



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: Swords to Plowshares   250 Kearny Property Management

<i>Agreement Information</i>	
<b>F\$P#</b>	1000031854
<b>Provider</b>	Swords to Plowshares
<b>Program Name</b>	250 Kearny Property Management
<b>Agreement Action</b>	First Amendment
<b>Agreement Term</b>	September 1, 2023 – October 31, 2024

**Agreement Amount**

Current Budget <sup>1</sup>	Amended	New	Contingency <sup>2</sup>	Total Not to Exceed (NTE)
\$499,999	\$861,734	\$1,361,733	\$272,347	\$1,634,080

**Funding Summary**

Fiscal Year (FY)	Budget	Actual Spent	Amended to Add	New Budget
2023-24	\$499,999	--	\$483,238	\$983,237
2024-25	\$0	--	\$378,496	\$378,496
<b>TOTAL<sup>3</sup></b>	<b>\$499,999</b>	<b>--</b>	<b>\$861,734</b>	<b>\$1,361,733</b>
			<i>Contingency</i>	\$272,347
			<b>Total NTE<sup>4</sup></b>	<b>\$1,634,080</b>

<i>Funding Information</i>	
<b>Funding Sources<sup>5</sup></b>	100% General Fund

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 Property Management for the period of September 1, 2023 to October 31, 2024 in an additional amount of \$861,734. The addition of funds includes one-time funding for capital improvements and additional

<sup>1</sup> Current budget adjusted for actuals. Current Not-to-Exceed Amount is \$499,999.

<sup>2</sup> Contingency only applied to FY 23-24 and FY 24-25 budgeted amount.

<sup>3</sup> Due to rounding, numbers presented may not add up precisely to the totals provided.

<sup>4</sup> NTE is calculated using the Actual Spent for prior years.

<sup>5</sup> The funding sources listed reflect current and future years.

performance months. This time-limited extension will provide HSH time to determine if HSH will continue to lease 250 Kearny, or if Swords to Plowshares will enter into a lease directly with the owner. The new amount is \$1,361,733, which includes contingency of \$272,347.

### **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 property management and peer-based support services, and the VA provides case management.

### **Services to be Provided**

The purpose of the grant is to provide program Property Management to veterans residing at 250 Kearny. Grantee will provide services to 133 households with a budgeted staff of 4.6 full time equivalent (FTE). Additional staff, including front desk staffing is funded through other sources.

### **Selection**

Grantee was selected pursuant to San Francisco Administrative Code Section 21B, which authorizes the Department to enter into, or amend, contracts without adhering to the Administrative Code provisions regarding competitive bidding related to Projects Addressing Homelessness. Provider has been providing services for 250 Kearny Property Management since 2014.

### **Performance History**

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

Swords to Plowshares 250 Kearny Property Management program 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 250 Kearny Property Management. The FY 22-23 survey indicated that 63% of tenants who completed the satisfaction survey stated they were satisfied with housing support services.



**Appendix A, Services to be Provided  
by  
Swords to Plowshares  
250 Kearny Property Management**

**I. Purpose of Grant**

The purpose of the grant is to provide Property Management to the served population. The goals of these services are to support tenants in retaining their housing; or moving to other appropriate housing.

**II. Served Population**

Grantee shall serve formerly homeless veterans, defined as individuals who have served in any branch of the U.S. Armed Forces, and preexisting tenants living at the Stanford Hotel – 250 Kearny.

**III. Referral and Prioritization**

Units are subsidized by:

1. The U.S. Department of Housing and Urban Development (HUD)'s Veterans Affairs Supportive Housing (VASH) program and receive Project-Based Voucher funding administered by the San Francisco Housing Authority; or
2. HUD's Continuum of Care (CoC) Program.

All new tenants for the VASH units will be referred by the U.S. Department of Veterans Affairs (VA). All new tenants for the CoC units will be referred by the Department of Homelessness and Supportive Housing (HSH) Coordinated Entry System, which organizes the Homelessness Response System (HRS) with a common, population-specific assessment, centralized data system, and prioritization method. New tenants for the remaining units will be referred by either the VA or HSH's Coordinated Entry System.

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

**IV. Description of Services**

Grantee shall provide Property Management to the total number of units listed in Appendix B, Budget ("Number Served" tab).

**A. Property Management**

1. Program Applicant Selection and Intake: Grantee shall align with Housing First principles and follow the processes agreed upon by Grantee, HSH, property owner, housing subsidy administrators, fair housing laws, and/or other entities involved with referrals.

Under Housing First, tenant screening and selection practices must promote accepting applicants regardless of their sobriety or use of substances, completion of treatment, or participation in services. Applicants must not be rejected on the basis of poor credit or financial history, poor or lack of rental history, criminal convictions unrelated to tenancy, or behaviors that indicate a lack of “housing readiness.”

Grantee shall adhere to all published HSH policies, including, but not limited to those covering tenant intake, HSH housing documentation, reasonable accommodation, and transfers when accepting referrals and placing tenants into housing.

