 408,106	\$ 408,106	\$ 1,069,427		
31																			
32	HSH Revenues (select)*																		
33	General Fund - Ongoing	\$ 349,225	\$ 369,116	\$ 408,106	\$ -	\$ 408,106	\$ 408,106	\$ -	\$ 408,106	\$ 408,106	\$ -	\$ 408,106	\$ 408,106	\$ -	\$ 408,106	\$ 408,106	\$ 1,126,447		
35	Adjustment to Actuals	\$ (38,776)	\$ (18,244)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (57,020)		
36	General Fund - One-Time	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
42	Total HSH Revenues*	\$ 310,449	\$ 350,872	\$ 408,106	\$ -	\$ 408,106	\$ 408,106	\$ -	\$ 408,106	\$ 408,106	\$ -	\$ 408,106	\$ 408,106	\$ -	\$ 408,106	\$ 408,106	\$ 1,069,427		
43	Other Revenues (to offset Total Expenditures)																		
44		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
48		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
49	Total Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
50																			
51	Total HSH + Other Revenues	\$ 310,449	\$ 350,872	\$ 408,106	\$ -	\$ 408,106	\$ 408,106	\$ -	\$ 408,106	\$ 408,106	\$ -	\$ 408,106	\$ 408,106	\$ -	\$ 408,106	\$ 408,106	\$ 1,069,427		
52	Rev-Exp (Budget Match Check)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
54	Total Adjusted Salary FTE (All Budgets)						8.53					8.53				8.53			
55		*NOTE: HSH budgets typically project out revenue levels across multiple years, strictly for budget-planning																	
56	Prepared by	Stephen Chen																	
57	Phone	415.252.4787 x 319																	
58	Email	<a href="mailto:Stephen.Chen">Stephen.Chen</a>																	

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1	DEPARTMENT OF H		
2	APPENDIX B, BUDG		
3	Document Date		
4	Contract Term		
5	Current Term		
6	Amended Term		
7	Provider Name		
8	Program		
9	FSP Contract ID#		
10	Action (select)		
11	Effective Date		
12	Budget Names		
13			
14	Term Budget		
15	Contingency		
16	Not-To-Exceed		
17			
18	All Years		
19	7/1/2021 - 6/30/2027	7/1/2021 - 6/30/2027	
20	Amendment	New	
21	Expenditures		
22	Salaries & Benefits	\$ 969,973	\$ 1,900,580
23	Operating Expense	\$ 118,311	\$ 211,785
24	Subtotal	\$ 1,088,284	\$ 2,112,365
25	Indirect Percentage		
26	Indirect Cost (Line 2)	\$ 136,035	\$ 181,381
27	Other Expenses (Not	\$ -	\$ -
28	Capital Expenditure	\$ -	\$ -
29	Admin Cost (HUD O	\$ -	\$ -
30	Total Expenditures	\$ 1,224,320	\$ 2,293,746
31	HSH Revenues (select)		
33	General Fund - Ongr	\$ 1,224,318	\$ 2,350,765
35	Adjustment to Actu	\$ -	\$ (57,020)
36	General Fund - One-	\$ -	\$ -
42	Total HSH Revenue	\$ 1,224,318	\$ 2,293,745
43	Other Revenues (to		
44		\$ -	\$ -
48		\$ -	\$ -
49	Total Other Revenu	\$ -	\$ -
50			
51	Total HSH + Other R	\$ 1,224,318	\$ 2,293,745
52	Rev-Exp (Budget Ma		\$ -
54	Total Adjusted Salar		
55			
56	Prepared by		
57	Phone		
58	Email		

