

File No. 201291

Committee Item No. 11

Board Item No. 18

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Budget & Finance Committee

Date December 9, 2020

Board of Supervisors Meeting

Date December 15, 2020

Cmte Board

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| <input type="checkbox"/> | <input type="checkbox"/> | Motion |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Resolution |
| <input type="checkbox"/> | <input type="checkbox"/> | Ordinance |
| <input type="checkbox"/> | <input type="checkbox"/> | Legislative Digest |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Budget and Legislative Analyst Report |
| <input type="checkbox"/> | <input type="checkbox"/> | Youth Commission Report |
| <input type="checkbox"/> | <input type="checkbox"/> | Introduction Form |
| <input type="checkbox"/> | <input type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/> | <input type="checkbox"/> | MOU |
| <input type="checkbox"/> | <input type="checkbox"/> | Grant Information Form |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Budget |
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| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Contract/Agreement |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Form 126 – Ethics Commission |
| <input type="checkbox"/> | <input type="checkbox"/> | Award Letter |
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OTHER (Use back side if additional space is needed)

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| <input type="checkbox"/> | <input checked="" type="checkbox"/> | <u>HSH Presentation - December 9, 2020</u> |
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Completed by: Linda Wong

Date December 4, 2020

Completed by: Linda Wong

Date December 10, 2020

1 [Grant Agreement - Episcopal Community Services - Permanent Supportive Housing -
2 \$26,329,610]

3 **Resolution approving a new grant agreement between the City and County of San**
4 **Francisco and Episcopal Community Services for a master lease of Permanent**
5 **Supportive Housing to formerly homeless adults in 463 units for County Adult**
6 **Assistance Programs tenants, for a total term of January 1, 2021, through February 29,**
7 **2024, for a total not to exceed amount of \$26,329,610.**

8
9 WHEREAS, This agreement and subsequent amendments require Board of
10 Supervisors approval under Section 9.118 of the San Francisco Charter; and

11 WHEREAS, San Francisco faces a crisis of homelessness with approximately 8,000
12 people experiencing homelessness, 64% of whom are living unsheltered; and

13 WHEREAS, Permanent Supportive Housing is the most effective evidence-based
14 solution to chronic homelessness; and

15 WHEREAS, San Francisco has approximately 8,000 units of Permanent Supportive
16 Housing that provide permanent homes and services to approximately 10,000 San
17 Franciscans; and

18 WHEREAS, Permanent Supportive Housing not only ends homelessness but also
19 prevents new incidents of homelessness among highly vulnerable people with long
20 experiences of homelessness, barriers to housing and health vulnerabilities; now, therefore,
21 be it

22 RESOLVED, That the Board of Supervisors hereby approves the original grant
23 agreement with Episcopal Community Services from January 1, 2021, through February 29,
24 2024, in the amount of \$26,329,610; and, be it

25

1 FURTHER RESOLVED, That the Board of Supervisors authorizes the Department of
2 Homelessness and Supportive Housing to enter into any amendments or modifications to the
3 grant, prior to its final execution by all parties, that the Department determines, in consultation
4 with the City Attorney, are in the best interest of the City, do not otherwise materially increase
5 the obligations or liabilities of the City, are necessary or advisable to effectuate the purposes
6 of the grant, and are in compliance with all applicable laws; and, be it

7 FURTHER RESOLVED, That within 30 days of the grant being executed by all parties,
8 the Department of Homelessness and Supportive Housing shall submit to the Clerk of the
9 Board of Supervisors a completely executed copy for inclusion File No. 201291; this
10 requirement and obligation resides with the Department and is for purposes of having a
11 complete file only, and in no manner affects the validity of the approved grant.

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<p>Item 11 File 20-1291</p>	<p>Department: Department of Homelessness & Supportive Housing</p>
<p>EXECUTIVE SUMMARY</p>	
<p style="text-align: center;">Legislative Objectives</p> <ul style="list-style-type: none"> • The proposed resolution would approve a new \$26,329,610 grant agreement between the City and Episcopal Community Services (ECS) for a three-year and two-month term from January 1, 2021, through February 29, 2024. <p style="text-align: center;">Key Points</p> <ul style="list-style-type: none"> • x Episcopal Community Services (ECS) is a non-profit that provides services to individuals who have experienced homelessness in San Francisco. Under the proposed agreement, ECS will continue to provide supportive housing services at the five master lease supportive housing sites. <p style="text-align: center;">Fiscal Impact</p> <ul style="list-style-type: none"> • The total City funding for the proposed agreement is to be \$23,508,581. The proposed resolution’s not-to-exceed amount is \$26,329,610, which includes a 12 percent contingency for escalating operating costs and unexpected funding needs. The Department expects to use HSH Fund and General Fund to fund the City share of the costs. <p style="text-align: center;">Policy Consideration</p> <ul style="list-style-type: none"> • According to the Controller's Office FY 2020-21 Three-Month Budget Status Report dated November 10, 2020, General Fund revenues are estimated to be \$115.9 million less than budgeted for FY 2020-21. The proposed contract would require \$250,000 in General Fund costs in FY 2020-21, which is included in the Department’s FY 2020-21 General Fund appropriation. <p style="text-align: center;">Recommendation</p> <ul style="list-style-type: none"> • Approve the proposed resolution. 	