2. **Tenant Lease Set-Up:** Grantee shall draft, provide, and sign a rental agreement with each tenant at the time of move-in. The lease agreement shall include Community Rules, the Lease Addendum for City & County of San Francisco PSH, HSH Resident Emergency Safety Check Policy Notice, and other pertinent Lease Addenda. Grantee shall review its Grievance policies and procedures and HSH policies and procedures with tenants at the time of lease signing.
3. **Annual Tenant Re-certification:** As required by rental subsidy type, Grantee shall re-certify tenant income annually. This is generally done on the anniversary of a tenant’s move-in date.
4. **Collection of Rents, Security Deposits, and Other Receipts:** Grantee shall collect and process rent and other housing-related payments (e.g. security deposit) made by tenants.
  - a. Grantee shall communicate and coordinate with local, state and/or federal agencies, as needed, to process rental subsidies.
  - b. Grantee shall assist with payment arrangements and comply with HSH and other applicable requirements governing the tenant portion of rent. All PSH tenants will pay no more than 30 percent of their monthly adjusted household income towards rent.
5. **Lease Enforcement, Written Notices and Eviction Prevention:**
  - a. Grantee shall take a housing retention approach to lease enforcement, including, but not limited to, proactive engagement in collaboration with Support Services, conversations and meetings with tenants, and mediation strategies. Grantee shall utilize the HSH Nonpayment of Rent Guidance, and other PSH best practices, as an ongoing resource.
  - b. Grantee shall provide written notice to tenants regarding issues that may impact housing stability including, but not limited to, discontinuance from benefits, non-payment of rent, lease violations or warnings from Property Management, and conflicts with staff or other tenants.
  - c. Grantee shall offer tenants who become delinquent in rent the opportunity to enter into a rent payment plan or referral to third party rent payment services.

- d. When necessary, Grantee shall provide notice to tenants of any actions related to the eviction process in accordance with all applicable laws.
  - e. Grantee shall copy Support Services staff on all communications to tenants.
6. **Building Service Payments:** Grantee shall set up and manage utility accounts and services related to the property, including but not limited to communications, alarms/security, fire alarm monitoring, garbage, water, and pest control. This may include elevator maintenance, as required.
  7. **Building Maintenance:** Grantee shall maintain the facility in sanitary and operable condition, post protocol and forms for tenant requests for maintenance or repairs and respond to requests in a timely manner. Building maintenance shall include the following services:
    - a. Janitorial services in common areas, offices, and shared-use restrooms, and shower facilities;
    - b. Regular removal of garbage/trash from designated trash areas and maintenance of these areas as clean and functional;
    - c. Pest control services, as needed;
    - d. Maintenance and repair of facility systems, plumbing, electrical;
    - e. Building security; and
    - f. Preparation of apartments for tenant move-in and move-out.
  8. **Coordination with Support Services:** If a tenant is facing housing instability, Grantee shall coordinate with Support Services staff to find creative ways to engage with tenants to prevent housing loss. Grantee shall work with Support Services staff in communicating with and meeting with tenant regarding behaviors and issues that put the tenant at risk for housing instability.
 

Grantee shall participate in regular coordination meetings with Support Services to review tenants at risk for eviction and strategize on how to support tenants in maintaining their housing.
  9. **Wellness Checks and Emergency Safety Checks:** Grantee shall conduct Wellness Checks and/or Emergency Safety Checks in accordance with HSH policy, internal agency policies and tenant laws to assess a tenant's safety when there is a reason to believe the tenant is at immediate and substantial risk due to a medical and/or psychiatric emergency.
  10. **Front Desk Coverage:** Grantee shall provide front desk coverage 24 hours per day, seven days per week.
  11. **Exit Planning:** Grantee shall alert Support Services staff when tenants give notice to leave housing and shall keep a record of each tenant's forwarding address, whenever possible. Grantee shall provide exit information to Support Services to complete the client program exit in the ONE System.

## V. Location and Time of Services

Grantee shall provide Property Management services at 250 Kearny Street, San Francisco, CA 94110.

Grantee shall provide Property Management services 24 hours a day, seven days a week, either on-site or on-call. Grantee shall implement policies and procedures pertaining to emergency backup and will train staff accordingly.

## VI. Service Requirements

- A. Facilities: Grantee shall maintain clean, safe, and functional facilities in full compliance with requirements of the law and local standards.
1. Grantee shall notify HSH immediately in the event it is given notice of violations by the Department of Building Inspection (DBI), Department of Public Health (DPH), or another City agency.
- B. Admission Policy: Grantee admission policies for services shall be in writing and available to the public. Except to the extent that the services are to be rendered to a specific population as described in the programs listed herein, such policies must include a provision that the served population is accepted for care without discrimination on the basis of race, color, creed, religion, sex, age, national origin, ancestry, sexual orientation, gender identification, disability, or HIV status.
- C. Housing First: Grantee services and operations shall align with the Core Components of Housing First. Housing First Principles means tenant screening and selection practices that promote accepting applicants regardless of their sobriety or use of substances, completion of treatment, or participation in services, and prohibit rejecting applicants on the basis of poor credit or financial history, poor or lack of rental history, criminal convictions unrelated to tenancy, or behaviors that indicate a lack of “housing readiness,” as further described in California Welfare and Institutions Code section 8255.
- D. Harm Reduction: Grantee shall integrate harm reduction principles into service delivery and agency structure as well as follow the [HSH Overdose Prevention Policy](#). Grantee staff who work directly with tenants will participate in annual trainings on harm reduction, overdose recognition and response.
- E. Language and Interpretation Services: Grantee shall ensure that translation and interpreter services are available, as needed. Grantee shall address the needs of and provide services to the served population who primarily speak language(s) other than English. Additional information on Language Access standards can be found on the HSH Providers Connect website: <https://sfgov1.sharepoint.com/sites/HOM-Ext-Providers>.

F. Case Conferences: Grantee shall participate in individual case conferences and team coordination meetings with HSH-approved programs, as needed, to coordinate and collaborate regarding tenant's housing stability.

G. Grievance Procedure:

1. Grantee shall establish and maintain a written Grievance Procedure for tenants, which shall include, at minimum, the following elements:
  - a. The name or title of the person or persons authorized to make a determination regarding the grievance;
  - b. The opportunity for the aggrieved party to discuss the grievance with those who will be making the determination;
  - c. The amount of time required for each step, including when a tenant can expect a response; and
  - d. In accordance with published HSH policies/procedures, the HSH Grievances email address ([hshgrievances@sfgov.org](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.

