



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>	June 6, 2024
<b>Subject</b>	Grant Agreement Approval: Community Forward SF   Flexible Housing Subsidy Pool for Women

<i>Agreement Information</i>	
<b>F\$P Contract #</b>	1000032764
<b>Provider</b>	Community Forward SF
<b>Program Name</b>	Flexible Housing Subsidy Pool for Women
<b>Agreement Action</b>	Original Agreement
<b>Agreement Term</b>	July 1, 2024 - June 30, 2026

**Agreement Amount**

<b>New Budget</b>	<b>Contingency<sup>1</sup></b>	<b>Total Not to Exceed (NTE)</b>
\$4,126,817	\$825,363	\$4,952,180

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

The Department of Homelessness and Supportive Housing (HSH) Contracts team requests authorization to enter into a new grant agreement with Community Forward SF for the provision of Flexible Housing Subsidy Pool (FHSP) for Women for the period of July 1, 2024 to June 30, 2026. This new agreement is for new services.

**Background**

The data from the 2022 Point In Time Count showed that women constitute 34 percent of San Francisco’s homeless population and that women experiencing homelessness are particularly vulnerable to violence and abuse. In response, the Our City, Our Home Oversight Committee recommended funding for the FHSP for Women program, a secure and supportive housing initiative for adult women without the custody of minor children who are experiencing homelessness, violence, or other critical circumstances.

The FHSP program provides permanent solutions to homelessness by offering ongoing rental subsidies for units in the private rental market. Participants housed through the FHSP program pay 30 percent of their income towards rent and sign their own leases to secure tenant rights. To ensure participants

<sup>1</sup> A 20 percent contingency applied to the budgeted amount.

*Grant Agreement Approval: Community Forward SF | Flexible Housing Subsidy Pool for Women*

receive the ongoing support to maintain housing stability, these rental subsidies are accompanied by supportive services. The supportive services provided to all FHSP program participants include Housing-Focused Case Management Services, Housing Location Services, Housing Coordination Services, Subsidy Administration Services, and Landlord Liaison Services.

Community Forward SF, the selected provider for this grant, has over 45 years of experience serving the unhoused community in San Francisco, with particular expertise in serving women. The organization currently runs two permanent supportive housing sites and the A Women's Place transitional housing program. Additionally, it operates a 24-hour drop-in center where it provides trauma-informed support and case management to women experiencing homelessness. Recently, HSH awarded Community Forward SF a grant to provide an FHSP program for the Ending Transgender Homelessness Initiative.

### **Services to be Provided**

The purpose of the grant is to administer all service components of the FHSP to adult women without the custody of minor children who are experiencing homelessness, violence, or other critical circumstances. Community Forward SF will serve 50 participants per year with a budgeted staff of 5.37 full time equivalent (FTE) in Fiscal Year (FY) 24-25 and 6.60 FTE in FY 25-26. Case management staffing increases after the first term year to support higher capacity as the program ramps up.

### **Selection**

The Board of Supervisors adopted Ordinance No. 38-24, 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 5, 2029, or until the Point In Time (PIT) count is fewer than 2,199.

Community Forward SF was selected through a streamlined selection process, Solicitation of Information (SOI): FHSP for Women & Shallow Subsidy Housing Program for Adults & Families Recommendations, that enabled HSH to evaluate proposed program models and program budgets from nonprofit service providers.

### **Agreement Materials**

- HOC Approval Package
  - Appendix A, Services to be Provided
  - Appendix B, Budget



**Appendix A, Services to be Provided**  
**by**  
**Community Forward SF**  
**Flexible Housing Subsidy Pool for Women**

**I. Purpose of Grant**

The purpose of the grant is to administer all service components of the Flexible Housing Subsidy Pool (FHSP) to the served population. The goals of these services are to reduce the length of time participants spend experiencing homelessness, support the served population in retaining their housing, and to facilitate moves to other appropriate housing, as needed.

**II. Served Population**

Grantee shall serve adult women, aged 18 years or older without the custody of minors below 18 years of age, who are experiencing homelessness, violence, or other critical circumstances.

