



Shireen McSpadden, Executive Director

London Breed, Mayor

To	Homelessness Oversight Commission
Through	Shireen McSpadden, Executive Director
From	Marion Sanders, Chief Deputy Director Gigi Whitley, Chief of Finance and Administration Edilyn Velasquez, Director, Contracts
Date	August 1, 2024
Subject	Grant Agreement Approval: Episcopal Community Services Cova Non-Congregate Shelter

<i>Agreement Information</i>	
F\$P#	1000033425
Provider	Episcopal Community Services
Program Name	Cova Non-Congregate Shelter
Agreement Action	Original Agreement
Agreement Term	July 1, 2024 – March 31, 2025

Agreement Amount

New	Contingency¹	Total Not to Exceed (NTE)
\$4,656,373	\$931,275	\$5,587,648

<i>Funding Information</i>	
Funding Sources²	100% General Fund

The Department of Homelessness and Supportive Housing (HSH) Contracts team requests authorization to enter into a new grant agreement with Episcopal Community Services (ECS) for the provision of Cova Non-Congregate Shelter (NCS) for the period of July 1, 2024 to March 31, 2025. This new agreement is for continuing services. The end date of the agreement term is aligned with the expected end of the City’s booking agreement for the Monarch Hotel.

Background

On May 15, 2020, the Human Services Agency (HSA) signed a booking agreement with Shin International, Inc. to lease 95 rooms at the Cova Hotel for Shelter in Place (SIP) operations during the height of the COVID-19 pandemic. The Community-Based Organization (CBO) awarded the grant agreement to manage the facility was Episcopal Community Services (ECS). HSA, and subsequently HSH, have since extended the booking agreements with Shin International and the CBO grant agreement with ECS multiple times.

In September 2023, the Cova Hotel converted from a SIP site to an NCS. As an NCS, the Cova was required to adopt the standardized program policies and procedures of the HSH adult shelter system to provide clean and safe temporary housing. Guests enrolled at the Cova NCS shelter are provided with a private hotel room and bathroom. Of the 95 total rooms, 91 rooms are used as shelter units and 4

¹ Contingency only applied to FY24-25 budgeted amount.

² The funding sources listed reflect current and future years.

rooms are used for operational needs. All 91 shelter units can support double occupancy to accommodate couples. Program services are provided for all guests in compliance with the City's Standards of Care for City Shelters³, including two meals per day that meet dietary standards, case management support services, laundry services and daily wellness checks.

Services to be Provided

The purpose of the grant is to provide time-limited non-congregate shelter to adults. Grantee will provide services to 91 guest units and four operational units, for a total number of 95 units leased with a budgeted staff of **32.56** full-time equivalent (FTE).

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.

Grantee was selected for provision of these services based on the organization's experience and ability to begin services in a timely manner. Grantee has been providing services for the program since August 1, 2021.

Depending on the outcome of the contract negotiations following the Request for Information Potential Non-Congregate Shelter Sites (RFI# 146), the agreement may be extended.

Performance History

ECS underwent fiscal monitoring in FY 23-24 and there were no findings.

The Cova NCS Shelter underwent program monitoring most recently in FY 22-23, which was completed on April 28, 2023. ECS received fourteen findings and recommendations regarding client files, services, outreach and referrals, incomplete forms, missing wellness check and room inspection logs, missing surveys and overall organization record keeping. On August 15, 2023, ECS provided a formal response to HSH outlining their commitment and plan to resolve these findings. The Cova NCS Shelter underwent an informal mid-year program monitoring site visit on January 11, 2024. ECS had made noticeable improvement in several areas, including case files, services, outreach and referrals, and overall organization. ECS has actively engaged with HSH to make necessary adjustments to resolve all findings before the FY23-24 annual program monitoring site visit.

Agreement Materials

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

³ San Francisco Administrative Code Chapter 20 Social Services; Article XIII Standard of Care for City Shelters; available at https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_admin/0-0-0-13200



**Appendix A, Services to be Provided
By
Episcopal Community Services
Non-Congregate Shelter Services**

I. Purpose of Grant

The purpose of the grant is to provide Emergency Shelter Operations and Support Services to the served population. Shelter operations and services for this grant will take place in a non-congregate shelter.

II. Served Population

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

III. Referral and Prioritization

Grantee shall provide services to those who meet Department of Homelessness and Supportive Housing (HSH) established eligibility requirements for the served population and utilize any referral system required by the City. Access to a non-congregate shelter is reserved for clients who have been assessed by adult coordinated entry and meet eligibility criteria for permanent supportive housing.

IV. Description of Services

Grantee shall serve individuals in the number of units outlined in the Appendix B, Budget (“Number Served” tab). Grantee shall provide services including, but not limited to those listed below.

- A. Reservations: Grantee shall accept and facilitate reservations, in accordance with City-approved policies and procedures, within the program hours of operation.
- B. Guest Support: Grantee shall provide guest support, including, but not limited to:
 - 1. Guest intake, including completion of forms and acknowledgement of the Guest Agreement/Site Rules, Release of Information (ROI) forms, bed assignment, and orientation to the site;
 - 2. Operations, such as entry and exits, mail, and phone;
 - 3. Entry and Exit: Grantee shall monitor guest entry and exit and keep guest records.
 - 4. Grantee shall perform routine wellness checks of each client during shelter operations. Grantee will update client records within 24 hours.
 - 5. Wellness checks and connection to care for anyone demonstrating symptoms of physical or behavioral health needs in accordance with HSH policy;
 - 6. Grantee shall perform weekly room inspections to ensure a clean and habitable living environment that is free of pests and rodents. Grantee shall offer janitorial support in cleaning and maintaining client rooms.
 - 7. Grantee shall conduct habitability checks to confirm individual rooms and common spaces are maintained in clean, safe, sanitary, and habitable condition.
 - 8. Grantee shall proactively turn over newly vacant rooms within 48 hours. Rooms that require maintenance will be turned over within seven days in coordination with the building owner.