H. Feedback, Complaint and Follow-up Policies:

Grantee shall provide means for the served population to provide input into the program, including the planning, design, and 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.

I. 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. Ensure all site-based or tenant-facing staff and subcontractors are onboarded and trained to perform the services in accordance with Housing First, Harm Reduction, and Trauma-Informed Principles.

- J. Coordination with Other Service Providers: Grantee shall establish written agreements with Support Services and other service providers that are part of the site team to formalize collaboration and roles and responsibilities.
- K. Critical Incidents: Grantee shall report critical incidents in accordance with HSH policies/procedures. Critical incidents shall be reported using the online [Critical Incident Report form](#) within 72 hours of the incident. In addition, critical incidents that involve life endangerment events or major service disruptions should be reported immediately to the HSH program manager. Please refer to the CIR Policy and procedures on the HSH Providers Connect website.
- L. Disaster and Emergency Response Plan: Grantee shall develop and maintain an Agency Disaster and Emergency Response Plan containing Site Specific Emergency Response Plan(s) for each service site per HSH requirements. The Agency Disaster and Emergency Response Plan shall address disaster coordination between and among service sites. Grantee shall update the Agency/site(s) plan as needed and Grantee shall train all employees regarding the provisions of the plan for their Agency/site(s).
- M. Good Neighbor Policies: Grantee shall maintain a good relationship with the neighborhood, including:
1. Collaboration with neighbors and relevant city agencies to ensure that neighborhood concerns about the facility are heard and addressed;
  2. That Grantee management staff is available to respond to neighbors within three business days, if reasonable; and
  3. Having a representative of the Grantee attend all appropriate neighborhood meetings.
- N. Record Keeping and Files: Grantee shall update applicant referral status information in the ONE System in accordance with HSH policy and instruction.
1. Grantee shall maintain confidential tenant files on the served population, including signed lease agreement and addenda, notices or lease violations issued to the tenant, copies of payment plans or other agreements to support housing stability.
  2. Grantee shall track receipt and completion of maintenance work orders.
  3. Grantee shall maintain all eligibility and inspection documentation in the Online Navigation and Entry (ONE) System and maintain hard copy files with eligibility, including homelessness verification documents.
- O. Data Standards:
1. Grantee shall ensure compliance with the Homeless Management Information System (HMIS) Participation Agreement, 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 Continuous Data Quality Improvement Process standard<sup>1</sup>
  3. Grantee shall maintain updated unit vacancy information on a weekly basis in the data system designated by HSH (Offline Vacancy Tracker and/or ONE System) as required. Changes to vacancy reporting shall be communicated to Grantees in writing from HSH.
  4. Grantee shall enter data into the ONE System, but may be required to report certain measures or conduct interim reporting in CARBON, via secure email, or through uploads to a File Transfer Protocol (FTP) site. When required by HSH, Grantee shall submit the monthly, quarterly and/or annual metrics into the CARBON database. Changes to data collection or reporting requirements shall be communicated to Grantees via written notice at least one month prior to expected implementation.
  5. Any information shared between Grantee, HSH, and other providers about the served population shall be communicated in a secure manner, with appropriate release of consent forms and in compliance with 24 C.F.R. Part 578, Continuum of Care; 45 C.F.R. Parts 160 and 164, the Health Insurance Portability and Accountability Act (HIPAA) and federal and state data privacy and security guidelines.
  6. Failure to comply with data security, storage and access requirements may result in loss of access to the HMIS and other data systems.

## **VII. Service Objectives**

Grantee shall achieve the following Service Objectives:

- A. Grantee shall ensure that each unit, upon turnover, is clean and/or repaired within 21 days, on average.
- B. Grantee shall ensure that new tenant move-ins occur within 30 days of referral.
- C. Grantee shall collect at least 90 percent of tenant portions of monthly rent from occupied units.
- D. Grantee shall maintain an occupancy rate of at least 93 percent.

## **VIII. Outcome Objectives**

Grantee shall achieve the following Outcome Objectives:

- A. 90 percent of tenants will maintain their housing for a minimum of 12 months, move to other permanent housing, or be provided with more appropriate placements.

- B. 85 percent of tenant lease violations will be resolved without loss of housing to tenants.
- C. At least 65 percent of tenants shall complete an annual Tenant Satisfaction Survey and of those, 80 percent of tenants will be satisfied or very satisfied with Property Management services.

## **IX. Reporting Requirements**

Grantee shall input data into systems required by HSH, such as Online Navigation and Entry (ONE) system, and CARBON.

- A. Grantee shall report vacancies to HSH in a timely fashion according to established procedures and process all tenant referrals in the pre-established timeframe. When required by HSH, Grantee shall enter tenant data in the ONE System.
- B. On a monthly basis, Grantee shall enter the required metrics, including any required templates to be uploaded, into the CARBON database by the 15<sup>th</sup> of the month following the month of service.
  - 1. The occupancy rate; and
  - 2. The number of new placements.
- C. On a quarterly basis, Grantee shall enter the required metrics, including any required templates to be uploaded, into the CARBON database by the 15<sup>th</sup> of the month following the end of each quarter:
  - 1. Average number of days to turn over units; and
  - 2. The number of tenants receiving lease violations, and the number and percentage of tenant lease violations that were resolved without loss of housing to tenants.
- D. On an annual basis, Grantee shall enter the required metrics, including any required templates to be uploaded, into the CARBON database by the 15<sup>th</sup> of the month following the end of each year:
  - 1. The number and percentage of tenants who maintained their housing for a minimum of 12 months, moved to other permanent housing, or were provided with more appropriate placements;
  - 2. The number of program exits;
  - 3. The number and percentage of tenants who completed a written survey to provide feedback on the type and quality of program services;
  - 4. The tenant satisfaction survey results; and
  - 5. The number of households showing housing instability that remained housed.
- E. Grantee shall participate in annual Eviction Survey reporting, per the 2015 City and County of San Francisco Tenant Eviction Annual Reports Ordinance (<https://sfbos.org/ftp/uploadedfiles/bdsupvrs/ordinances15/o0011-15.pdf>). Grantee shall provide information on evictions and eviction notices issued to households residing in City-funded housing to Support Services to enter into the ONE System. Grantee shall verify the accuracy of eviction reporting data in the ONE System

quarterly, and shall review the annual eviction report prior to submission to HSH. Grantee shall adhere to all deadlines for submission as required by HSH.