MANDATE STATEMENT

City Charter Section 9.118(b) states that any contract entered into by a department, board or commission that (1) has a term of more than ten years, (2) requires expenditures of \$10 million or more, or (3) requires a modification of more than \$500,000 is subject to Board of Supervisors approval.

BACKGROUND

Episcopal Community Services (ECS) is a non-profit that provides services to individuals who have experienced homelessness in San Francisco. The City provides grant funding to ECS to provide supportive housing services at five master lease sites, shown below in Table 1.

Existing Agreement with ECS

The Department of Homelessness & Supportive Housing's (HSH) existing agreement with ECS expires December 31, 2020. The existing agreement has a six-month term, which allowed for continuation of services after the prior agreement with ECS expired on June 30, 2020. That agreement was originally entered into in 2014 after a competitive solicitation and retroactively approved by the Board of Supervisors in 2018 (File 18-1050). The agreement was amended in 2019 to allow Caritas Management Corporation as a sub-contractor, to provide Property Management services.

Vendor Selection

The Department of Homelessness & Supportive Housing procured the proposed agreement under Administrative Code Section 21B.2, which allows the Department to enter into grant agreements for homeless services without competitive solicitations typically required under Chapter 21 of the Administrative Code. According to the Department, ECS was selected because it has been providing supportive housing services at these five locations since 2014.

DETAILS OF PROPOSED LEGISLATION

The proposed resolution would approve a new \$26,329,610 grant agreement between the City and Episcopal Community Services (ECS) for a three-year and two-month term from January 1, 2021, through February 29, 2024.

Services Provided

According to Appendix A of the proposed agreement, ECS will provide supportive housing services, including outreach, intake and assessment for vacant units, case management, benefits advocacy and referrals to services, coordination with property management, wellness checks, support groups and other organized activities, and exit planning to prospective and existing tenants at the master lease supportive housing sites shown in Table 1 below.

Table 1: Master Lease Supportive Housing Sites in Proposed Agreement

Name	Address	Units
Alder Hotel	175 6th Street	116
Crosby on O'Farrell Hotel	516 O'Farrell Street	124
Elm Hotel	364 Eddy Street	80
Hillsdale Hotel	51 6th Street	75
Mentone Hotel	387 Ellis Street	68
Total		463

Source: Appendix A to Proposed Agreement

As shown above, the proposed agreement would allow for supportive housing services at five supportive housing sites with a total of 463 units. Potential tenants would be referred to units by the Department of Homelessness & Supportive Housing's Coordinated Entry process and are typically enrolled in the County Adult Assistance Program, which provides cash and other benefits to low-income residents. According to the Department, 18 units were vacant as of the beginning of November 2020. As of that date, ECS had an average occupancy rate of 97.15 percent.

Performance Monitoring

According to the FY 2019-20 monitoring report for the existing agreement, ECS was meeting all of its program objectives, including achieving housing stability for 90 percent of tenants, retaining at least 75 percent of tenants who do not pay rent or have other lease violations, and at least 80 percent of tenants indicating satisfaction with program services.

However, ECS did not meet its objective of 80 percent of tenants indicating satisfaction with the timeliness and quality of repairs. According to the FY 2019-20 tenant survey, 45 percent of respondents had favorable responses for maintenance. The proposed agreement expands the service objectives for ECS. HSH will ensure ECS provides timely and quality maintenance by continuing to monitor the annual tenant survey responses.

FISCAL IMPACT

Table 2 below summarizes the sources and uses for the proposed agreement with ECS.

Table 2: Sources and Uses for Proposed Agreement

Sources	FY 2020-21 (6 months)	FY 2021-22	FY 2022-23	FY 2023-24 (6 months)	Total
Operating Revenue					
Rental Income	1,068,022	2,136,043	2,136,043	1,424,029	6,764,136
Private Revenue	2,597	5,194	5,194	3,462	16,445
Subtotal, Operating Revenue	1,070,619	2,141,238	2,141,238	1,427,491	6,780,581
City Funds					
HSH Fund	3,461,881	6,923,762	6,923,762	4,949,175	22,258,581
General Fund	250,000	500,000	500,000	0	1,250,000
Subtotal, City Funding	3,711,881	7,423,762	7,423,762	4,949,175	23,508,581
Total Sources	4,782,500	9,565,000	9,565,000	6,376,666	30,289,161
Uses					
Salaries & Benefits	889,355	1,778,709	1,778,709	1,185,806	5,632,579
Non-Personnel Costs	976,858	1,953,716	1,953,716	1,302,477	6,186,767
Subtotal, Operating Expenses	1,866,213	3,732,425	3,732,425	2,488,284	11,819,347
Indirect (12%)	223,946	447,891	447,891	298,594	1,418,322
Other Operations Expenses (not subject to Indirect)	2,692,342	5,384,683	5,384,683	3,589,789	17,051,496
Total Uses	4,782,500	9,565,000	9,565,000	6,376,666	30,289,164

Source: Appendix B of Proposed Agreement and HSH

Notes: FY 2020-21 includes six months of costs and FY 2023-24 includes eight months of costs, consistent with the agreement's term

Private Revenue refers to ECS fundraising efforts

HSH Fund refers to the funding source formerly known as Care Not Cash (CNC)

Other Expenses refer to Operations line items that are not subject to the indirect percentage, such as the master lease payment.