9. Storage: Grantee shall provide space for secure and pest-free storage of guest belongings, as appropriate for the facility.
10. Creating guest profiles in the Online Navigation and Entry (ONE) System;
11. Grantee shall support specialized pilot programs as needed and as directed by the City.
12. Referrals and Coordination of Services: Grantee shall work with guests to encourage and support their application for and assessment regarding local benefits, including, but not limited to the provision of:
 - a. Benefits Advocacy and Assistance: Grantee shall assist guests to obtain and/or maintain public benefits as appropriate (e.g., County Adult Assistance Program (CAAP), California Work Opportunity and Responsibility to Kids (CalWORKs), CalFresh, Social Security Income (SSI), Veterans Benefits). Benefit advocates and program representatives may be on site at times. In such cases, Grantee shall support guests to meet with these programs and keep scheduled appointments;
 - b. Mental health, behavioral health and treatment services by qualified, trained, and certified mental health specialists only;
 - c. Supportive programs to support an individual's independence (e.g. In-Home Support Services);
 - d. Employment and job-related services (e.g. Human Services Agency (HSA), Department of Public Works (DPW) and nonprofits specializing in these services); and
 - e. Referrals and linkages to Access Points, and the elimination of barriers to connect guests to Access Points for a Coordinated Entry assessment.
13. Work collaboratively with referring agencies to ensure appropriate care is provided to guests;
14. Document Readiness: Grantee shall assist guests to become document ready, to obtain needed documentation to support housing options and placement, including, but not limited to uploading/providing the appropriate system with copies of the documents to avoid documents being lost or damaged;
15. Support Groups, Social Events and Organized Activities: Grantee shall provide guests with opportunities to take part in organized gatherings for peer support, as appropriate. These functions may be provided by outside individuals or groups that the Grantee has approved, who understand and adhere to confidentiality and equal access for all guests. These events may be planned with or based on input from guests and shall be held onsite;
16. Building Maintenance in coordination with building owner and distribution of guest supplies;
17. Reasonable accommodations, transfers, and other supports in accordance with HSH policy; and
18. Exit Planning, including, but not limited to communication and coordination with outside service providers to support a guest's transition to a more permanent setting.

V. Location and Time of Services

Grantee shall provide 24-hour shelter services at the location listed in Appendix B, Budget (“Location of Services” tab).

VI. Service Requirements

- A. Shelter Expansion: To respond to weather or other emergencies, HSH reserves the right to negotiate shelter expansion with additional capacity during periods of need. If use of this site is negotiated with HSH, the grantee shall be ready to provide expansion within 24 hours notice, although HSH will attempt to give more advanced notice whenever possible. Grantee shall use their own staff during expansions, however if provider staffing is not available at the time of expansion, HSH reserves the right to augment coverage with City staff in order to respond to emergencies. Grantee shall negotiate expansion hours with HSH, and hours may be reduced and services simplified.
- B. Staffing and Volunteers:
1. Grantee shall employ at least one staff member on each shift who has at least one year of experience in providing services to people experiencing homelessness, or comparable experience.
 2. Grantee shall employ at least one staff member on each shift who is identified as the American with Disabilities Act (ADA) Liaison and post the name of the staff on duty near the front desk.
 3. Grantee shall ensure that any volunteers welcomed into the site follow the same guidelines as required of staff as it relates to the roles or projects being handled by the volunteers.
 4. Grantee shall employ at least one staff member on each shift who is bilingual in English and Spanish to provide translation services.
- C. Facilities:
1. Grantee, in coordination with building owner, shall maintain site and facilities in full compliance with requirements of the law and local standards¹. Grantee shall ensure that the site is well maintained, clean, and free of pests per the City Integrated Pest Management Code and Environmentally Preferable Purchasing Ordinance. Grantee shall ensure that janitorial services shall occur regularly, per shift.
 - a. Grantee shall respond to all site related requests and complaints promptly and in a manner that ensures the safety of guests and Grantee staff. Grantee shall note in writing and post in a common area when a maintenance problem will be repaired and the status of repair.
 - b. Grantee shall coordinate with building owner to develop, maintain, and document maintenance schedules for the facility and its systems, as applicable per facility, including, but not limited to, maintaining light fixtures; heating

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

and air conditioning systems (e.g. fan blades, air registers, vents, filters); plumbing (e.g. drains of showers, toilets, sinks); appliances (e.g. hand dryers, refrigerators, microwaves, fans, etc.); elevators; security systems (e.g. metal detectors, security cameras); fire extinguishers; emergency exits; electrical systems; mold, leak, and pest checks (e.g. roof, walls, bathrooms, kitchen, etc.); and supply checks (e.g. toilet paper, towels, soap, etc.).

- c. Grantee, in coordination with building owner when applicable, shall develop, maintain, and document janitorial schedules per shift for the facility and its systems, as applicable, including, but not limited to cleaning floors; restrooms (e.g. floors, tile, showers, toilets, urinals, sinks); laundry machines (e.g. dryer vents); elevators (e.g. buttons, floors, walls); kitchens (e.g. floors, sinks, counters, appliances); water fountains; and heating and air conditioning systems vents.

D. Safety and De-Escalation: Grantee shall ensure the safety of the served population, staff, visitors, and property by providing staff trained in safety and de-escalation or through a security services provider during peak operational days and hours, as determined by Grantee and approved by HSH. Days and hours of coverage shall be on record with the HSH Program Manager. Safety and de-escalation shall include, but is not limited to:

1. Greeting the served population, staff, and visitors, and conducting search of persons and property prior to entering sites for potentially dangerous items;
2. Utilization of a system by which possessions may be checked and safely and securely stored, as directed;
3. Regular patrol of the site and surrounding program area, including street frontage Gough, to ensure compliance with HSH's Good Neighbor Policy as described in the Good Neighbor Policies section;
4. Utilization of a system with written documentation to ensure that the perimeter and other areas are checked on a scheduled and regular basis; and
5. Assistance with conflict de-escalation and crisis management.