**III. Referral and Prioritization**

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

**IV. Description of Services**

Grantee shall provide Support Services to the total number participants as listed in Appendix B, Budget ("Number Served" tab). FHSP 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 permanent 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 FHSP 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, which shall be updated on a quarterly basis, at minimum. 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. 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 FHSP resources; and
  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 participant 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 FHSP 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; and
  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 FHSP 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 1171 Mission Street, San Francisco, CA 94103, 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. 1:20 Case Manager Ratio: Grantee shall maintain a 1:20 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](mailto:hshgrievances@sfgov.org)) and mailing address for the participant to contact after the participant 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 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 completion of the survey 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) Process<sup>1</sup>, including but not limited to:
  - a. Entering all household data within three working days (unless specifically requested to do so sooner);
  - b. Ensuring accurate dates for household enrollment, household exit, and household move in (if appropriate); and
  - c. Running monthly data quality reports and correcting any errors.
2. Records entered into the ONE system shall meet or exceed the ONE System CDQI Process standard.
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,

---

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

Grantee shall submit the monthly, quarterly and/or annual metrics into the CARBON database, via secure email, or through uploads to an FTP site. HSH will provide clear instructions to all Grantees regarding the correct mechanism for sharing data. Changes to data collection or reporting requirements shall be communicated to Grantees via written notice at least one month prior to expected implementation.

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 participants 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 participant-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 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 homeless, 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; and
2. At least 75 percent of participants will be referred to community resources.

### **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 15<sup>th</sup> 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 15<sup>th</sup> of the month following the end of each fiscal year:
1. Housing Coordination and Housing Location Services: 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. Housing Coordination and Housing Location Services: The average length of time participants spent homeless. This should be calculated from program enrollment to move-in date;
  3. Housing-Focused Case Management and Housing Coordination Services and Landlord Liaison Services: The number and percentage of participants engaging in Housing-Focused Case Management and Grantee-created housing stability plans; and
  4. Housing-Focused Case Management and Housing Coordination Services and Landlord Liaison Services: 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.

	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>	7/1/2024	6/30/2026	2
6	<b>Amended Term</b>	7/1/2024	6/30/2026	2
7	<b>Program</b>	Flexible Housing Subsidy Pool for Women		
9	<b>Approved Subcontractors</b>			
10	None			
11				

	A	B	C	D	E	F	G	H	I	J	
1	<b>DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING</b>										
2	<b>APPENDIX B, BUDGET</b>										
3	<b>Document Date</b>	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>	7/1/2024	6/30/2026	2							
6	<b>Amended Term</b>	7/1/2024	6/30/2026	2							
7	<b>Program</b>	Flexible Housing Subsidy Pool for Women									
9					<b>Year 1</b>		<b>Year 2</b>				
10	<b>Service Component</b>				7/1/2024 - 6/30/2025		7/1/2025 - 6/30/2026				
11	Housing focused case management				50		50				
12	Housing coordination				50		50				
13	Landlord liaison				50		50				
14	Subsidy administration				50		50				
15	Housing location				50		50				
16											

	A	B	C	D	G	J	AK
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>	7/1/2024	6/30/2026	2			
6	<b>Amended Term</b>	7/1/2024	6/30/2026	2			
7	<b>Provider Name</b>	Community Forward SF					
8	<b>Program</b>	Flexible Housing Subsidy Pool for Women					
9	<b>F\$P Contract ID#</b>	1000032764					
10	<b>Action (select)</b>	New Agreement					
11	<b>Effective Date</b>	7/1/2024					
12	<b>Budget Name</b>	Flexible Housing Subsidy Pool for Women					
13		<b>Current</b>	<b>New</b>	20%			
14	<b>Term Budget</b>	\$ -	\$ 4,126,817				
15	<b>Contingency</b>	\$ -	\$ 825,363				
16	<b>Not-To-Exceed</b>	\$ -	\$ 4,952,180				
18					<b>Year 1</b>	<b>Year 2</b>	<b>All Years</b>
19					7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	7/1/2024 - 6/30/2026
20					<b>New</b>	<b>New</b>	<b>New</b>
21	<b>Expenditures</b>						
22	Salaries & Benefits	\$	506,545	\$	642,574	\$	1,149,119
23	Operating Expense	\$	139,900	\$	155,208	\$	295,108
24	Subtotal	\$	646,445	\$	797,782	\$	1,444,226
25	Indirect Percentage	15.00%		15.00%			
26	Indirect Cost (Line 24 X Line 25)	\$	96,967	\$	119,667	\$	216,634
27	Other Expenses (Not subject to indirect %)	\$	980,485	\$	1,485,471	\$	2,465,956
28	Capital Expenditure	\$	-	\$	-	\$	-
30	<b>Total Expenditures</b>	\$	<b>1,723,896</b>	\$	<b>2,402,920</b>	\$	<b>4,126,817</b>
32	<u>HSR Revenues (select)*</u>						
33	Prop C	\$	1,723,896	\$	2,402,920	\$	4,126,817
42	<b>Total HSR Revenues</b>	\$	<b>1,723,896</b>	\$	<b>2,402,920</b>	\$	<b>4,126,817</b>
52	Rev-Exp (Budget Match Check)	\$	-	\$	-	\$	-
54					*NOTE: HSR budgets typically project out revenue levels across multiple years, strictly for budget-planning purposes. All program budgets at any given year are subject to Mayoral / Board of Supervisors discretion and funding availability, and are not guaranteed. For further information, please see Article 2 of the G-100 Grant Agreement document.		
55	<b>Prepared by</b>	Garrett Dexter					
56	<b>Phone</b>	(813) 758-6548					
57	<b>Email</b>	<a href="mailto:Garrett.dexter@communityforwardsf.org">Garrett.dexter@communityforwardsf.org</a>					
59	<b>Template last modified</b>	<b>7/26/2022</b>					