- F. Grantee shall submit Project Descriptor data elements as described in 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.
- G. Grantee shall provide information for an annual report on client enrollment in public benefits per the Administrative Code Article VI, Section 20.54.4(c) - Permanent Supportive Housing – Enrollment in Social Services [https://codelibrary.amlegal.com/codes/san\\_francisco/latest/sf\\_admin/0-0-0-11877](https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_admin/0-0-0-11877), as instructed by HSH.
- H. Grantee shall participate, as required by 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.
- I. Grantee shall provide Ad Hoc reports as required by HSH and respond to requests by HSH in a timely manner.

For assistance with reporting requirements or submission of reports, contact the assigned Contract and Program Managers.

## **X. Monitoring Activities**

- A. Program Monitoring: Grantee is subject to program monitoring and/or audits, including, but not limited to review of the following: tenant files, the Grantee's administrative records, staff training documentation, postings, program policies and procedures, data submitted in program reports, Disaster and Emergency Response Plan and training, personnel and activity reports, proper accounting for funds and other operational and administrative activities, and back-up documentation for reporting progress towards meeting service and outcome objectives. Monitoring of program participation in the ONE system may include, but is not limited to, data quality reports from the ONE system, records of timeliness of data entry, and attendance records at required trainings and agency lead meetings.

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

	A	B	C	D
1	<b>DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING</b>			
2	<b>APPENDIX B, BUDGET</b>			
3	<b>Document Date</b>	6/6/2024		
4	<b>Contract Term</b>	<b>Begin Date</b>	<b>End Date</b>	<b>Duration (Years)</b>
5	<b>Current Term</b>	9/1/2023	1/31/2024	1
6	<b>Amended Term</b>	9/1/2023	10/31/2024	2
7	<b>Program</b>	250 Kearny Property Management		
8				
9	<b>Approved Subcontractors</b>			
10	Paradigm Janitorial			
11	SF Solution			
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	A	B	C	D	E	F	G	
1	<b>DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING</b>							
2	<b>APPENDIX B, BUDGET</b>							
3	<b>Document Date</b>	6/6/2024						
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5	<b>Current Term</b>	9/1/2023	1/31/2024	1				
6	<b>Amended Term</b>	9/1/2023	10/31/2024	2				
7	<b>Program</b>	250 Kearny Property Management						
8								
9					<b>Year 1</b>			
10	<b>Service Component</b>				9/1/2023 - 6/30/2024			
11	Property Management - VASH Units				124			
12	Property Management - CoC Units				6			
13	Property Management - VASH or CoC				3			
14	<b>Total Property Management Units</b>				<b>133</b>			
15								
16								
17								
18								
19								