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. Wellness Checks:

1. Grantee shall perform wellness checks at least twice a day for every guest. Ideally, guests work with providers to set the wellness check cadence that feels right to them, within these parameters.
2. Grantee shall conduct wellness checks in a way that is sensitive to the likelihood of a guest's history of trauma and sense of violation or loss of dignity. All activities must be documented and specify a plan for following up on any identified facilities or supportive service needs.

G. Room Inspections:

1. Room inspections involve staff entering the guest's room specifically to assess the condition of the room and its furniture and fixtures, and to identify and resolve any concerns regarding safety or habitability.
2. Grantee must conduct room inspections for each guest at least once weekly and include documentation and follow-up on identified needs for repairs or other interventions.

H. Emergency Safety Checks: Staff may enter a guest's room when there is reason to believe a guest is at immediate and substantial risk due to a medical, psychiatric, or facilities-related emergency. Staff performing an Emergency Safety Check will announce themselves and state the purpose of their visit, wait a few minutes for a response, and unlock the door if the guest does not do so themselves.

I. Building Operations:

1. Grantee, in coordination with building owner, shall maintain facilities in full compliance with requirements of the law and local standards ². Grantee shall ensure that facilities are well maintained, clean, and free of debris, filth, rubbish, garbage, pests, vermin, rodents, mold and mildew and offensive matter per the City Integrated Pest Management Code, Environmentally Preferable Purchasing Ordinance, and Chapter 13 of Housing Code 2022 of the San Francisco Building Inspection Commission (BIC) Codes. Grantee hereby confirms it understands the contents of the codes mentioned herein. Grantee shall promptly provide a written update to the City of any condition falling below the requirements of the code sections referenced in this section. Grantee shall provide a monthly written confirmation to the City on the last day of each calendar month during the term hereof declaring that the facilities continue to be maintained in compliance with the code sections referenced in this section and confirming the facilities continue to meet the warranty of habitability.
2. Grantee, in coordination with building owner, shall respond to all facility related requests and complaints promptly and in a manner that ensures the health and safety of guests and Grantee staff. Grantee shall note in writing and post in a common area when a maintenance problem will be repaired and the status of repair.
3. Grantee shall maintain and create site logs, records of entry and exit, and manage key access for participants, partner agencies and on-site staff.
4. Laundry: Grantee shall ensure guest laundry service is available.
5. Cleaning and Janitorial Services:
 - a. Grantee, in coordination with building owner and when applicable, shall develop, maintain, and document janitorial schedules per shift for the facility and its systems, as applicable, including, but not limited to cleaning floors; restrooms (e.g. floors, tile, showers, toilets, urinals, sinks); laundry machines (e.g. dryer vents); elevators (e.g. buttons, floors, walls); kitchens (e.g. floors,

sinks, counters, appliances); water fountains; and heating and air conditioning systems vents.

- b. **Biohazard Cleaning:** Grantee shall coordinate with vendor(s) to ensure that any portion of the site, room or unit that poses biohazard risk to the health of Grantee's staff, subcontractors, City contracted vendor(s), City employees, guests, or visitors, receives a deep cleaning, including in the event of a death on site. Grantee shall notify HSH immediately whenever any portion of the site is closed, or room/unit is unavailable, as a result of a biohazard risk.
 - c. **Guest Room Transition Cleaning:** Grantee shall provide cleaning services upon guest room transition.
 - d. **Final Cleaning and Janitorial Services:** Before the end of the Term, Grantee and HSH shall develop a demobilization plan for the shelter, which shall include a plan for final cleaning and janitorial services by the grantee at the shelter. Grantee shall ensure that all Guest rooms are clean and vacant in accordance with the demobilization plan, and any lost or abandoned personal property is removed from the Guest room and kept in accordance with Grantee's lost and found policy. Grantee shall certify to HSH in writing that such cleaning has occurred in accordance with the demobilization plan
6. **Personal Protective Equipment (PPE):** Grantee shall also be responsible for monitoring PPE utilization and maintaining supply of PPE.
 7. **Storage:** Grantee shall provide space for secure and pest-free storage of participant belongings, as appropriate for the site(s).
 8. **Walk-through:** Grantee shall conduct a Walkthrough and Confirmation of Current Baseline Conditions (Attachment 1 of this Agreement) of each room prior to participant occupancy and upon exit.

J. Meals and Food Safety:

Grantee shall meet the following meal-related requirements:

1. Grantee shall provide breakfast and dinner to guests with active reservations following the menu pattern developed by the San Francisco Nutrition Project.
2. Provide meals for guests following the menu pattern developed by San Francisco Shelter Nutrition Project 7/08. Meals shall follow the menu pattern established by the San Francisco Shelter Nutrition Project 7/08 and meet the minimum portion sizes listed for each of the food groups. Menus shall be reviewed by Department of Public Health (DPH) Registered Dietician (RD) annually to meet the many established patterns, portion sizes, and vegetarian and religious/diet accommodations;
3. Acquire RD service from HSH or other organizations to conduct annual monitoring and evaluation of food service safety/sanitation, meal preparation/service, and menu documentation using the Shelter Nutrition Monitoring Tool developed by San Francisco Shelter Nutrition Project;
4. Ensure the annual nutrition monitoring report includes recommendations and actions that Grantee has taken to address any compliance issues noted; and
5. Offer guests meals and track usage by guest, as well as overall meal distribution;
6. Manage the means to heat or maintain refrigeration of food as appropriate for distribution; and