\$4 of expenses are not accounted for in revenues.

As shown above, the total cost of these supportive housing services is \$30,289,161, which is offset by \$6,780,586 in operating revenues consisting of tenant rents and private fundraising by ECS. The total City funding for the proposed agreement is to be \$23,508,581. The proposed resolution's not-to-exceed amount is \$26,329,610, which includes a 12 percent contingency for escalating operating costs and unexpected funding needs. The Department expects to use HSH Fund and General Fund to fund the City share of the costs. The operating expenses in the proposed agreement are the same as in the existing agreement.

POLICY CONSIDERATION

According to the Controller's Office FY 2020-21 Three-Month Budget Status Report dated November 10, 2020, General Fund revenues are estimated to be \$115.9 million less than budgeted for FY 2020-21. Revenue projections will be updated mid-year, as part of the Joint Report prepared by the Controller, Mayor's Office of Public Policy and Finance, and our Office, which will also project revenues and expenditures for subsequent fiscal years. In a presentation to the Budget & Appropriations Committee on November 19, 2020, the Mayor's Acting Budget Director stated that the Mayor has requested departments to prepare proposals to reduce spending in order to accommodate the projected decrease in General Fund revenues. The Mayor's plan to rebalance the FY 2020-21 budget is expected to be finalized in January.

As shown above, the proposed contract would require \$250,000 in General Fund costs in FY 2020-21, which is included in the Department's FY 2020-21 General Fund appropriation.

RECOMMENDATION

Approve the proposed resolution.

**Appendix A-1, Services to be Provided
by
Episcopal Community Services
Housing First Hotels – Support Services**

I. Purpose of Grant

The purpose of the grant is to provide support services to formerly homeless and income-eligible adults. The goals of these services are to help participants improve their health and retain their housing, or move to other appropriate housing.

II. Served Population

Grantee shall serve formerly homeless and income-eligible adults and older adults. An adult is defined as an individual or couple 18 years old or older without the custody of minors below 18 years of age. Couples consist of two adult individuals who are married, in a domestic partnership, or who can provide documentation of an established partnership. An older adult is defined as an individual aged 55 or older.

III. Referral and Prioritization

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

Eligibility criteria 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 Permanent Supportive Housing programs are prioritized based on various criteria, such as levels of vulnerability, length and history of homelessness, and severity of housing barriers.

IV. Description of Services

Grantee shall provide Support Services to program participants who reside in 463 units during the term of this grant. Support Services are voluntary and shall be available to all tenants of the building. Support Services shall include, but are not limited to the following:

- A. Outreach: Grantee shall actively engage with participants to provide information about available Support Services and invite them to participate. Outreach methods shall include in-person interactions, written messages, phone calls, voice mail, and emails, as available and appropriate to reach individual participant. Grantee shall contact each participant at least three times during the first 60 days following placement in housing to engage the participant in services.
- B. Intake and Assessment: Grantee shall coordinate the initial intake with applicants for vacant units with Property Management, and if possible, begin establishing a rapport with participants prior to move-in. Grantee shall attempt to coordinate with an incoming participant's current Case Manager(s) (e.g., at the shelter, agency or Coordinated Entry Access Point where a participant is currently receiving services) to

ensure a warm hand-off and transition into housing. This may include an exchange of information about challenges the participant is experiencing and/or and current services being accessed in the community.

- C. Case Management: Grantee shall provide ongoing meetings and counseling for participants to establish goals, develop Individualized Service Plans, and track progress toward achieving those goals. Grantee shall document Case Management meetings, engagement, and status of participants at least once per month to ensure they are doing well and are receiving the support they need to maintain housing.
- D. Benefits Advocacy and Assistance: Grantee shall assist participants with obtaining or maintaining benefits. Grantee shall provide referrals for and solve problems preventing a participant's enrollment in county, state and federal benefits programs. Grantee may help participants identify, apply for and establish appointments for available services such as cash aid, food programs, medical clinics and/or in-home support.
- E. Referrals and Coordination of Services: Grantee shall help participants identify and access services available within the community that meet specific needs or support progress toward identified goals. This may include providing information about services, calling to help establish appointments, assisting with applications, providing appointment reminders, following up/checking in with participants regarding the process, and, as necessary, re-referral. Grantee shall also communicate and coordinate with outside service providers and mental health clinics to support existing linkages that participants may have.
- F. Coordination with Property Management: Grantee shall assist participants in communicating with, responding to and meeting with Property Management. This may include helping a participant understand the meaning of messages, letters, and/or warnings from Property Management, helping a participant write requests, responses or complaints, and attending meetings between the participant and Property Management to facilitate communication.