	A	B	C	D	E	H	K	N	O	P	Q	R	S	T	U
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	7/1/2021	6/30/2024	3											
6	Amended Term	7/1/2021	6/30/2027	6											
7	Provider Name	Swords to Plowshares													
8	Program	250 Kearny													
9	FSP Contract ID#	1000021840													
10	Action (select)	Amendment													
11	Effective Date	7/1/2024													
12	Budget Name	General Fund - Support Services													
13		Current	New												
14	Term Budget	\$ 1,069,427	\$ 2,293,745	20%											
15	Contingency	\$ 240,279	\$ 458,749												
16	Not-To-Exceed	\$ 1,309,706	\$ 2,752,494												
17					EXTENSION YEAR			EXTENSION YEAR			EXTENSION YEAR				
18		Year 1	Year 2	Year 3	Year 4			Year 5			Year 6				
19		7/1/2021 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2024 - 6/30/2025	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	7/1/2025 - 6/30/2026	7/1/2025 - 6/30/2026	7/1/2026 - 6/30/2027	7/1/2026 - 6/30/2027			
20		Actuals	Actuals	Current	Current	Amendment	New	Current	Amendment	New	Current	Amendment			
21	Expenditures														
22	Salaries & Benefits	\$ 284,639	\$ 322,645	\$ 323,324	\$ -	\$ 323,325	\$ 323,324	\$ -	\$ 323,324	\$ 323,324	\$ -	\$ 323,324	\$ -	\$ 323,324	
23	Operating Expense	\$ 25,810	\$ 28,227	\$ 39,437	\$ -	\$ 39,437	\$ 39,437	\$ -	\$ 39,437	\$ 39,437	\$ -	\$ 39,437	\$ -	\$ 39,437	
24	Subtotal	\$ 310,449	\$ 350,872	\$ 362,761	\$ -	\$ 362,762	\$ 362,761	\$ -	\$ 362,761	\$ 362,761	\$ -	\$ 362,761	\$ -	\$ 362,761	
25	Indirect Percentage			12.50%	12.50%	12.50%	12.50%	12.50%	12.50%	12.50%	12.50%	12.50%			
26	Indirect Cost (Line 24 X Line 25)	\$ -	\$ -	\$ 45,345	\$ -	\$ 45,345	\$ 45,345	\$ -	\$ 45,345	\$ 45,345	\$ -	\$ 45,345	\$ -	\$ 45,345	
27	Other Expenses (Not subject to indirect %)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
28	Capital Expenditure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
29	Admin Cost (HUD Agreements Only)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
30	Total Expenditures	\$ 310,448.72	\$ 350,871.65	408,106	-	408,107	408,106	-	408,106	408,106	-	408,106	-	408,106	
31															
32	HSH Revenues (select)														
33	General Fund - Ongoing	\$ 349,225	\$ 369,116	408,106		408,106	408,106	-	408,106	408,106		408,106		408,106	
35	Adjustment to Actuals	\$ (38,776)	\$ (18,244)												
42	Total HSH Revenues	\$ 310,449.00	\$ 350,872.00	408,106	-	408,106	408,106	-	408,106	408,106	-	408,106	-	408,106	
43	Other Revenues (to offset Total Expenditures)														
49	Total Other Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
50															
51	Total HSH + Other Revenues	\$ 310,449.00	\$ 350,872.00	\$ 408,106.00	\$ -	\$ 408,106.00	\$ 408,106.00	\$ -	\$ 408,106.00	\$ 408,106.00	\$ -	\$ 408,106.00	\$ -	\$ 408,106.00	
52	Rev-Exp (Budget Match Check)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
53															
54															
55	Prepared by	Stephen Chen													
56	Phone	415.252.4787 x319													
57	Email	<a href="mailto:Stephen.Chen">Stephen.Chen</a>													