7. Ensure that at least one staff person responsible for food handling and service has a valid Food Safety Certification.
- K. Record Keeping and Files:
1. Grantee shall maintain all eligibility and inspection documentation in the ONE System and maintain hard copy files with eligibility, including homelessness verification documents.
 2. Grantee shall maintain confidential files on the served population, including developed plans, notes, guest agreement, ROI and progress notes.
 3. Grantee shall maintain confidential files for active and previously active guests, and document support service usage.
 4. Grantee shall maintain confidential files regarding complaints, grievances, warnings and exits/denials of service for shelter rule infractions including written notices, warnings, exit paperwork and related communications with guests.
 5. Grantee shall maintain appropriate documentation to validate the approval of the shelter extensions to shelter guests according to HSH policies.
- L. Health Screening and Certifications: Grantee shall obtain and maintain all required staff health screenings and certifications, including but not limited to staff Tuberculosis testing, CPR/First Aide, and AED certifications.
- M. Harm Reduction: Grantee shall integrate harm reduction principles into service delivery and agency structure as well as follow [HSH Overdose Prevention Policy](#). Grantee staff who work directly with tenants will participate in annual trainings on harm reduction, overdose recognition and response. Grantee shall promote harm-reduction and community safety by addressing biohazard disposal, needle stick protocols, and facilitation of access to and administration of overdose response supplies, such as Naloxone.
- N. Housing First: Grantee services and operations shall align with the Core Components of Housing First as defined in California Welfare and Institutions Code, section 8255. This includes integrating policies and procedures to provide tenant-centered, low-barrier access to housing and services.
- O. Staff Training: Grantee shall promote and support staff training and development, including but not limited to training on de-escalation and safety, participant engagement, professionalism, ethics, harm-reduction, trauma-informed care, cultural competency, health, overdose prevention and response, respect for participants and fellow staff, mental health and substance abuse issues, and trainings required under the Shelter Standards of Care (Section 16.22 of the Agreement).
- P. Case Conferences: Grantee shall participate in individual case conferences and team coordination meetings with HSH-approved programs, as needed, to coordinate and collaborate regarding guests' progress.

- Q. 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.
- R. Feedback, Complaint and Follow-up Policies
Grantee shall provide means for the served population to provide input into the program. Feedback methods shall include:
1. Shelter Community Meetings: Grantee shall conduct monthly community meetings where guests may discuss building/program concerns and program ideas. Grantee should set up the means to provide feedback at future community meetings or by other means.
 2. Complaint Process: Grantee shall provide a written and posted complaint/concern process that includes various methods for guests to submit an issue (e.g. verbal to staff, written, email) and clear protocols about when and how the guest will get a response.
 3. Grantee shall offer and promote a written quarterly survey that has been pre-approved by HSH to the served population to gather feedback, gauge satisfaction and assess the effectiveness of services and systems within the program. Grantee shall offer assistance to the served population regarding completion of the survey in a confidential way if the written format presents any problem.
 4. Grantee shall respond to complaints from other City entities, such as the Mayor's Office on Disability and the Shelter Monitoring Committee, in coordination with HSH and in accordance with the timelines required by the City entity.
- S. City Communications and Policy
Grantee shall keep HSH informed and comply with applicable City policies to minimize harm and risk. These policies and related meetings include, but are not limited to:
1. Compliance with all Shelter and Resource Center Standards of Care as requested by Administrative Code, Sec 20.404;
 2. Regular communication to HSH about the implementation of the program as required and upon request;
 3. Attendance at HSH meetings and trainings, as required;
 4. Attendance at required ADA and access for persons with disabilities trainings;
 5. Attendance at the Shelter Monitoring Committee meetings;
 6. Adherence to the Shelter Grievance Ordinance, HSH Regulations and Shelter Grievance policy, including the processes regarding denials of service unless Grantee is otherwise dictated by City emergency requirements;
 7. Adherence to the HSH Cold/Wet Weather Policy;
 8. Adherence to the City service/companion/support animal policy; and
 9. When applicable, as confirmed with HSH, adherence to the Tuberculosis (TB) Infection Control Guidelines for Homeless. This includes cooperation with the San Francisco TB Prevention and Control Program of DPH.

- T. Critical Incident: Grantee shall report critical incidents, as defined in the Critical Incident Policy, to the HSH, within 72 hours of the incident according to Department policy. Critical incidents shall be reported using the online Critical Incident Report (CIR) form. In addition, critical incidents that involve life endangerment events or major service disruptions should be reported immediately to the HSH program manager. Please refer to the CIR Policy and procedures on the HSH Providers Connect website.
- U. 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.
- V. Good Neighbor Policies: Grantee shall maintain a good relationship with the neighborhood, including:
1. Grantee shall work with neighbors, HSH, San Francisco Police Department (SFPD), DPW, DPH, Department of Emergency Management (DEM)/Healthy Streets Operations Center (HSOC), and other relevant city agencies to ensure that neighborhood concerns about the facility, site, and perimeter are heard and addressed.
 2. Grantee shall work with neighbors, HSH, SFPD, DPW, DPH, and other relevant city agencies to ensure that neighborhood concerns about the facility are heard and addressed.
 3. Grantee shall assign a director, manager, or representative to participate in and attend relevant neighborhood and community meetings.
 4. Grantee shall provide a phone number to all interested neighbors that will be answered 24 hours a day by a representative, who will direct complaints and issues to a manager or other responsible person who has the authority to respond to complaints and issues at the site as they arise.
 5. Grantee shall minimize the impact on the neighborhood of program guests entering, exiting, or waiting for services. Grantee will do this by limiting referrals to specified referral partners, not allowing walk-ins, and having 24/7 access to the site for registered guests. Walk-ins will only be allowed if this method is a part of the program's executed scope of work, during a weather activation, or other exception, as directed by HSH.
 6. Grantee shall actively discourage and address excessive noise from program participants. Grantee will coordinate with other service providers and City agencies, as necessary, to address excessive noise from program participants, including coordination to address excessive noise occurring outside and near the program site.
 7. Grantee shall actively discourage loitering and public drug use in the area immediately surrounding the program. Grantee will coordinate with other service providers and City agencies, as necessary, to address this issue.

8. Grantee shall implement management practices necessary to ensure that staff and participants maintain the safety and cleanliness of the area immediately surrounding the facility and do not block driveways of neighboring residents or businesses.
9. Grantee shall take all reasonable measures to ensure the sidewalks adjacent to the facility are not blocked.
10. Grantee will conduct at minimum three daily perimeter inspections, collect litter and contact the appropriate city department for assistance when needed.
11. Grantee shall immediately report to SF Homeless Outreach Team (SFHOT) or HSOC if encampments emerge along the perimeter of the site or immediately across the street.
12. Grantee will actively discourage guests from keeping tents outside of the site on the sidewalk and will follow HSH protocols on the issue.
13. Grantee will abate any graffiti on the site within 24 hours, weather permitting.
14. Grantee will report graffiti in the immediate area to 311.