Grantee shall coordinate with Property Management and external agencies to find creative ways to engage with participants, as necessary. This may be the case if a participant is experiencing challenges with their housing and is not inclined to proactively engage.
- G. Wellness Checks: Grantee shall conduct Wellness Checks in accordance with HSH policy to assess a participant's safety when there is a reason to believe the participant is at immediate and substantial risk due to a medical and/or psychiatric emergency.
- H. Support Groups, Social Events and Organized Activities:
 - i. Grantee shall provide participants with opportunities to participate in organized gatherings for peer support, to gain information from presenters and each other, to form social connections with other participants and staff, or to celebrate

significant individual, holiday and community events. These events may be planned with or based on input from participants and shall be held on site at least once per week. Grantee shall post and provide to participants with a monthly calendar of events. When appropriate, events should be open to all building tenants.

- ii. Grantee shall conduct monthly community meetings for participants, in coordination with Property Management, during which participants may discuss building concerns and program ideas with representatives from both Support Services and Property Management staff.
- iii. Grantee shall provide appropriate programming for the population served.

I. Housing Stability Support: Grantee shall outreach to and offer on-site services and/or referrals to all participants who display indications of housing instability. Such indications include but are not limited to discontinuance from benefits, non-payment of rent, lease violations or warnings from Property Management, and conflicts with staff or other participants. Grantee shall assist with the de-escalation and resolution of conflicts as needed.

J. Supervision: Grantee shall ensure that on-site Support Services staff has access to bi-monthly case conferencing and ongoing supervision. This allows staff to provide appropriate case management, counseling and referral services to participants with emerging and ongoing mental health issues.

K. Exit Planning and After-Care Services: If a participant is moving out of the building, Grantee shall outreach to the participant to engage in exit planning and support the participant's successful transition out of the program, and coordinate with Property Management, as necessary. The exit plan shall depend on the participant's needs and preferences but may include establishing a link to outpatient case management as well as access to services in the community. Grantee shall provide and/or coordinate aftercare services following a participant's exit from the program for up to 90 days or as indicated by participant need.

V. Location and Time of Services

Grantee shall provide services at the addresses below. Grantee shall provide services Monday through Friday, during posted business hours. Grantee may also provide services evenings and weekends, and at other times when necessary to best serve participants.

Grantee shall work with the Property Management staff to coordinate after-hours emergency backup, which will include the ability to reach Property Management by phone. Grantee shall implement policies and procedures pertaining to emergency backup and will train staff accordingly.

Location	Address	Units
1. Alder Hotel	175 6 th Street	116
2. Crosby on O'Farrell Hotel	516 O'Farrell Street	124
3. Elm Hotel	364 Eddy Street	80

Location	Address	Units
4. Hillsdale Hotel	51 6 th Street	75
5. Mentone Hotel	387 Ellis Street	68
Total		463

VI. Service Requirements

- A. Possession of Licenses/Permits: Grantee warrants the possession of all licenses and/or permits required by the laws and regulations of the United States, the State of California, and the City to provide the Services. Failure to maintain these licenses and permits shall constitute a material breach of this Agreement.
- B. Language and Interpretation Services: Grantee shall ensure that interpreter and translation services are available to address the needs of those within the served population who primarily speak language(s) other than English.
- C. Health Screening and Certifications: Grantee shall obtain and maintain all required staff health screenings and certifications required by law.
- D. Case Conferences: Grantee shall initiate and participate in individual case conferences and team coordination meetings with HSH-approved programs, as needed, to coordinate and collaborate regarding participants' progress.
- E. Admission Policy: Admission policies for the 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 participants are 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/AIDS status.
- F. Grievance Procedure: Grantee shall establish and maintain a written Grievance Procedure for participants, which shall include the following elements, as well as others that may be appropriate to the services:
1. The name or title of the person or persons authorized to make a determination regarding the grievance;
 2. The opportunity for the aggrieved party to discuss the grievance with those who will be making the determination;
 3. The amount of time required for each step, including when a participant can expect a response; and
 4. HSH Program Manager's contact information for the participant to contact after the participant has exhausted Grantee's internal Grievance Procedure.

Grantee shall, at program entry, review and provide a copy of this procedure, and any amendments, to each participant and obtain a signed copy of the form from the participant, which must be maintained in the participant's file. Additionally, Grantee

shall post the policy at all times and provide a copy of the procedure and any amendments to the HSH Program Manager or his/her designated agent.

G. Feedback, Complaint and Follow-up Policies:

Grantee shall provide means for participants to provide input into the program, including the effectiveness and satisfaction. Feedback methods shall include:

1. A written process informing the participants on how to request services; and
2. A written annual survey, which shall be offered to participants to gather feedback, satisfaction, and assess the effectiveness of services and systems within the program. Grantees shall offer assistance to participants regarding completion of the survey if the written format presents any problem.

H. City Communications, Trainings and Meetings:

Grantee shall keep HSH informed of program operations and comply with HSH policies, training requirements, and participate in meetings, including, but not limited to:

1. Regular communication to HSH about the implementation of the program;
2. Attendance at all meetings as required by HSH. This shall include quarterly HSH meetings, as needed, such as, but not limited to: hearings on issues related to homelessness; and
3. Attendance at trainings, when required by HSH.