	A	V	AI	AJ	AK
1	DEPARTMENT OF H				
2	APPENDIX B, BUDG				
3	Document Date				
4	Contract Term				
5	Current Term				
6	Amended Term				
7	Provider Name				
8	Program				
9	FSP Contract ID#				
10	Action (select)				
11	Effective Date				
12	Budget Name				
13					
14	Term Budget				
15	Contingency				
16	Not-To-Exceed				
17					
18	<b>All Years</b>				
19	7/1/2026 - 6/30/2027	7/1/2021 - 6/30/2024	7/1/2021 - 6/30/2027	7/1/2021 - 6/30/2027	
20	<b>New</b>	<b>Current/Actuals</b>	<b>Amendment</b>	<b>New</b>	
21	<b>Expenditures</b>				
22	Salaries & Benefits	\$ 323,324	\$ 930,608	\$ 969,973	\$ 1,900,580
23	Operating Expense	\$ 39,437	\$ 93,474	\$ 118,311	\$ 211,785
24	Subtotal	\$ 362,761	\$ 1,024,082	\$ 1,088,284	\$ 2,112,365
25	Indirect Percentage	12.50%			
26	Indirect Cost (Line 2)	\$ 45,345	\$ 45,345	\$ 136,035	\$ 181,381
27	Other Expenses (Not)	\$ -	\$ -	\$ -	\$ -
28	Capital Expenditure	\$ -	\$ -	\$ -	\$ -
29	Admin Cost (HUD Ag	\$ -	\$ -	\$ -	\$ -
30	<b>Total Expenditures</b>	<b>408,106</b>	<b>1,069,427</b>	<b>1,224,320</b>	<b>2,293,746</b>
31					
32	<b>HSH Revenues (select)</b>				
33	General Fund - Ongc	408,106	1,126,447	1,224,318	2,350,765
35	Adjustment to Actuals	-	(57,020)	-	(57,020)
42	<b>Total HSH Revenues</b>	<b>408,106</b>	<b>1,069,427</b>	<b>1,224,318</b>	<b>2,293,745</b>
43	<b>Other Revenues (to)</b>				
49	<b>Total Other Revenues</b>	\$ -	\$ -	\$ -	\$ -
50					
51	<b>Total HSH + Other R</b>	<b>\$ 408,106.00</b>	<b>\$ 1,069,427.00</b>	<b>\$ 1,224,318.00</b>	<b>\$ 2,293,745.00</b>
52	Rev-Exp (Budget Ma	\$ -	\$ -	\$ -	\$ -
53					
54					
55	Prepared by				
56	Phone				
57	Email				

	A	B	C	D	E	H	I	J	K	L	
1	<b>DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING</b>										
2	<b>SALARY &amp; BENEFIT DETAIL</b>										
3	<b>Document Date</b>	7/1/2024									
4	<b>Provider Name</b>	Swords to Plowshares									
5	<b>Program</b>	250 Kearny									
6	<b>FSP Contract ID#</b>	1000021840									
7	<b>Budget Name</b>	General Fund -									
8		<b>Year 1</b>					<b>Year 2</b>				
9	<b>POSITION TITLE</b>	<b>Agency Totals</b>		<b>For HSH Funded Program</b>		<b>7/1/2021 - 6/30/2022</b>	<b>Agency Totals</b>		<b>For HSH Funded Program</b>		
10						<b>Actuals</b>					
11		<b>Annual Full Time Salary (for 1.00 FTE)</b>	<b>Position FTE</b>	<b>% FTE funded by this budget</b>	<b>Adjusted Budgeted FTE</b>	<b>Budgeted Salary</b>	<b>Annual Full Time Salary (for 1.00 FTE)</b>	<b>Position FTE</b>	<b>% FTE funded by this budget</b>	<b>Adjusted Budgeted FTE</b>	
12	Housing Program Director - Culberson	\$ 191,235	1.00	12%	0.12	\$ 22,948	\$ 196,016	1.00	12%	0.12	
13	Housing Clinical Director - Young	\$ 125,195	1.00	12%	0.12	\$ 15,023	\$ 129,577	1.00	12%	0.12	
14	On Call Hsg Svc Specialist see tab	\$ 60,563	1.00	100%	1.00	\$ 60,563	\$ 60,681	1.00	100%	1.00	
15	Residential Admin Coordinator - Diamond	\$ 63,016	1.00	12%	0.12	\$ 7,562	\$ 63,500	1.00	12%	0.12	
16	Residential Admin Manager - Dildy	\$ 73,932	1.00	12%	0.12	\$ 8,872	\$ 76,432	1.00	12%	0.12	
17	Peer Specialist - Sanders	\$ 48,500	1.00	100%	1.00	\$ 48,500	\$ 52,000	1.00	100%	1.00	
18	Lead Housing Services Specialist -Carter	\$ 58,906	1.00	100%	1.00	\$ 58,906	\$ 61,500	1.00	100%	1.00	
19	Case Manager - Martinez	\$ -				\$ -	\$ 65,000	1.00	25%	0.25	
54						\$ -					
55		<b>TOTAL SALARIES</b>				<b>\$ 222,374</b>	<b>TOTAL SALARIES</b>				
56		<b>TOTAL FTE</b>				<b>3.48</b>	<b>TOTAL FTE</b>				
57		<b>FRINGE BENEFIT RATE</b>				<b>28.00%</b>	<b>FRINGE BENEFIT RATE</b>				
58		<b>EMPLOYEE FRINGE BENEFITS</b>				<b>\$ 62,265</b>	<b>EMPLOYEE FRINGE BENEFITS</b>				
59		<b>TOTAL SALARIES &amp; BENEFITS</b>				<b>\$ 284,639</b>	<b>TOTAL SALARIES &amp; BENEFITS</b>				
60											
61											
62											