	A	B	C	D	E	F	G	H	I	J	AI	AJ	AK
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING												
2	APPENDIX B, BUDGET												
3	Document Date	6/6/2024											
4	Contract Term	Begin Date	End Date	Duration (Years)									
5	Current Term	9/1/2023	1/31/2024	1									
6	Amended Term	9/1/2023	10/31/2024	2									
7	Provider Name	Swords To Plowshares											
8	Program	250 Kearny Property Management											
9	FSP Contract ID#	1000031854											
10	Action (select)	Amendment											
11	Effective Date	2/1/2024											
12	Budget Names	General Fund - Property Management											
13		Current	New										
14	Term Budget	\$ 499,999	\$ 1,361,733	20%									
15	Contingency	\$ -	\$ 272,347										
16	Not-To-Exceed	\$ 499,999	\$ 1,634,080										
17	<b>EXTENSION YEAR</b>												
18		Year 1			Year 2			All Years					
19		9/1/2023 - 6/30/2024	9/1/2023 - 6/30/2024	9/1/2023 - 6/30/2024	7/1/2024 - 10/31/2024	7/1/2024 - 10/31/2024	7/1/2024 - 10/31/2024	9/1/2023 - 10/31/2024	9/1/2023 - 10/31/2024	9/1/2023 - 10/31/2024			
20		Current	Amendment	New	Current	Amendment	New	Current/Actuals	Amendment	New			
21	Expenditures												
22	Salaries & Benefits	\$ 178,951	\$ 227,442	\$ 406,393	\$ -	\$ 135,464	\$ 135,464	\$ 178,951	\$ 362,906	\$ 541,857			
23	Operating Expense	\$ 420,137	\$ 502,213	\$ 922,350	\$ -	\$ 324,116	\$ 324,116	\$ 420,137	\$ 826,329	\$ 1,246,466			
24	Subtotal	\$ 599,088	\$ 729,655	\$ 1,328,743	\$ -	\$ 459,580	\$ 459,580	\$ 599,088	\$ 1,189,235	\$ 1,788,323			
25	Indirect Percentage												
26	Indirect Cost (Line 24 X Line 25)	\$ 55,811	\$ 70,935	\$ 126,746	\$ -	\$ 42,249	\$ 42,249	\$ 55,811	\$ 113,184	\$ 168,995			
27	Other Expenses (Not subject to indirect %)	\$ 43,252	\$ 86,748	\$ 130,000	\$ -	\$ 26,667	\$ 26,667	\$ 43,252	\$ 113,415	\$ 156,667			
28	Capital Expenditure	\$ -	\$ 93,169	\$ 93,169	\$ -	\$ -	\$ -	\$ -	\$ 93,169	\$ 93,169			
29	Admin Cost (HUD Only)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
30	Total Expenditures	\$ 698,151	\$ 980,507	\$ 1,678,658	\$ -	\$ 528,496	\$ 528,496	\$ 698,151	\$ 1,509,003	\$ 2,207,154			
31													
32	HSH Revenues (select)*												
33	General Fund - Ongoing	\$ 499,999	\$ 390,069	\$ 890,068	\$ -	\$ 378,496	\$ 378,496	\$ 499,999	\$ 768,565	\$ 1,268,564			
35	General Fund - One-Time	\$ -	\$ 93,169	\$ 93,169	\$ -	\$ -	\$ -	\$ -	\$ 93,169	\$ 93,169			
42	Total HSH Revenues*	\$ 499,999	\$ 483,238	\$ 983,237	\$ -	\$ 378,496	\$ 378,496	\$ 499,999	\$ 861,734	\$ 1,361,733			
43	Other Revenues (to offset Total Expenditures)												
44	Rental Income	\$ 198,152	\$ 251,848	\$ 450,000	\$ -	\$ 150,000	\$ 150,000	\$ 198,152	\$ 401,848	\$ 600,000			
45	Previous Agreement	\$ -	\$ 245,421	\$ 245,421	\$ -	\$ -	\$ -	\$ -	\$ 245,421	\$ 245,421			
49	Total Other Revenues	\$ 198,152	\$ 497,269	\$ 695,421	\$ -	\$ 150,000	\$ 150,000	\$ 198,152	\$ 647,269	\$ 845,421			
50													
51	Total HSH + Other Revenues	\$ 698,151	\$ 980,507	\$ 1,678,658	\$ -	\$ 528,496	\$ 528,496	\$ 698,151	\$ 1,509,003	\$ 2,207,154			
52	Rev-Exp (Budget Match Check)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
54	Total Adjusted Salary FTE (All Budgets)			4.60			1.53						
55		*NOTE: HSH budgets typically project out revenue levels across multiple											
56	Prepared by	Joe Fong											
57	Phone	415.252.4787											
58	Email	<a href="mailto:joe.fong@stp-sf.org">joe.fong@stp-sf.org</a>											
		years, strictly for budget-planning purposes. All program budgets at any given year are subject to Mayor / Board of Supervisors discretion and funding availability, and are not guaranteed. For further information, please see Article 2 of the G-100 Grant Agreement document.											

	A	B	C	D	E	F	G	H	I	J	AI	AJ	AK
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING												
2	APPENDIX B, BUDGET												
3	Document Date	6/6/2024											
4	Contract Term	Begin Date	End Date	Duration (Years)									
5	Current Term	9/1/2023	1/31/2024	1									
6	Amended Term	9/1/2023	10/31/2024	2									
7	Provider Name	Swords To Plowshares											
8	Program	250 Kearny Property Management											
9	FSP Contract ID#	1000031854											
10	Action (select)	Amendment											
11	Effective Date	2/1/2024											
12	Budget Name	General Fund - Property Management											
13		Current	New										
14	Term Budget	\$ 499,999	\$ 1,361,733	20%									
15	Contingency	\$ -	\$ 272,347										
16	Not-To-Exceed	\$ 499,999	\$ 1,634,080										
17	<b>EXTENSION YEAR</b>												
18		Year 1			Year 2			All Years					
19		9/1/2023 - 6/30/2024	9/1/2023 - 6/30/2024	9/1/2023 - 6/30/2024	7/1/2024 - 10/31/2024	7/1/2024 - 10/31/2024	7/1/2024 - 10/31/2024	9/1/2023 - 10/31/2024	9/1/2023 - 10/31/2024	9/1/2023 - 10/31/2024			
20		Current	Amendment	New	Current	Amendment	New	Current	Amendment	New			
21	<b>Expenditures</b>												
22	Salaries & Benefits	\$ 178,951	\$ 227,442	\$ 406,393	\$ -	\$ 135,464	\$ 135,464	\$ 178,951	\$ 362,906	\$ 541,857			
23	Operating Expense	\$ 420,137	\$ 502,213	\$ 922,350	\$ -	\$ 324,116	\$ 324,116	\$ 420,137	\$ 826,329	\$ 1,246,466			
24	Subtotal	\$ 599,088	\$ 729,655	\$ 1,328,743	\$ -	\$ 459,580	\$ 459,580	\$ 599,088	\$ 1,189,235	\$ 1,788,323			
25	Indirect Percentage	9.32%	9.32%	8.69%	9.19%		9.19%						
26	Indirect Cost (Line 24 X Line 25)	\$ 55,811	\$ 70,935	\$ 126,746	\$ -	\$ 42,249	\$ 42,249	\$ 55,811	\$ 113,184	\$ 168,995			
27	Other Expenses (Not subject to indirect %)	\$ 43,252	\$ 86,748	\$ 130,000	\$ -	\$ 26,667	\$ 26,667	\$ 43,252	\$ 113,415	\$ 156,667			
28	Capital Expenditure	\$ -	\$ 93,169	\$ 93,169	\$ -	\$ -	\$ -	\$ -	\$ 93,169	\$ 93,169			
30	<b>Total Expenditures</b>	\$ 698,151	\$ 980,507	\$ 1,678,658	\$ -	\$ 528,496	\$ 528,496	\$ 698,151	\$ 1,509,003	\$ 2,207,154			
31													
32	<b>HSH Revenues (select)</b>												
33	General Fund - Ongoing	\$ 499,999	\$ 390,069	\$ 890,068	\$ -	\$ 378,496	\$ 378,496	\$ 499,999	\$ 768,565	\$ 1,268,564			
35	General Fund - One-Time		\$ 93,169	\$ 93,169			\$ -	\$ -	\$ 93,169	\$ 93,169			
42	<b>Total HSH Revenues</b>	\$ 499,999.00	\$ 483,238.00	\$ 983,237.00	\$ -	\$ 378,496.00	\$ 378,496.00	\$ 499,999.00	\$ 861,734.00	\$ 1,361,733.00			
43	<b>Other Revenues (to offset Total Expenditures)</b>												
44	Rental Income	\$ 198,152	\$ 251,848	\$ 450,000		\$ 150,000	\$ 150,000	\$ 198,152	\$ 401,848	\$ 600,000			
45	Previous Agreement	\$ -	\$ 245,421	\$ 245,421			\$ -	\$ -	\$ 245,421	\$ 245,421			
49	<b>Total Other Revenues</b>	\$ 198,152	\$ 497,269	\$ 695,421	\$ -	\$ 150,000	\$ 150,000	\$ 198,152	\$ 647,269	\$ 845,421			
50													
51	<b>Total HSH + Other Revenues</b>	\$ 698,151	\$ 980,507	\$ 1,678,658	\$ -	\$ 528,496	\$ 528,496	\$ 698,151	\$ 1,509,003	\$ 2,207,154			
52	Rev-Exp (Budget Match Check)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
53													
54													
55	Prepared by	Joe Fong											
56	Phone	415.252.4787											
57	Email	<a href="mailto:joe.fong@stp-sf.org">joe.fong@stp-sf.org</a>											