W. Coordination with Other Service Providers: Grantee shall establish written Memoranda of Understanding (MOUs) with referring providers to formalize collaboration and roles and responsibilities.

X. Data Standards:

1. Grantee shall ensure compliance with the Homeless Management Information System (HMIS) Participation Agreement and Continuous Data Quality Improvement (CDQI) Process², including but not limited to:
 - a. Entering all client data within three working days (unless specifically requested to do so sooner);
 - b. Ensuring accurate dates for client enrollment, client exit, and client move in (if appropriate); and
 - c. Running monthly data quality reports and correcting errors.
2. Records entered into the ONE System shall meet or exceed the ONE System CDQI Process standards.
3. When applicable, Grantee shall meet City's Coordinated Homeless Assessment of Needs and Guidance through Effective Services (CHANGES) data standards and requirements.
4. Grantee shall enter data into the ONE System, but may be required to report certain measures or conduct interim reporting in CARBON, via secure email, or through uploads to a File Transfer Protocol (FTP) site. When required by HSH, Grantee shall submit the monthly, quarterly and/or annual metrics into either the CARBON database, via secure email, or through uploads to an FTP site. HSH will provide clear instructions to all Grantees regarding the correct mechanism for sharing data. Changes to data collection or reporting requirements shall be communicated to Grantees via written notice at least one month prior to expected implementation.

² HMIS Participation Agreement and Continuous Data Quality Improvement Process, available here: <https://hsh.sfgov.org/get-information/one-system/>

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 provide intake and program orientation to 100 percent of all new guests and updates for returning guests in a new stay within 24 hours of arrival to the site.
- B. Grantee shall ensure that 95 percent of all units, upon turnover, are cleaned and made available within 48 hours.
- C. Grantee shall conduct daily guest count and wellness checks for 100 percent of guests.
- D. Grantee shall conduct weekly room inspections for 100 percent of rooms and maintain detailed documentation of room condition and repairs needed.
- E. Grantee shall create a service plan for 95 percent of participants. Written service plans shall include clear goals and objectives and identified barriers. Service connections, progress, and follow-up on these service plans will be documented in the participant's record.
- F. A minimum of 50 percent of the guests onsite during the quarterly Satisfaction Survey distribution period shall complete the survey instrument approved by HSH.
- G. Ninety percent of guests with referral needs shall be provided referrals related to benefits, employment, health, and related transportation support if needed.
- H. Ninety percent of guests shall be offered referral for housing and/or problem-solving assessment via Adult Coordinated Entry within one week of placement.

VIII. Outcome Objectives

Grantee shall achieve the following outcome objectives:

- A. A minimum of 75 percent of guests who complete the Quarterly Satisfaction Survey shall rate the treatment by staff, connection to services and safety as good or excellent.

- B. Eighty percent of Housing Referral Status guests will receive support gathering and uploading of vital documents into the ONE system and meet document readiness standards within six months of initial intake.
- C. Grantee shall ensure 100 percent of all shelter staff complete required annual trainings outlined by HSH.

IX. Reporting Requirements

- A. Grantee shall input data into systems required by HSH such as the ONE system.
- B. For any quarter that maintains less than 90 percent of the total agreed upon units of service for any mode of service hereunder, Grantee shall immediately notify the Department in writing and shall specify the number of underutilized units of service.
- C. Grantee shall provide a quarterly report of activities, referencing the tasks as described in the Service Objectives and Outcome Objectives sections. Grantee will enter the quarterly metrics in the CARBON database by the 15th of the month following the end of the quarter.
- D. Grantee shall provide an annual report summarizing the contract activities, referencing the tasks as described in the Service and Outcome Objectives sections. This report shall also include accomplishments and challenges encountered by the Grantee. Grantee will enter the annual metrics in the CARBON database by the 15th of the month following the end of the program year.
- E. Grantee shall participate, as required by 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.
- F. Grantee shall provide Ad Hoc reports as required by HSH and respond to requests by HSH in a timely manner.
- G. Grantee shall submit Project Descriptor data elements as described in 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: guest files, Grantee's administrative records, staff training documentation, postings, program policies and procedures, data reported on Annual Performance Reports (APR), documentation of funding match sources, Disaster and Emergency Response Plan and training, personnel and activity reports, proper accounting for funds and other operational and administrative activities, and back-up documentation for reporting progress towards meeting service and outcome objectives.

Monitoring of program participation in the ONE System may include, but not be limited to, data quality reports from the ONE System, records of timeliness of data entry, and attendance records at required trainings and agency lead meetings.

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

	A	B	C	D
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING			
2	APPENDIX B, BUDGET			
3	Document Date	7/1/2024		
4	Contract Term	Begin Date	End Date	Duration (Years)
5	Current Term	7/1/2024	3/31/2025	1
6	Amended Term	7/1/2024	3/31/2025	1
7	Program	Cova - Non-Congregate Shelter Services		
8	F\$P Contract ID#	1000033425		
9	Approved Subcontractors			
10	VIP Security Specialist, Inc.			