	A	B	C	D	E	H	I	J	K	L	O	BV
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>	Community Forward SF										
5	<b>Program</b>	Flexible Housing Subsidy Pool for Women										
6	<b>FSP Contract ID#</b>	1000032764										
7	<b>Budget Name</b>	<b>Flexible Housing Subsidy Pool for Women</b>										
8		<b>Year 1</b>					<b>Year 2</b>					<b>All Years</b>
9	<b>POSITION TITLE</b>	Agency Totals		For HSH Funded Program		7/1/2024 - 6/30/2025	Agency Totals		For HSH Funded Program		7/1/2025 - 6/30/2026	7/1/2024 - 6/30/2026
New						New						
10		Annual Full Time Salary (for 1.00 FTE)	Position FTE	% FTE funded by this budget	Adjusted Budgeted FTE	Budgeted Salary	Annual Full Time Salary (for 1.00 FTE)	Position FTE	% FTE funded by this budget	Adjusted Budgeted FTE	Budgeted Salary	Budgeted Salary
11												
12	Case Manager	\$ 61,000	2.10	100%	2.10	\$ 128,100	\$ 64,050	3.00	100%	3.00	\$ 192,150	\$ 320,250
13	Case Manager- Housing Navigation	\$ 61,000	1.00	100%	1.00	\$ 61,000	\$ 64,050	1.00	100%	1.00	\$ 64,050	\$ 125,050
14	Deputy Director (Manager)	\$ 80,000	1.00	100%	1.00	\$ 80,000	\$ 84,000	1.00	100%	1.00	\$ 84,000	\$ 164,000
15	Director of Housing	\$ 115,000	1.00	10%	0.10	\$ 11,500	\$ 120,750	1.00	10%	0.10	\$ 12,075	\$ 23,575
16	IT Tech	\$ 100,000	1.00	5%	0.05	\$ 5,000	\$ 105,000	1.00	5%	0.05	\$ 5,250	\$ 10,250
17	Director of Compliance	\$ 115,000	1.00	7%	0.07	\$ 8,050	\$ 120,750	1.00	5%	0.05	\$ 6,038	\$ 14,088
18	Compliance Specialists	\$ 80,000	1.00	40%	0.40	\$ 32,000	\$ 84,000	1.00	40%	0.40	\$ 33,600	\$ 65,600
19	Accountant	\$ 90,000	1.00	10%	0.10	\$ 9,000	\$ 94,500	1.00	50%	0.50	\$ 47,250	\$ 56,250
20	VP of Programs	\$ 150,000	1.00	5%	0.05	\$ 7,500	\$ 157,500	1.00			\$ -	\$ 7,500
21	Associate Director of Housing	\$ 95,000	1.00	50%	0.50	\$ 47,500	\$ 99,750	1.00	50%	0.50	\$ 49,875	\$ 97,375
22											\$ -	\$ -
55		<b>TOTAL SALARIES</b>				<b>\$ 389,650</b>	<b>TOTAL SALARIES</b>				<b>\$ 494,288</b>	<b>\$ 883,938</b>
56		<b>TOTAL FTE</b>		<b>5.37</b>		<b>TOTAL FTE</b>		<b>6.60</b>				
57		<b>FRINGE BENEFIT RATE</b>			30.00%	<b>FRINGE BENEFIT RATE</b>			30.00%			
58		<b>EMPLOYEE FRINGE BENEFITS</b>				<b>\$ 116,895</b>	<b>EMPLOYEE FRINGE BENEFITS</b>				<b>\$ 148,286</b>	<b>\$ 265,181</b>
59		<b>TOTAL SALARIES &amp; BENEFITS</b>				<b>\$ 506,545</b>	<b>TOTAL SALARIES &amp; BENEFITS</b>				<b>\$ 642,574</b>	<b>\$ 1,149,119</b>