	O	P	Q	R	S	T	W	X	Y	Z	AA	AB		
1														
2														
3														
4														
5														
6														
7														
8	<b>Year 3</b>						<b>Year 4</b>							
9	7/1/2022 - 6/30/2023	Agency Totals			For HSH Funded Program		7/1/2023 - 6/30/2024	Agency Totals			For HSH Funded Program		7/1/2024 - 6/30/2025	7/1/2024 - 6/30/2025
10	Actuals						Current				Current		Amendment	
11	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	Change		
12	\$ 23,522	\$ 160,000	1.00	17%	0.17	\$ 27,200	\$ 160,000	1.00	17%	0.17	\$ -	\$ 27,200		
13	\$ 15,549	\$ 135,000	1.00	17%	0.17	\$ 22,950	\$ 135,000	1.00	17%	0.17	\$ -	\$ 22,950		
14	\$ 60,681	\$ 60,681	1.00	100%	1.00	\$ 33,744	\$ 33,744	1.00	100%	1.00	\$ -	\$ 33,744		
15	\$ 7,620	\$ 69,500	1.00	17%	0.17	\$ 11,815	\$ 69,500	1.00	17%	0.17	\$ -	\$ 11,815		
16	\$ 9,172	\$ 84,432	1.00	17%	0.17	\$ 14,353	\$ 84,432	1.00	17%	0.17	\$ -	\$ 14,353		
17	\$ 52,000	\$ 55,000	1.00	100%	1.00	\$ 55,000	\$ 55,000	1.00	100%	1.00	\$ -	\$ 55,000		
18	\$ 61,500	\$ 65,000	1.00	100%	1.00	\$ 65,000	\$ 65,000	1.00	100%	1.00	\$ -	\$ 65,000		
19	\$ 16,250	\$ 67,000	1.00	25%	0.25	\$ 16,750	\$ 67,000	1.00	25%	0.25	\$ -	\$ 16,750		
54	\$ -											\$ -		
55	\$ 246,294	<b>TOTAL SALARIES</b>				\$ 246,812	<b>TOTAL SALARIES</b>				\$ -	\$ 246,812		
56		<b>TOTAL FTE</b>				3.93	<b>TOTAL FTE</b>				3.93			
57	31.00%	<b>FRINGE BENEFIT RATE</b>				31.00%	<b>FRINGE BENEFIT RATE</b>				31.00%			
58	\$ 76,351	<b>EMPLOYEE FRINGE BENEFITS</b>				\$ 76,512	<b>EMPLOYEE FRINGE BENEFITS</b>				\$ -	\$ 76,512		
59	\$ 322,645	<b>TOTAL SALARIES &amp; BENEFITS</b>				\$ 323,324	<b>TOTAL SALARIES &amp; BENEFITS</b>				\$ -	\$ 323,325		
60														
61														
62														