	A	B	C	D	E	F	G	
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING							
2	APPENDIX B, BUDGET							
3	Document Date	7/1/2024						
4	Contract Term	Begin Date	End Date	Duration (Years)				
5	Current Term	7/1/2024	3/31/2025	1				
6	Amended Term	7/1/2024	3/31/2025	1				
7	Program	Cova - Non-Congregate Shelter Services						
8	F\$P Contract ID#	1000033425						
9								
10	Number Served (# of Guests)				Year 1			
11	Service Component				7/1/2024 - 3/31/2025			
12	Guest Units				91			
13	Operational Units				4			
14	Total Leased Units				95			

	A	B	C	D
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING			
2	APPENDIX B, BUDGET			
3	Document Date	7/1/2024		
4	Contract Term	Begin Date	End Date	Duration (Years)
5	Current Term	7/1/2024	3/31/2025	1
6	Amended Term	7/1/2024	3/31/2025	1
7	Program	Cova - Non-Congregate Shelter Services		
8	F\$P Contract ID#	1000033425		
9				
10	Location of Services*			
11	655 Ellis St, San Francisco, CA 94109.			
12	* Additional locations may be added as mutually agreed upon by Grantee and HSH.			
13				
14				

	A	B	C	D	G	AK	
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING						
2	APPENDIX B, BUDGET						
3	Document Date	7/1/2024					
4	Contract Term	Begin Date	End Date	Duration (Years)			
5	Current Term	7/1/2024	3/31/2025	1			
6	Amended Term	7/1/2024	3/31/2025	1			
7	Provider Name	Episcopal Community Services					
8	Program	Cova - Non-Congregate Shelter Services					
9	FSP Contract ID#	1000033425					
10	Action (select)	New Agreement					
11	Effective Date	7/1/2024					
12	Budget Names	General Fund - Non-Congregate Shelter					
13		Current	New				
14	Term Budget	\$ -	\$ 4,656,373	20%	Year 1	All Years	
15	Contingency	\$ -	\$ 931,275		7/1/2024 - 3/31/2025	7/1/2024 - 3/31/2025	
16	Not-To-Exceed	\$ -	\$ 5,587,648		New	New	
17							
18							
19	Expenditures						
20	Salaries & Benefits				\$ 3,048,235	\$ 3,048,235	
21	Operating Expense				\$ 172,432	\$ 172,432	
22	Subtotal				\$ 3,220,667	\$ 3,220,667	
23	Indirect Percentage						
24	Indirect Cost (Line 21 X Line 22)				\$ 483,100	\$ 483,100	
25	Other Expenses (Not subject to indirect %)				\$ 952,606	\$ 952,606	
26	Capital Expenditure				\$ -	\$ -	
28	Total Expenditures				\$ 4,656,373.05	\$ 4,656,373.05	
29							
30	<u>HSH Revenues (select)</u>						
31	General Fund - Ongoing				\$ 4,542,803	\$ 4,542,803	
32	General Fund - CODB				\$ 113,570	\$ 113,570	
33	Adjustment to Actuals				\$ -	\$ -	
34	General Fund - One-Time				\$ -	\$ -	
35					\$ -	\$ -	
36					\$ -	\$ -	
37					\$ -	\$ -	
38					\$ -	\$ -	
39					\$ -	\$ -	
40	Total HSH Revenues				\$ 4,656,373.00	\$ 4,656,373.00	
41	<u>Other Revenues (to offset Total Expenditures & Reduce HSH Revenues)</u>						
42					\$ -	\$ -	
43					\$ -	\$ -	
44					\$ -	\$ -	
45					\$ -	\$ -	
46					\$ -	\$ -	
47	Total Other Revenues				\$ -	\$ -	
48							
49	Total HSH + Other Revenues				\$ 4,656,373.00	\$ 4,656,373.00	
50	Rev-Exp (Budget Match Check)				\$ -	\$ -	
52	Total Adjusted Salary FTE (All Budgets)				32.56		
53							
54	Approved by	Tiffany Luong					
55	Phone	(415) 487-3300 x1219					
56	Email	tluong@ecs-sf.org					
57							
58	Template last modified	1/22/2020					

	A	B	C	D	E	F	G	AI	AJ	AK
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING									
2	APPENDIX B, BUDGET									
3	Document Date	7/1/2024								
4	Contract Term	Begin Date	End Date	Duration (Years)						
5	Current Term	7/1/2024	3/31/2025	1						
6	Amended Term	7/1/2024	3/31/2025	1						
7	Provider Name	Episcopal Community Services								
8	Program	Cova - Non-Congregate Shelter Services								
9	FSP Contract ID#	1000033425								
10	Contract Action	New Agreement								
11	Effective Date	7/1/2024								
12	Budget Name	General Fund - Non-Congregate Shelter								
13		Current	New							
14	Term Budget	\$ -	\$ 4,656,373	20%						
15	Contingency	\$ -	\$ 931,275							
16	Not-To-Exceed	\$ -	\$ 5,587,648							
17										
18			Year 1 (9 Months)			All Years				
19		7/1/2024 - 3/31/2025	7/1/2024 - 3/31/2025	7/1/2024 - 3/31/2025	7/1/2024 - 3/31/2025	7/1/2024 - 3/31/2025	7/1/2024 - 3/31/2025			
20		Current	New		Current	New				
21	Expenditures									
22	Salaries & Benefits	\$ -	\$ 3,048,235	\$ 3,048,235	\$ -	\$ 3,048,235	\$ 3,048,235			
23	Operating Expense	\$ -	\$ 172,432	\$ 172,432	\$ -	\$ 172,432	\$ 172,432			
24	Subtotal	\$ -	\$ 3,220,667	\$ 3,220,667	\$ -	\$ 3,220,667	\$ 3,220,667			
25	Indirect Percentage	0.00%		15.00%						
26	Indirect Cost (Line 24 X Line 25)	\$ -	\$ 483,100	\$ 483,100	\$ -	\$ 483,100	\$ 483,100			
27	Other Expenses (Not Subject to Indirect %)	\$ -	\$ 952,606	\$ 952,606	\$ -	\$ 952,606	\$ 952,606			
30	Total Expenditures	\$ -	\$ 4,656,373	\$ 4,656,373	\$ -	\$ 4,656,373	\$ 4,656,373			
31										
32	HSH Revenues*									
33	General Fund - Ongoing		\$ 4,542,803	\$ 4,542,803	\$ -	\$ 4,542,803	\$ 4,542,803			
34	General Fund - CODB		\$ 113,570	\$ 113,570	\$ -	\$ 113,570	\$ 113,570			
42	Total HSH Revenues	\$ -	\$ 4,656,373	\$ 4,656,373	\$ -	\$ 4,656,373	\$ 4,656,373			
52	Rev-Exp (Budget Match Check)	\$ -		\$ -	\$ -		\$ -			
53										
54	*									
55	Approved by	Tiffany Luong								
56	Phone	(415) 487-3300 x1219								
57	Email	tluong@ecs-sf.org								
58										
59	* NOTE: HSH budgets typically project out revenue levels across multiple years, strictly for budget-planning purposes. All program budgets, at any given year, are subject to 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.									
60										
61										