	A	D	G	AH
1	<b>DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING</b>			
2	<b>OPERATING DETAIL</b>			
3	<b>Document Date</b>	7/1/2024		
4	<b>Provider Name</b>	Community Forward SF		
5	<b>Program</b>	Flexible Housing Subsidy Pool for Women		
6	<b>FSP Contract ID#</b>	1000032764		
7	<b>Budget Name</b>	<b>Flexible Housing Subsidy Pool for Women</b>		
9		<b>Year 1</b>	<b>Year 2</b>	<b>All Years</b>
10		7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	7/1/2024 - 6/30/2026
11		New	New	New
12	<u>Operating Expenses</u>	Budgeted Expense	Budgeted Expense	Budgeted Expense
13	Rental of Property	\$ 41,400	\$ 55,200	\$ 96,600
14	Utilities(Elec, Water, Gas, Phone, Scavenger)	\$ 12,000	\$ 24,000	\$ 36,000
15	Office Supplies, Postage	\$ 1,500	\$ 2,700	\$ 4,200
16	Building Maintenance Supplies and Repair	\$ 6,000	\$ 12,000	\$ 18,000
17	Printing and Reproduction	\$ 1,000	\$ 1,000	\$ 2,000
18	Insurance	\$ 4,800	\$ 6,592	\$ 11,392
19	Staff Training	\$ 2,400	\$ 3,200	\$ 5,600
20	Staff Travel-(Local & Out of Town)	\$ 14,400	\$ 14,400	\$ 28,800
21	Rental of Equipment	\$ -	\$ -	\$ -
22	Small Equipment Set Up	\$ 6,000	\$ 2,000	\$ 8,000
23	IT (phones)	\$ 10,800	\$ 8,616	\$ 19,416
24	Systems/Data	\$ -	\$ -	\$ -
25	Computer and Software Supplies	\$ 27,600	\$ 7,500	\$ 35,100
26	Janitorial	\$ 12,000	\$ 18,000	\$ 30,000
42	<u>Consultants</u>			\$ -
54	<u>Subcontractors (First \$25k Only)</u>			\$ -
68	<b>TOTAL OPERATING EXPENSES</b>	\$ 139,900	\$ 155,208	\$ 295,108
70	<u>Other Expenses (not subject to indirect cost %)</u>			
71	Housing Subsidies	\$ 580,545	\$ 1,356,000	\$ 1,936,545
72	Client Supportive Services	\$ 49,940	\$ 104,471	\$ 154,411
73	Move In Assistance	\$ 350,000	\$ 25,000	\$ 375,000
84	<b>TOTAL OTHER EXPENSES</b>	\$ 980,485	\$ 1,485,471	\$ 2,465,956
86	<u>Capital Expenses</u>			
95	<b>TOTAL CAPITAL EXPENSES</b>	\$ -	\$ -	\$ -
97	<b>HSH #3</b>			<b>7/26/2022</b>