	A	B	C	D	E	F	G	H	I
1	<b>DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING</b>								
2	<b>SALARY &amp; BENEFIT DETAIL</b>								
3	<b>Document Date</b>	6/6/2024							
4	<b>Provider Name</b>	Swords To Plowshares							
5	<b>Program</b>	250 Kearny Property Management							
6	<b>FSP Contract ID#</b>	1000031854							
7	<b>Budget Name</b>	General Fund -							
8		<b>Year 1</b>							
9	<b>POSITION TITLE</b>	Agency Totals		For HSH Funded Program		9/1/2023 - 6/30/2024	9/1/2023 - 6/30/2024	9/1/2023 - 6/30/2024	Agency T
10						Current	Amendment	New	
11		Annual Full Time Salary (for 1.00 FTE)	Position FTE	% FTE funded by this budget	Adjusted Budgeted FTE	Budgeted Salary	Change	Budgeted Salary	Annual Full Time Salary (for 1.00 FTE)
12	Director of Asset Management	\$ 131,181	1.00	20%	0.20	\$ 11,553	\$ 14,683	\$ 26,236	\$ 131,181
13	Property Manager	\$ 69,274	1.00	100%	1.00	\$ 30,504	\$ 38,770	\$ 69,274	\$ 69,274
14	Assistant Property Manager	\$ 62,406	1.00	100%	1.00	\$ 27,480	\$ 34,926	\$ 62,406	\$ 62,406
15	Maintenance Tech 1 of 2 persons	\$ 55,500	1.00	100%	1.00	\$ 24,439	\$ 31,061	\$ 55,500	\$ 55,500
17	Facility Manager	\$ 87,079	1.00	20%	0.20	\$ 7,669	\$ 9,747	\$ 17,416	\$ 87,079
18	Compliance and Training Manager	\$ 88,500	1.00	20%	0.20	\$ 7,794	\$ 9,906	\$ 17,700	\$ 88,500
19	Maintenance Tech 2 of 2 persons	\$ 52,500	1.00	100%	1.00	\$ 23,118	\$ 29,382	\$ 52,500	\$ 52,500
55		<b>TOTAL SALARIES</b>				\$ 132,557	\$ 168,475	\$ 301,032	
56		<b>TOTAL FTE</b>		4.60					
57		<b>FRINGE BENEFIT RATE</b>		35.00%					
58		<b>EMPLOYEE FRINGE BENEFITS</b>		\$ 46,394		\$ 58,967	\$ 105,361		
59		<b>TOTAL SALARIES &amp; BENEFITS</b>		\$ 178,951		\$ 227,442	\$ 406,393		
60									
61									
62									

	A	J	K	L	M	N	O	BT	BU
1	<b>DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING</b>								
2	<b>SALARY &amp; BENEFIT DETAIL</b>								
3	Document Date								
4	Provider Name								
5	Program								
6	FSP Contract ID#								
7	Budget Name								
8	<b>EXTENSION YEAR</b>								
9	<b>POSITION TITLE</b>	<b>Year 2</b>					<b>All Years</b>		
10		Totals	For HSH Funded Program		7/1/2024 - 10/31/2024	7/1/2024 - 10/31/2024	7/1/2024 - 10/31/2024	9/1/2023 - 10/31/2024	9/1/2023 - 10/31/2024
11					Current	Amendment	New	Current	Modification
	Position FTE	% FTE funded by this budget	Adjusted Budgeted FTE	Budgeted Salary	Change	Budgeted Salary	Budgeted Salary	Change	
12	Director of Asset Management	1.00	7%	0.07	\$ 8,745	\$ 8,745	\$ 11,553	\$ 23,429	
13	Property Manager	1.00	33%	0.33	\$ 23,091	\$ 23,091	\$ 30,504	\$ 61,861	
14	Assistant Property Manager	1.00	33%	0.33	\$ 20,802	\$ 20,802	\$ 27,480	\$ 55,728	
15	Maintenance Tech 1 of 2 persons	1.00	33%	0.33	\$ 18,500	\$ 18,500	\$ 24,439	\$ 49,561	
17	Facility Manager	1.00	7%	0.07	\$ 5,805	\$ 5,805	\$ 7,669	\$ 15,552	
18	Compliance and Training Manager	1.00	7%	0.07	\$ 5,900	\$ 5,900	\$ 7,794	\$ 15,806	
19	Maintenance Tech 2 of 2 persons	1.00	33%	0.33	\$ 17,500	\$ 17,500	\$ 23,118	\$ 46,882	
55	<b>TOTAL SALARIES</b>				\$ -	\$ 100,343	\$ 100,343	\$ 132,557	\$ 268,818
56	<b>TOTAL FTE</b>			1.53					
57	<b>FRINGE BENEFIT RATE</b>				35.00%				
58	<b>EMPLOYEE FRINGE BENEFITS</b>				\$ -	\$ 35,120	\$ 35,120	\$ 46,394	\$ 94,087
59	<b>TOTAL SALARIES &amp; BENEFITS</b>				\$ -	\$ 135,464	\$ 135,464	\$ 178,951	\$ 362,906
60									
61									
62									