**EXTENSION YEAR**



	AO	AP	AQ	BT	BU	BV
1						
2						
3						
4						
5						
6						
7	<b>IN YEAR</b>					
8	<b>6</b>			<b>All Years</b>		
9	7/1/2026 - 6/30/2027	7/1/2026 - 6/30/2027	7/1/2026 - 6/30/2027	7/1/2021 - 6/30/2024	7/1/2021 - 6/30/2027	7/1/2021 - 6/30/2027
10	Current	<b>Amendment</b>	New	Current/Actuals	<b>Modification</b>	New
11	Budgeted Salary	<b>Change</b>	Budgeted Salary	Budgeted Salary	<b>Change</b>	Budgeted Salary
12	\$ -	\$ <b>27,200</b>	\$ 27,200	\$ 73,670	\$ <b>81,600</b>	\$ 155,270
13	\$ -	\$ <b>22,950</b>	\$ 22,950	\$ 53,522	\$ <b>68,850</b>	\$ 122,372
14	\$ -	\$ <b>33,744</b>	\$ 33,744	\$ 154,988	\$ <b>101,232</b>	\$ 256,220
15	\$ -	\$ <b>11,815</b>	\$ 11,815	\$ 26,997	\$ <b>35,445</b>	\$ 62,442
16	\$ -	\$ <b>14,353</b>	\$ 14,353	\$ 32,397	\$ <b>43,060</b>	\$ 75,457
17	\$ -	\$ <b>55,000</b>	\$ 55,000	\$ 155,500	\$ <b>165,000</b>	\$ 320,500
18	\$ -	\$ <b>65,000</b>	\$ 65,000	\$ 185,406	\$ <b>195,000</b>	\$ 380,406
19	\$ -	\$ <b>16,750</b>	\$ 16,750	\$ 33,000	\$ <b>50,250</b>	\$ 83,250
54		\$ -	\$ -	\$ -	\$ -	\$ -
55	\$ -	\$ <b>246,812</b>	\$ <b>246,812</b>	\$ <b>715,480</b>	\$ <b>740,437</b>	\$ <b>1,455,917</b>
56						
57	31.00%		31.00%			
58	\$ -	\$ <b>76,512</b>	\$ <b>76,512</b>	\$ <b>215,128</b>	\$ <b>229,535</b>	\$ <b>444,663</b>
59	\$ -	\$ <b>323,324</b>	\$ <b>323,324</b>	\$ <b>930,608</b>	\$ <b>969,973</b>	\$ <b>1,900,580</b>
60						
61						
62						



	A	S	AF	AG	AH
1	<b>DEPARTMENT OF HOMELESSNESS AND SUPPORTI</b>				
2	<b>OPERATING DETAIL</b>				
3	<b>Document Date</b>				
4	<b>Provider Name</b>				
5	<b>Program</b>				
6	<b>FSP Contract ID#</b>				
7	<b>Budget Name</b>				
8					
9		<b>All Years</b>			
10		7/1/2026 - 6/30/2027	7/1/2021 - 6/30/2024	7/1/2021 - 6/30/2027	7/1/2021 - 6/30/2027
11		New	Current/Actuals	Modification	New
12	<u>Operating Expenses</u>	Budgeted Expense	Budgeted Expense	<b>Change</b>	Budgeted Expense
13	Rental of Property	\$ -	\$ -	\$ -	\$ -
14	Utilities(Elec, Water, Gas, Phone, Scavenger)	\$ 1,000	\$ 3,000	\$ 3,000	\$ 6,000
15	Office Supplies, Postage	\$ 7,200	\$ 14,400	\$ 21,600	\$ 36,000
17	Printing and Reproduction	\$ 200	\$ 600	\$ 600	\$ 1,200
18	Insurance	\$ 3,600	\$ 10,800	\$ 10,800	\$ 21,600
19	Staff Training	\$ 2,800	\$ 8,400	\$ 8,400	\$ 16,800
20	Staff Travel-(Local & Out of Town)	\$ 1,200	\$ 3,600	\$ 3,600	\$ 7,200
21	Rental of Equipment	\$ -	\$ -	\$ -	\$ -
22	Client Related Expenses	\$ 23,437	\$ 52,674	\$ 70,311	\$ 122,985
66			\$ -	\$ -	\$ -
67					
68	<b>TOTAL OPERATING EXPENSES</b>	\$ 39,437	\$ 93,474	\$ 118,311	\$ 211,785
69					
70	<u>Other Expenses (not subject to indirect cost %)</u>				
83					
84	<b>TOTAL OTHER EXPENSES</b>	\$ -	\$ -	\$ -	\$ -
85					
86	<u>Capital Expenses</u>				
94					
95	<b>TOTAL CAPITAL EXPENSES</b>	\$ -	\$ -	\$ -	\$ -
96					
97	<b>HSH #3</b>		Template last modified	7/26/2022	