I. Coordination with Other Service Providers:

1. Grantee shall maintain a good working relationship with other service providers, HSH, and all other agencies involved in program operations to ensure communication and coordination that supports program goals.
2. When required by HSH, Grantee shall establish written Memoranda of Understanding (MOUs) with Property Management and Subcontractors.

J. Critical Incidents: Grantee shall report critical incidents in accordance with the HSH Program Manager instructions and any published HSH policies/procedures. Examples of critical incidents include death, fire, acts of violence, or any other incident, which require the involvement of emergency or Child Protective Services (CPS).

K. Disaster and Emergency Response Plan: Grantee shall develop and maintain an Agency Disaster and Emergency Response Plan containing Site Specific Emergency Response Plan(s) for each service site per HSH requirements. The Agency Disaster and Emergency Response Plan shall address disaster coordination between and among service sites. Grantee shall update the Agency/site(s) plan as needed and Grantee shall train all employees regarding the provisions of the plan for their Agency/site(s).

L. 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 24 hours, if reasonable;
 3. Having a representative of the Grantee attend all appropriate neighborhood meetings; and
 4. Active discouragement of loitering in the area surrounding the building.
- M. Record Keeping and Files: Grantee shall maintain confidential participant files that document the services and supportive work provided for the purpose of tracking and reporting objectives and outcomes.
- N. Data Standards:
1. Records entered into the HSH Homeless Management Information System (HMIS) Online Navigation and Entry (ONE) System shall meet or exceed the ONE System Continuous Data Quality Improvement Process standards: <https://onesf.clarityhs.help/hc/en-us/articles/360001145547-ONE-System-Continuous-Data-Quality-Improvement-Process>.
 2. 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.
 3. 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 Health Insurance Portability and Accountability Act (HIPAA) and privacy guidelines.

VII. Service Objectives

Grantee shall achieve the Service Objectives listed below. Grantee understands that the Service Objectives listed in this Appendix A may be updated, revised, modified, and/or removed during the term of this grant through HSH's amendment or revision process.

- A. Grantee shall actively outreach to at least 95 percent of participants once every 30 days.
- B. Grantee shall offer assessment to 100 percent of participants for primary medical care needs within 90 days of move-in.
- C. Grantee shall offer assessment to 100 percent of participants for mental health and substance use treatment needs within 90 days of move-in.
- D. Grantee shall offer assessment to 100 percent of participants for benefits within 30 days of move-in.

- E. Grantee shall offer to develop Individualized Service Plans for 100 percent of participants within 90 days of service enrollment.
- F. Grantee shall update at minimum 80 percent of Individualized Service Plans at least once every six months, or as required by HSH.
- G. Grantee shall offer Support Services to 100 percent of all participants that showed housing instability (non-payment of rent, lease violations) at least once per incident.
- H. Grantee shall outreach to 100 percent of participants with planned exits from the program to engage in comprehensive discharge planning, that includes referrals for case management, housing, food, clothing, medical treatment, detox, and/or other services as necessary and appropriate.
- I. Grantee shall administer an annual written anonymous survey of participants to obtain feedback on the type and quality of program services. Grantee shall offer all participants the opportunity to take this survey.

VIII. Outcome Objectives

Grantee shall achieve the Outcome Objectives listed below. Grantee understands that the Outcome Objectives listed in this Appendix A may be updated, revised, modified, and/or removed during the term of this grant through HSH's amendment or revision process.

- A. Ninety percent of participants will maintain their housing for a minimum of 12 months, move to other permanent housing, or be provided with more appropriate placements.
- B. One hundred percent of participants housed for at least six months will have maximized their income and benefits for which they are eligible, or will be in the application process. The percentage requirement in this objective will be benchmarked over the first 12 months of service to ensure it is attainable, and may be adjusted accordingly.
- C. At least eighty-five percent of participant lease violations will be resolved without loss of housing to participants.
- D. At least seventy-five percent of residents who have an Individualized Service Plan will accomplish one or more goals.
- E. At least eighty percent of residents completing an annual resident satisfaction survey will be satisfied or very satisfied with program services.

IX. Reporting Requirements

Grantee shall input data into systems required by HSH, such as the ONE system and CARBON.

- A. When required by HSH, Grantee shall enter participant 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 15th of the month following the month of service.
 - 1. The total number of unduplicated participants who resided at the site during the month and the number of unduplicated participants actively outreached to at least once during the month; and
 - 2. The number of lease/program rule violations issued for the month and the number of lease/program rule violations for which Support Services outreached to participants to offer support.
- C. On a quarterly basis, Grantee shall enter the required metrics, including any required templates and supporting documentation to be uploaded, into the CARBON database by the 15th of the month following the end of each quarter:
 - 1. The number and percentage of participants that had an Individualized Service Plan in place within 90 days of service enrollment;
 - 2. The number and percentage of participants assessed for primary medical care needs within 90 days of move-in;
 - 3. The number and percentage of participants assessed for mental health and substance use treatment needs within 90 days of move-in;
 - 4. The number and percentage of participants with planned exits to whom Grantee outreached to design an exit plan; and
 - 5. The number and percentage of lease violations that were resolved without loss of housing to participants.
- D. On an annual basis, Grantee shall enter the required metrics, including any required templates to be uploaded, into the CARBON database by the 15th of the month following the end of each year:
 - 1. The number and percentage of participants 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 and percentage of Individualized Services Plans that were updated at least once every six months;
 - 3. The number and percentage of participants who completed a written survey to provide feedback on the type and quality of program services;
 - 4. The number and percentage of participants to whom Grantee outreached to complete a benefits assessment within 30 days of move-in; and
 - 5. The number and percentage of participants who maximized their income and benefits for which they are eligible, or are in the application process.
- 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.