	A	B	C	D	E	F	I	BU	BV	BW
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING									
2	APPENDIX B, BUDGET									
3	SALARY & BENEFIT DETAIL									
4	Document Date	7/1/2024								
5	Provider Name	Episcopal Community Services								
6	Program	Cova - Non-Congregate Shelter Services								
7	F\$P Contract ID#	1000033425								
8	Budget Name	General Fund - Non-Congregate Shelter								
9										
10										
11										
12										
13	POSITION TITLE	Year 1 (9 Months)				All Years				
		Agency Totals		For HSH Funded Program		7/1/2024 - 3/31/2025	7/1/2024 - 3/31/2025	7/1/2024 - 3/31/2025	7/1/2024 - 3/31/2025	
						New	Current		New	
		Annual Full Time Salary (for 1.00 FTE)	Position FTE	% FTE funded by this budget	Adjusted Budgeted FTE	Budgeted Salary	Budgeted Salary	Change	Budgeted Salary	
14	Supervisor - Day	\$ 72,734	1.40	76%	1.06	\$ 77,441	\$ -	\$ 77,441	\$ 77,441	
15	Supervisor - Swing	\$ 69,628	1.40	76%	1.06	\$ 74,134	\$ -	\$ 74,134	\$ 74,134	
16	Supervisor - Night	\$ 69,628	1.40	76%	1.06	\$ 74,134	\$ -	\$ 74,134	\$ 74,134	
17	Counselor - Day	\$ 65,066	10.00	76%	7.61	\$ 494,839	\$ -	\$ 494,839	\$ 494,839	
18	Counselor - Swing	\$ 61,331	11.80	76%	8.97	\$ 550,392	\$ -	\$ 550,392	\$ 550,392	
19	Counselor - Night	\$ 63,171	9.80	76%	7.45	\$ 470,818	\$ -	\$ 470,818	\$ 470,818	
20	Care Coordinator - Day	\$ 95,274	1.00	76%	0.76	\$ 72,408	\$ -	\$ 72,408	\$ 72,408	
21	Lead Janitor	\$ 74,700	1.00	76%	0.76	\$ 56,943	\$ -	\$ 56,943	\$ 56,943	
22	Janitor	\$ 66,129	3.00	76%	2.28	\$ 150,774	\$ -	\$ 150,774	\$ 150,774	
23	Site Manager	\$ 108,647	1.00	76%	0.76	\$ 82,821	\$ -	\$ 82,821	\$ 82,821	
24	Associate Director of Interim Housing	\$ 133,900	0.01	76%	0.01	\$ 1,018	\$ -	\$ 1,018	\$ 1,018	
25	Property Manager	\$ 94,196	1.00	76%	0.76	\$ 71,589	\$ -	\$ 71,589	\$ 71,589	
31	TOTAL SALARIES:					\$ 2,177,311	\$ -	\$ 2,177,311	\$ 2,177,311	
32	TOTAL FTE:		32.56							
33	FRINGE BENEFIT RATE:					40.00%				
34	EMPLOYEE FRINGE BENEFITS:					\$ 870,924	\$ -	\$ 870,924	\$ 870,924	
35	TOTAL SALARIES & BENEFITS:					\$ 3,048,235	\$ -	\$ 3,048,235	\$ 3,048,235	

	A	B	E	AG	AH	AI	
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING						
2	APPENDIX B, BUDGET						
3	OPERATING DETAIL						
4	Document Date	7/1/2024					
5	Provider Name	Episcopal Community Services					
6	Program	Cova - Non-Congregate Shelter Services					
7	F\$P Contract ID#	1000033425					
8	Budget Name	General Fund - Non-Congregate Shelter					
9							
10			Year 1 (9 Months)	All Years			
11			7/1/2024 - 3/31/2025	7/1/2024 - 3/31/2025	7/1/2024 - 3/31/2025	7/1/2024 - 3/31/2025	
12			New	Current		New	
13	<u>Operating Expenses</u>		Budgeted Expense	Budgeted Expense	Change	Budgeted Expense	
16	Office Supplies, Postage		\$ 15,356	\$ -	\$ 15,356	\$ 15,356	
17	Building Maintenance Supplies and Repair		\$ 24,816	\$ -	\$ 24,816	\$ 24,816	
19	Insurance		\$ 37,933	\$ -	\$ 37,933	\$ 37,933	
20	Staff Training		\$ 2,818	\$ -	\$ 2,818	\$ 2,818	
23	Staff Recruitment		\$ 602	\$ -	\$ 602	\$ 602	
24	Program/Clients Supplies		\$ 14,072	\$ -	\$ 14,072	\$ 14,072	
25	Telecommunications		\$ 5,465	\$ -	\$ 5,465	\$ 5,465	
26	Linens		\$ 22,811	\$ -	\$ 22,811	\$ 22,811	
27	Parking		\$ 385	\$ -	\$ 385	\$ 385	
28	Laundry Services		\$ 23,175	\$ -	\$ 23,175	\$ 23,175	
42	<u>Subcontractors:</u>						
43	Security Services - VIP Security Specialist, Inc.		\$ 25,000	\$ -	\$ 25,000	\$ 25,000	
51							
52	TOTAL OPERATING EXPENSES		\$ 172,432	\$ -	\$ 172,432	\$ 172,432	
53							
54	<u>Other Expenses</u>						
55	CHEFS Kitchens: 2 meals x \$12/meal x 109 guests x Number of days		\$ 716,784	\$ -	\$ 716,784	\$ 716,784	
56	Security Services - VIP Security Specialist, Inc.		\$ 235,822	\$ -	\$ 235,822	\$ 235,822	
67							
68	TOTAL OTHER EXPENSES		\$ 952,606	\$ -	\$ 952,606	\$ 952,606	
80							
81	HSH #3					Template last modified	1/22/2020