**BUDGET NARRATIVE**

**Fiscal Year**

Fiscal Term Start 7/1/2024 Fiscal Term End 6/30/2025

**General Fund - Support Services**

**FY24-25**

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

<u>Salaries &amp; Benefits</u>	<u>Adjusted Budgeted</u>		<u>Justification</u>	<u>Calculation</u>	<u>Employee Name</u>
	<u>FTE</u>	<u>Salary</u>			
Housing Program Director - Culberson	0.17	\$ 27,200	This position provides necessary oversight of the contract with HSH to ensure deliverables from Support Services staff are met in conjunction with the Director of Property Management. 6 sites / 100= 17%	FTE x current rate	Culberson
Housing Clinical Director - Young	0.17	\$ 22,950	This position provides necessary after-hours support for clinical issues that arise onsite. Given the VA's staffing pattern STP provides clinical support to HSS staff, Peer Support, Service Assistant, and Community Organizers that may have clinical concerns with veterans throughout their shift work. This includes all shifts worked by STP staff. 6 sites / 100 = 17%	FTE x current rate	Young
On Call Hsg Svc Specialist see tab	1.00	\$ 33,744	on call hours	FTE x current rate	misc.
Residential Admin Coordinator - Diamond	0.17	\$ 11,815	This position provides oversight of data collection (internal tracking system) for all STP housing sites to ensure consistent and clean data. This staff member also ensures survey data are collected and processed in accordance with the contract. 6 sites / 100 =17%	FTE x current rate	Diamond
Residential Admin Manager - Dildy	0.17	\$ 14,353	This position provides oversight of Peer Specialist and DAAS staff working across permanent housing sites: Community Organizers, Service Assistants. The DAAS staff and Peer Specialist assist with housing stability and community building for veterans living at this property. DAAS staffing is paid under separate DAAS contract.	FTE x current rate	Dildy
Peer Specialist - Sanders	1.00	\$ 55,000	Provide Peer supports for tenants.	FTE x current rate	Sanders
Lead Housing Services Specialist -Carter	1.00	\$ 65,000	This position provides front desk supervision and organizing schedule to provide adequate 24/7 coverage. We have 10 others front desk staffing that is cover under the VA grant.	FTE x current rate	Carter
Case Manager - Martinez	0.25	\$ 16,750	To provide some case management services for residents.	FTE x current rate	Martinez
		\$ -			
<b>TOTAL</b>	<b>3.93</b>	<b>\$ 246,812</b>			
<u>Employee Fringe Benefits</u>			<u>Includes FICA, SSUI, Workers Compensation and Medical calculated at 31% of total salaries.</u>		
		\$ 76,512			
<b>Salaries &amp; Benefits Total</b>		<b>\$ 323,324</b>			

<u>Operating Expenses</u>	<u>Budgeted Expense</u>	<u>Justification</u>	<u>Calculation</u>
Rental of Property	\$ -		
Utilities(Elec, Water, Gas, Phone, Scavenger)	\$ 1,000	support services cell phones charges and landline charges	1000 per year
Office Supplies, Postage	\$ 7,200	include all technology equip like iPad and cell phone replacement and office supplies. 3600 for tech. 3600 for, toners, printer, paper, poster, etc.	3600 per year for tech. and 300 per month for general office supplies
Building Maintenance Supplies and Repair	\$ -		
Printing and Reproduction	\$ 200	copying service	200 per year
Insurance	\$ 3,600	Insurance expenses shared with all contracts	3600 a year
Staff Training	\$ 2,800	on going training and employee development	700 per fte - 700 X 4 = 2800
Staff Travel-(Local & Out of Town)	\$ 1,200	Uber, bus fares, parking, gas, etc. \$100 a month	100 per month.
Rental of Equipment	\$ -		
Client Related Expenses	\$ 23,437	Tenant activities, transportations, supplies, food, etc. \$2,000 a month	2000 per month
	\$ -		
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 39,437</b>		
<b>Indirect Cost</b>	<b>12.5%</b>	<b>\$ 45,345</b>	