**BUDGET NARRATIVE**

**Fiscal Year**

**Flexible Housing Subsidy Pool for Women**

**FY24-25**

<u>Salaries &amp; Benefits</u>	<u>Adjusted Budgeted FTE</u>	<u>Budgeted Salary</u>	<u>Justification</u>	<u>Calculation</u>
Case Manager	2.10	\$ 128,100	To provide case management for participants once the referral is made. This involves helping increase the participant's income and credit score and provide other barrier removal to assist with gaining housing, and to provide on going housing retention services once housed.	\$30, (hourly rate) multiplied by 40 (hours per week)
Case Manager- Housing Navigation	1.00	\$ 61,000	To help participants with the Housing Location Process. This involves, searching for units, scheduling and attending unit viewings, assisting with move in, and communicating with the landlord quarterly after the move in.	\$30, (hourly rate) multiplied by 40 (hours per week)
Deputy Director (Manager)	1.00	\$ 80,000	To manage the daily operations of the program such as staff supervision, landlord accusation and retention, support with crisis intervention, purchasing supplies, and other administrative tasks.	80,000 a year
Director of Housing	0.10	\$ 11,500	To oversee & evaluate the program, & to provide support as needed	115,000 a year
IT Tech	0.05	\$ 5,000	To provide IT support to the program	100,000 a year
Director of Compliance	0.07	\$ 8,050	To oversee & evaluate the overall compliance of the program	115,000 a year
Compliance Specialists	0.40	\$ 32,000	To manage the daily compliance needs, and to help with subsidy administration	80,000 a year
Accountant	0.10	\$ 9,000	To issue subsidy payments and housing move in costs	90,000 a year
VP of Programs	0.05	\$ 7,500	To evaluate the program, create the services model, and to support as needed	150,000 a year
Associate Director of Housing	0.50	\$ 47,500	To provide supervision and support as needed	95,000 a year
		\$ -		
<b>TOTAL</b>	<b>5.37</b>	<b>\$ 389,650</b>		
<b>Employee Fringe Benefits</b>		<b>\$ 116,895</b>	<b>Includes FICA, SSUI, Workers Compensation and Medical calculated at 30% of total salaries.</b>	
<b>Salaries &amp; Benefits Total</b>		<b>\$ 506,545</b>		

<u>Operating Expenses</u>	<u>Budgeted Expense</u>	<u>Justification</u>	<u>Calculation</u>
Rental of Property	\$ 41,400	To pay rent for the office staff will work out of	300 Sq FT per FTE, \$23 a Sq FT
Utilities(Elec, Water, Gas, Phone, Scavenger)	\$ 12,000	To pay for electric, water, gas, trash at the office	\$1,000 per month for the first year. \$2,000 per month the second year due to the number of staff in the office increasing and inflation
Office Supplies, Postage	\$ 1,500	To buy necessary office supplies	Year one \$250 per FTE per year. Year two 3% increase due to inflation and an increase in the number of check ordering and postage
Building Maintenance Supplies and Repair	\$ 6,000	To repair damages to the building as they occur	Year one: \$500 a month. Year two: \$1,000 a month. The increase is due to more staff being in the office, and an increase on wear and tear.
Printing and Reproduction	\$ 1,000	For large printing jobs as they occur	\$1,000 a year
Insurance	\$ 4,800	To make sure staff are insured	Year one: \$800 per FTE a year. Year two: 3% increase for inflation \$824
Staff Training	\$ 2,400	To ensure staff are properly trained for the program	\$400 per FTE
Staff Travel-(Local & Out of Town)	\$ 14,400	To pay for staff travel to unit viewings, and to meet with participants once they are housed	Year one: \$200 a month per FTE. Year two: 3% increase for inflation \$206 per FTE
Rental of Equipment	\$ -	N/A	N/A
Small Equipment Set Up	\$ 6,000	To set up the new staff offices	1,000 per FTE
IT (phones)	\$ 10,800	For staff to communicate with participants	600 for the phone, and 100 a month per FTE. Year two: 3% increase for inflation
Systems/Data	\$ -	N/A	N/A
Computer and Software Supplies	\$ 27,600	New laptops for staff, remote in device for new office	Year one: \$2,500 per the 8 new hire staff for laptops, and a one time cost of \$10,000 to set up the IT remote set up. Year two: budgeting 3 new laptops in case of damages.
Janitorial	\$ 12,000	For cleaning services for the office	\$1,000 a month in the first year. \$1,500 a month in the second year as the number of staff in the office increases.
Consultants	\$ -		
Subcontractors (First \$25k Only)	\$ -		
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 139,900</b>		
<b>Indirect Cost</b>	<b>15.0%</b>	<b>\$ 96,967</b>	

<u>Other Expenses (not subject to indirect cost %)</u>	<u>Amount</u>	<u>Justification</u>	<u>Calculation</u>
Housing Subsidies	\$ 580,545	To pay the ongoing rent for participants	Year one: \$1,995 per housed participant a month. Year two: expecting an increase in rental costs
Client Supportive Services	\$ 49,940	To pay for participant expenses (damages, emergency items, etc.)	Year one: \$500 per participant. Year two: \$2,000 per participant as damages being to occur
Move In Assistance	\$ 350,000	Application fees, landlord incentives, security deposit, furniture, and essential household items	Year one: security deposit and LL incentive \$5,000 per participant, furniture \$2,000 per participant. Year two: potentially 5 client turn over at the same rate
	\$ -		
<b>TOTAL OTHER EXPENSES</b>	<b>\$ 980,485</b>		

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