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, the following, participant files, review of the Grantee's administrative records, staff training documentation, postings, program policies and procedures, 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.

- A. 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 policy manual, 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	E	F	G	H	I	J	K	L	M	N	O	P	AI	AJ	AK
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING																		
2	APPENDIX B, BUDGET																		
3	Document Date	10/20/2020																	
4	Contract Term	Begin Date	End Date	Duration (Years)															
5	Current Term	1/1/2021 - 2/29/2024		4															
6	Amended Term	1/1/2021 - 2/29/2024		4															
7	Provider Name	Episcopal Community Services																	
8	Program	Housing First Hotels CNC																	
9	FSP Contract ID#	1000019778																	
10	Action (select)	New Agreement																	
11	Effective Date	1/1/2021																	
12	Budget Names	Alder - Property Management, Alder - Support Services, Crosby - Property Management, Crosby - Support Services, Elm - Property Management, Elm - Support Services, Hillsdale - Property Management, Hillsdale - Support Services																	
13		Current	New																
14	Term Budget	\$ -	\$ 23,508,581																
15	Contingency	\$ -	\$ 2,821,030	12%															
16	Not-To-Exceed	\$ -	\$ 26,329,610																
17		Year 1			Year 2			Year 3			Year 4			All Years					
18		1/1/2021 - 6/30/2021	1/1/2021 - 6/30/2021	1/1/2021 - 6/30/2021	7/1/2021 - 6/30/2022	7/1/2021 - 6/30/2022	7/1/2021 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2022 - 6/30/2023	7/1/2022 - 6/30/2023	7/1/2023 - 2/29/2024	7/1/2023 - 2/29/2024	7/1/2023 - 2/29/2024	1/1/2021 - 2/29/2024	1/1/2021 - 2/29/2024	1/1/2021 - 2/29/2024			
19		New	New	New	New	New	New	New	New	New	New	New	New	New	New	New			
20	Expenditures																		
21	Salaries & Benefits	\$ -	\$ 889,355	\$ 889,355	\$ -	\$ 1,778,709	\$ 1,778,709	\$ -	\$ 1,778,709	\$ 1,778,709	\$ -	\$ 1,185,806	\$ 1,185,806	\$ -	\$ 5,632,579	\$ 5,632,579			
22	Operating Expense	\$ -	\$ 976,858	\$ 976,858	\$ -	\$ 1,953,716	\$ 1,953,716	\$ -	\$ 1,953,716	\$ 1,953,716	\$ -	\$ 1,302,477	\$ 1,302,477	\$ -	\$ 6,186,767	\$ 6,186,767			
23	Subtotal	\$ -	\$ 1,866,213	\$ 1,866,213	\$ -	\$ 3,732,425	\$ 3,732,425	\$ -	\$ 3,732,425	\$ 3,732,425	\$ -	\$ 2,488,284	\$ 2,488,284	\$ -	\$ 11,819,347	\$ 11,819,347			
24	Indirect Percentage																		
25	Indirect Cost (Line 21 X Line 22)	\$ -	\$ 223,946	\$ 223,946	\$ -	\$ 447,891	\$ 447,891	\$ -	\$ 447,891	\$ 447,891	\$ -	\$ 298,594	\$ 298,594	\$ -	\$ 1,418,322	\$ 1,418,322			
26	Other Expenses (Not subject to indirect %)	\$ -	\$ 2,692,342	\$ 2,692,342	\$ -	\$ 5,384,683	\$ 5,384,683	\$ -	\$ 5,384,683	\$ 5,384,683	\$ -	\$ 3,589,789	\$ 3,589,788	\$ -	\$ 17,051,496	\$ 17,051,496			
27	Capital Expenditure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
28	Admin Cost (HUD Only)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
29	Total Expenditures	\$ -	\$ 4,782,500	\$ 4,782,500	\$ -	\$ 9,564,999	\$ 9,564,999	\$ -	\$ 9,564,999	\$ 9,564,999	\$ -	\$ 6,376,666	\$ 6,376,666	\$ -	\$ 30,289,164	\$ 30,289,164			
30	Revenues																		
31	HSH Revenues (select)																		
32	HSH Fund (formerly CNC)	\$ -	\$ 3,461,881	\$ 3,461,881	\$ -	\$ 6,923,762	\$ 6,923,762	\$ -	\$ 6,923,762	\$ 6,923,762	\$ -	\$ 4,949,175	\$ 4,949,175	\$ 375,670	\$ 22,258,581	\$ 22,258,581			
33	General Fund - Ongoing	\$ -	\$ 250,000	\$ 250,000	\$ -	\$ 500,000	\$ 500,000	\$ -	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,250,000	\$ 1,250,000			
34		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
35		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
36		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
37		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
38		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
39		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
40	Total HSH Revenues	\$ -	\$ 3,711,881	\$ 3,711,881	\$ -	\$ 7,423,762	\$ 7,423,762	\$ -	\$ 7,423,762	\$ 7,423,762	\$ -	\$ 4,949,175	\$ 4,949,175	\$ -	\$ 23,508,581	\$ 23,508,581			
41	Other Revenues (to offset Total Expenditures & Reduce HSH Revenues)																		
42	Rental Income	\$ -	\$ 1,068,022	\$ 1,068,022	\$ -	\$ 2,136,043	\$ 2,136,043	\$ -	\$ 2,136,043	\$ 2,136,043	\$ -	\$ 1,424,029	\$ 1,424,029	\$ -	\$ 6,764,136	\$ 6,764,136			
43	Private Revenue	\$ -	\$ 2,597	\$ 2,597	\$ -	\$ 5,193	\$ 5,193	\$ -	\$ 5,193	\$ 5,193	\$ -	\$ 3,462	\$ 3,462	\$ -	\$ 16,445	\$ 16,445			
44		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
45		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
46	Total Other Revenues	\$ -	\$ 1,070,618	\$ 1,070,618	\$ -	\$ 2,141,236	\$ 2,141,236	\$ -	\$ 2,141,236	\$ 2,141,236	\$ -	\$ 1,427,491	\$ 1,427,491	\$ -	\$ 6,780,581	\$ 6,780,581			
47	Total HSH + Other Revenues	\$ -	\$ 4,782,499	\$ 4,782,499	\$ -	\$ 9,564,998	\$ 9,564,998	\$ -	\$ 9,564,998	\$ 9,564,998	\$ -	\$ 6,376,666	\$ 6,376,666	\$ -	\$ 30,289,161	\$ 30,289,161			
48	Rev-Exp (Budget Match Check)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
49	Total Adjusted Salary FTE (All Budgets)			15.59			15.59			15.59			15.59			15.59			
50	Prepared by	Bobby McCarthy																	
51	Phone	628.652.7770																	
52	Email	bobby.mccarthy@sfgov.org																	