	A	B	C	D	E	F
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING					
2	APPENDIX B, BUDGET					
3	BUDGET NARRATIVE					
				Fiscal Year		
4	General Fund - Non-Congregate Shelter	FY24-25				
5		<u>Adjusted</u> <u>Budgeted</u>	<u>Budgeted</u>			
	Salaries & Benefits	<u>FTE</u>	<u>Salary</u>	<u>Justification</u>	<u>Calculation</u>	<u>Employee Name</u>
6	Supervisor - Day	1.06	\$ 77,441	Responsible for day to day site activity including guest escalation intervention and other guest needs. Maintain shift compliance, and counselor support.	\$72,734 annual x 1.06 FTE	Cagler-Cash/A, Gall/C, Turner/P
7	Supervisor - Swing	1.06	\$ 74,134	Responsible for day to day site activity including guest escalation intervention and other guest needs. Maintain shift compliance, and counselor support.	\$69,628 annual x 1.06 FTE	Burnett/W, Cagler-Cash/A, Vandigriff/M
8	Supervisor - Night	1.06	\$ 74,134	Responsible for day to day site activity including guest escalation intervention and other guest needs. Maintain shift compliance, and counselor support.	\$69,628 annual x 1.06 FTE	Savidge/J, Smart/C, Williams/J
9	Counselor - Day	7.61	\$ 494,839	Provide guest services including meal delivery. Engage with guests to ensure needs are met. Escalate critical needs to management & Coordinator.	\$65,066 annual x 7.61 FTE	Multiple
10	Counselor - Swing	8.97	\$ 550,392	Provide guest services including meal delivery. Engage with guests to ensure needs are met. Escalate critical needs to management & Coordinator.	\$61,331 annual x 8.97 FTE	Multiple
11	Counselor - Night	7.45	\$ 470,818	Provide guest services including meal delivery. Engage with guests to ensure needs are met. Escalate critical needs to management & Coordinator.	\$63,171 annual x 7.45 FTE	Multiple
12	Care Coordinator - Day	0.76	\$ 72,408	Responsible for guest services, including assessments, referrals, guest intervention, and emergency response.	\$91,523 annual x 0.76 FTE	TBD
13	Lead Janitor	0.76	\$ 56,943	Lead and Coordinate the work of the janitorial team. ensure all rooms are up to standard and maintained daily. ensure all duties are completed on schedule.	\$74,699 annual x 0.76 FTE	James/D, Mason/M
14	Janitor	2.28	\$ 150,774	Responsible for daily upkeep of guest rooms. Trash removal, bathroom cleaning and vacuuming.	\$66,129 annual x 2.28 FTE	Davis/F, Mejia/S
15	Site Manager	0.76	\$ 82,821	Responsible for site operations. Including staff training, scheduling, staffing	\$108,647 annual x 0.76 FTE	Caballes, Madonna
16	Associate Director of Interim Housing	0.01	\$ 1,018	Responsible for maintaining department effectiveness. Provide training and support to site leads (Managers). Maintain policies and procedures.	\$133,947 annual x 0.01 FTE	TBD
17	Property Manager	0.76	\$ 71,589	Oversee all operational and maintenance functions at the site and serve as the primary contact for communication with County regarding all matters relating to the operation of the premises. Provides maintenance to building fixtures and guest rooms	\$94,196 annual x 1 FTE	TBD
23	TOTAL	32.56	\$ 2,177,311			
24	Employee Fringe Benefits	40.0%	\$ 870,924	<u>Includes FICA, SSUI, Workers Compensation and Medical calculated at 40% of total salaries.</u>		
25	Salaries & Benefits Total		\$ 3,048,235			
26						
27		<u>Budgeted</u>			<u>Calculation</u>	
	Operating Expenses	<u>Expense</u>		<u>Justification</u>		
30	Office Supplies, Postage	\$ 15,356		Includes office supplies and postage expenses	\$1,706 x 9 months	
31	Building Maintenance Supplies and Repair	\$ 24,816		Covers cleaning supplies, site repairs, and maintenance expenses	\$2,757 x 9 months	
33	Insurance	\$ 37,933		Covers site liability insurance	\$4,215 x 9 months	
34	Staff Training	\$ 2,818		Covers training expenses for staff	\$313 x 9 months	
37	Staff Recruitment	\$ 602		Includes staff recruitment expenses	\$67 x 9 months	
38	Program/Clients Supplies	\$ 14,072		Includes program and client supplies expenses	\$1,564 x 9 months	
39	Telecommunications	\$ 5,465		Covers cellphone usage expenses	\$607 x 9 months	
40	Linens	\$ 22,811		Linens	\$2,535 x 9 months	
41	Parking	\$ 385		Covers parking	\$43 x 9 months	
42	Laundry Services	\$ 23,175		Covers personal laundry service in compliance with shelter standards of care	\$2,575 x 9 months	
55	<u>Subcontractors:</u>					
56	Security Services - VIP Security Specialist, Inc.	\$ 25,000		First \$25k of security services eligible for indirect cost %	\$25,000	
64						
65	TOTAL OPERATING EXPENSES	\$ 172,432				
66	Indirect Cost	15.0%	\$ 483,100			
67						
68						
69		<u>Amount</u>			<u>Calculation</u>	
	Other Expenses (not subject to indirect cost %)			<u>Justification</u>		
70	CHEFS Kitchens: 2 meals x \$12/meal x 109 guests x Number of days	\$ 716,784		Covers expenses for hot meals for guests/clients	109 guests x 274 days x 2 meals x \$12	
71	Security Services - VIP Security Specialist, Inc.	\$ 235,822		Covers security services.	\$28,980 x 9 months	
82						
83	TOTAL OTHER EXPENSES	\$ 952,606				