	A	BV
1	<b>DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING</b>	
2	<b>SALARY &amp; BENEFIT 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>POSITION TITLE</b>	9/1/2023 - 10/31/2024
10		New
11		Budgeted Salary
12	Director of Asset Management	\$ 34,982
13	Property Manager	\$ 92,365
14	Assistant Property Manager	\$ 83,208
15	Maintenance Tech 1 of 2 persons	\$ 74,000
17	Facility Manager	\$ 23,221
18	Compliance and Training Manager	\$ 23,600
19	Maintenance Tech 2 of 2 persons	\$ 70,000
55		<b>\$ 401,375</b>
56		
57		
58		<b>\$ 140,481</b>
59		<b>\$ 541,857</b>
60		
61		
62		

	A	B	C	D	E	F	G	AF	AG	AH
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING									
2	OPERATING DETAIL									
3	Document Date	6/6/2024								
4	Provider Name	Swords To Plowshares								
5	Program	250 Kearny Property Managemen								
6	FSP Contract ID#	1000031854								
7	Budget Name	General Fund - Property Manage								
8		<b>EXTENSION YEAR</b>								
9		Year 1			Year 2			All Years		
10		9/1/2023 - 6/30/2024	9/1/2023 - 6/30/2024	9/1/2023 - 6/30/2024	7/1/2024 - 10/31/2024	7/1/2024 - 10/31/2024	7/1/2024 - 10/31/2024	9/1/2023 - 10/31/2024	9/1/2023 - 10/31/2024	9/1/2023 - 10/31/2024
11		Current	Amendment	New	Current	Amendment	New	Current	Modification	New
12	Operating Expenses	Budgeted Expense	Change	Budgeted Expense	Budgeted Expense	Change	Budgeted Expense	Budgeted Expense	Change	Budgeted Expense
13	Rental of Property		\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -
14	Utilities(Elec, Water, Gas, Phone, Scavenger)	\$187,144	\$ 237,856	\$425,000	\$ 141,667	\$ 141,667	\$ 187,144	\$ 379,523	\$ 566,667	
15	Office Supplies, Postage	\$11,008	\$ 13,992	\$25,000	\$ 8,333	\$ 8,333	\$ 11,008	\$ 22,325	\$ 33,333	
16	Building Maintenance Supplies and Repair	\$143,110	\$ 181,890	\$325,000	\$ 108,333	\$ 108,333	\$ 143,110	\$ 290,223	\$ 433,333	
17	Printing and Reproduction	\$44	\$ 56	\$100	\$ 33	\$ 33	\$ 44	\$ 89	\$ 133	
18	Insurance	\$1,761	\$ 2,239	\$4,000	\$ 1,333	\$ 1,333	\$ 1,761	\$ 3,572	\$ 5,333	
19	Staff Training	\$1,541	\$ 1,959	\$3,500	\$ 1,167	\$ 1,167	\$ 1,541	\$ 3,126	\$ 4,667	
20	Staff Travel-(Local & Out of Town)	\$661	\$ 839	\$1,500	\$ 500	\$ 500	\$ 661	\$ 1,339	\$ 2,000	
21	Rental of Equipment	\$-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
22	Licenses, Taxes and Fees	\$5,284	\$ 6,716	\$12,000	\$ 4,000	\$ 4,000	\$ 5,284	\$ 10,716	\$ 16,000	
23	Legal Fees	\$6,825	\$ 8,675	\$15,500	\$ 5,167	\$ 5,167	\$ 6,825	\$ 13,842	\$ 20,667	
24	Outreach and Advertising	\$110	\$ 140	\$250	\$ 83	\$ 83	\$ 110	\$ 223	\$ 333	
25	Kitchen Supplies	\$3,523	\$ -	\$ 8,000	\$ 2,667	\$ 2,667	\$ 3,523	\$ 2,667	\$ 10,667	
26	Janitorial Supplies	\$13,210	\$ 16,790	\$30,000	\$ 10,000	\$ 10,000	\$ 13,210	\$ 26,790	\$ 40,000	
27	Tenant Supplies	\$13,210	\$ 16,790	\$30,000	\$ 10,000	\$ 10,000	\$ 13,210	\$ 26,790	\$ 40,000	
28	Computers and Phones	\$3,303	\$ 4,197	\$7,500	\$ 2,500	\$ 2,500	\$ 3,303	\$ 6,697	\$ 10,000	
53			\$ -		\$ -		\$ -	\$ -	\$ -	
54	Subcontractors (First \$25k Only)		\$ -		\$ -		\$ -	\$ -	\$ -	
55	Paradigm Janitorial - Janitorial Service	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 50,000	\$ 50,000	
56	SF Solution - Front Desk Staffing	\$ 4,403	\$ 5,597	\$ 10,000	\$ 3,333	\$ 3,333	\$ 4,403	\$ 8,930	\$ 13,333	
67										
68	TOTAL OPERATING EXPENSES	\$ 420,137	\$ 502,213	\$922,350	\$ -	\$ 324,116	\$ 324,116	\$ 420,137	#VALUE!	\$ 1,246,466
69										
70	Other Expenses (not subject to indirect cost %)									
71	Paradigm Janitorial (above \$25k)	\$ 43,252	\$ 86,748	\$ 130,000	\$ 26,667	\$ 26,667	\$ 43,252	\$ 113,415	\$ 156,667	
72			\$ -		\$ -		\$ -	\$ -	\$ -	
83										
84	TOTAL OTHER EXPENSES	\$ 43,252	\$ 86,748	\$ 130,000	\$ -	\$ 26,667	\$ 26,667	\$ 43,252	\$ 113,415	\$ 156,667
85										
86	Capital Expenses		\$ 93,169	\$ 93,169	\$ -	\$ -	\$ -	\$ 93,169	\$ 93,169	
87	Capital Expenses		\$ 93,169	\$ 93,169	\$ -	\$ -	\$ -	\$ 93,169	\$ 93,169	
94										
95	TOTAL CAPITAL EXPENSES	\$ -	\$ 93,169	\$ 93,169	\$ -	\$ -	\$ -	\$ 93,169	\$ 93,169	
96										
97	HS#3									Template last modified 7/26/2022