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

HSH Grant Agreement

Board of Supervisors

Budget and Finance Committee

December 9, 2020

Episcopal Community Services Grant Agreement

- Resolution to approve a new grant agreement with Episcopal Community Services (ECS) in the amount not to exceed \$26,329,610
- This agreement's term goes from January 1, 2021 to February 29, 2024
- Under this agreement, ECS provides property management and support services to five permanent supportive housing sites for a total of 463 units for formerly homeless County Adult Assistance Programs (CAAP) clients

Episcopal Community Services Grant Amendment

Location	Address	Units
Alder Hotel	175 6 th Street	116
Crosby on O'Farrell Hotel	516 O'Farrell Street	124
Elm Hotel	364 Eddy Street	80
Hillsdale Hotel	51 6 th Street	75
Mentone Hotel	387 Ellis Street	68
Total		463

Episcopal Community Services Performance Objectives

ECS met or exceeded the majority of its program objectives in FY 2019-20 including:

Goal: 97% building occupancy maintained

Achieved: 97.15%

Goal: 90% of tenants achieve housing stability

Achieved: 100%

Goal: 75% of tenants retained who do not pay rent or have other lease violations

Achieved: 100%

Goal: 50% of residents to complete a Client Satisfaction survey

Achieved: 54%

Goal: 80% of tenants indicating satisfaction with program services

Achieved: 86%

Conclusion

Thank you for your continued support in putting **housing first** and making homelessness a **brief, rare** and **one-time** experience in San Francisco.



San Francisco Ethics Commission

25 Van Ness Avenue, Suite 220, San Francisco, CA 94102

Phone: 415.252.3100 . Fax: 415.252.3112

ethics.commission@sfgov.org . www.sfethics.org

Received On:

File #: 201291

Bid/RFP #:

Notification of Contract Approval

SFEC Form 126(f)4

(S.F. Campaign and Governmental Conduct Code § 1.126(f)4)

A Public Document

Each City elective officer who approves a contract that has a total anticipated or actual value of \$100,000 or more must file this form with the Ethics Commission within five business days of approval by: (a) the City elective officer, (b) any board on which the City elective officer serves, or (c) the board of any state agency on which an appointee of the City elective officer serves. For more information, see: <https://sfethics.org/compliance/city-officers/contract-approval-city-officers>

1. FILING INFORMATION

TYPE OF FILING	DATE OF ORIGINAL FILING (for amendment only)
Original	
AMENDMENT DESCRIPTION – Explain reason for amendment	

2. CITY ELECTIVE OFFICE OR BOARD

OFFICE OR BOARD	NAME OF CITY ELECTIVE OFFICER
Board of Supervisors	Members

3. FILER'S CONTACT

NAME OF FILER'S CONTACT	TELEPHONE NUMBER
Angela Calvillo	415-554-5184
FULL DEPARTMENT NAME	EMAIL
office of the clerk of the Board	Board.of.Supervisors@sfgov.org