**BUDGET NARRATIVE**

Fiscal Year

General Fund - Property Manager FY23-24

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

Fiscal Term Start 9/1/2023 Fiscal Term End 6/30/2024

<u>Salaries &amp; Benefits</u>	<u>Adjusted</u>	<u>Budgeted</u>	<u>Justification</u>	<u>Calculation</u>	<u>Employee Name</u>
	<u>Budgeted</u>	<u>Salary</u>			
Director of Asset Management	0.20	\$ 26,236	Employee salary adjust annually for COLA increase	Annualized Salary * Adjusted FTE	
Property Manager	1.00	\$ 69,274	Employee salary adjust annually for COLA increase	Annualized Salary * Adjusted FTE	
Assistant Property Manager	1.00	\$ 62,406	Employee salary adjust annually for COLA increase	Annualized Salary * Adjusted FTE	
Maintenance Tech 1 of 2 persons	1.00	\$ 55,500	Employee salary adjust annually for COLA increase	Annualized Salary * Adjusted FTE	
Facility Manager	0.20	\$ 17,416	Employee salary adjust annually for COLA increase	Annualized Salary * Adjusted FTE	
Compliance and Training Manager	0.20	\$ 17,700	Employee salary adjust annually for COLA increase	Annualized Salary * Adjusted FTE	
Maintenance Tech 2 of 2 persons	1.00	\$ 52,500	Employee salary adjust annually for COLA increase	Annualized Salary * Adjusted FTE	
<b>TOTAL</b>	<b>4.60</b>	<b>\$ 301,032</b>			
Employee Fringe Benefits			Includes FICA, SSUI, Workers Compensation and Medical calculated at 35% of total salaries.		
		\$ 105,361			
<b>Salaries &amp; Benefits Total</b>		<b>\$ 406,393</b>			

<u>Operating Expenses</u>	<u>Budgeted</u>	<u>Justification</u>	<u>Calculation</u>
	<u>Expense</u>		
Rental of Property	\$ -		
Utilities(Elec, Water, Gas, Phone, Scavenger)	\$ 425,000	Based upon current costs projection	Actual usage
Office Supplies, Postage	\$ 25,000	Based upon current costs projection	Actual usage
Building Maintenance Supplies and Repair	\$ 325,000	Based upon current costs projection	Actual usage
Printing and Reproduction	\$ 100	Based upon current costs projection	Actual usage
Insurance	\$ 4,000	Based upon current costs projection	Actual usage
Staff Training	\$ 3,500	Based upon current costs projection	Actual usage
Staff Travel-(Local & Out of Town)	\$ 1,500	Based upon current costs projection	Actual usage
Licenses, Taxes and Fees	\$ 12,000	Based upon current costs projection	Actual usage
Legal Fees	\$ 15,500	Based upon current costs projection	Actual usage
Outreach and Advertising	\$ 250	Based upon current costs projection	Actual usage
Kitchen Supplies	\$ 8,000	Based upon current costs projection	Actual usage
Janitorial Supplies	\$ 30,000	Based upon current costs projection	Actual usage
Tenant Supplies	\$ 30,000	Based upon current costs projection	Actual usage
Computers and Phones	\$ 7,500	Based upon current costs projection	Actual usage
Subcontractors (First \$25k Only)	\$ -		
Paradigm Janitorial - Janitorial Service	\$ 25,000	Based upon current costs projection	Actual usage
SF Solution - Front Desk Staffing	\$ 10,000	Based upon current costs projection	Actual usage
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 922,350</b>		
<b>Indirect Cost</b>	<b>8.7% \$ 126,746</b>		

<u>Other Expenses (not subject to indirect cost %)</u>	<u>Amount</u>	<u>Justification</u>	<u>Calculation</u>
Paradigm Janitorial (above \$25k)	\$ 130,000	based on current projection	based on current projection
	\$ -		
<b>TOTAL OTHER EXPENSES</b>	<b>\$ 130,000</b>		

<u>Capital Expenses</u>	<u>Amount</u>	<u>Justification</u>	<u>Calculation</u>
Capital Expenses	\$ 93,169	Capital costs approved in FY 23-24 budget	per HSH
<b>TOTAL CAPITAL EXPENSES</b>	<b>\$ 93,169</b>		