4. CONTRACTING DEPARTMENT CONTACT

NAME OF DEPARTMENTAL CONTACT	DEPARTMENT CONTACT TELEPHONE NUMBER
Dylan Schneider	4159618257
FULL DEPARTMENT NAME	DEPARTMENT CONTACT EMAIL
HSB Homelessness and Supportive Housing	dylan.schneider@sfgov.org

5. CONTRACTOR	
NAME OF CONTRACTOR Episcopal Community Services of San Francisco	TELEPHONE NUMBER (415) 487-3300
STREET ADDRESS (including City, State and Zip Code) 165 Eighth Street, 3rd Floor, San Francisco, CA 94103	EMAIL

6. CONTRACT		
DATE CONTRACT WAS APPROVED BY THE CITY ELECTIVE OFFICER(S)	ORIGINAL BID/RFP NUMBER	FILE NUMBER (If applicable) 201291
DESCRIPTION OF AMOUNT OF CONTRACT \$26,329,610		
NATURE OF THE CONTRACT (Please describe) Resolution approving a new grant agreement between the City and County of San Francisco and Episcopal Community Services for master leased Permanent Supportive Housing to formerly homeless adults in 463 units for County Adult Assistance Programs (CAAP) tenants, for a total term of January 1, 2021 through February 29, 2024, and for a total amount not to exceed \$26,329,610.		

7. COMMENTS

8. CONTRACT APPROVAL	
This contract was approved by:	
<input type="checkbox"/>	THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM
<input checked="" type="checkbox"/>	A BOARD ON WHICH THE CITY ELECTIVE OFFICER(S) SERVES Board of Supervisors
<input type="checkbox"/>	THE BOARD OF A STATE AGENCY ON WHICH AN APPOINTEE OF THE CITY ELECTIVE OFFICER(S) IDENTIFIED ON THIS FORM SITS

9. AFFILIATES AND SUBCONTRACTORS

List the names of (A) members of the contractor's board of directors; (B) the contractor's principal officers, including chief executive officer, chief financial officer, chief operating officer, or other persons with similar titles; (C) any individual or entity who has an ownership interest of 10 percent or more in the contractor; and (D) any subcontractor listed in the bid or contract.

#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
1	Handley Andrus	Marc	Board of Directors
2	Geeslin	Keith	Board of Directors
3	Singer	Susanna	Board of Directors
4	Tatsuno	Yvonne	Board of Directors
5	Stokes	Beth	CEO
6	Clayter	Todd	Board of Directors
7	Dienst	Sedge	Board of Directors
8	Jones	Martin	Board of Directors
9	Ketcham	Susan	Board of Directors
10	Mouton-Patterson	Rita	Board of Directors
11	Robershotte	Megan	Board of Directors
12	Rodriguez	Jonathon	Board of Directors
13	Shah	Tajel	Board of Directors
14	Silveira	Dara	Board of Directors
15	Springwater	Richard	Board of Directors
16	Brooks Todd	Kirby	Board of Directors
17	Zaidi	S. Hassan	Board of Directors
18	Larra	Eric	CFO
19	Callandrillo	Chris	COO

9. AFFILIATES AND SUBCONTRACTORS

List the names of (A) members of the contractor’s board of directors; (B) the contractor’s principal officers, including chief executive officer, chief financial officer, chief operating officer, or other persons with similar titles; (C) any individual or entity who has an ownership interest of 10 percent or more in the contractor; and (D) any subcontractor listed in the bid or contract.

#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
20	Carita Management Corp.		Subcontractor
21			
22			
23			
24			
25			
26			
27			
28			
29			
30			
31			
32			
33			
34			
35			
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37			
38			

9. AFFILIATES AND SUBCONTRACTORS

List the names of (A) members of the contractor’s board of directors; (B) the contractor’s principal officers, including chief executive officer, chief financial officer, chief operating officer, or other persons with similar titles; (C) any individual or entity who has an ownership interest of 10 percent or more in the contractor; and (D) any subcontractor listed in the bid or contract.

#	LAST NAME/ENTITY/SUBCONTRACTOR	FIRST NAME	TYPE
39			
40			
41			
42			
43			
44			
45			
46			
47			
48			
49			
50			
<input type="checkbox"/>	Check this box if you need to include additional names. Please submit a separate form with complete information. Select "Supplemental" for filing type.		

10. VERIFICATION

I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information I have provided here is true and complete.

I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

<p>SIGNATURE OF CITY ELECTIVE OFFICER OR BOARD SECRETARY OR CLERK</p> <p>BOS Clerk of the Board</p>	<p>DATE SIGNED</p>
---	---------------------------

From: [Peacock, Rebecca \(MYR\)](#)
To: [BOS Legislation, \(BOS\)](#)
Cc: [Kittler, Sophia \(MYR\)](#); [Schneider, Dylan \(HOM\)](#); [Merlone, Audrey \(CPC\)](#); [Sawyer, Amy \(MYR\)](#)
Subject: Mayor -- [Reso] -- [Permanent Supportive Housing Grant Agreement – Episcopal Community Services - \$26,329,610]
Date: Tuesday, November 17, 2020 4:26:41 PM
Attachments: [\(4\) Reso_HSH_ECS Grant Agreement.zip](#)

Attached for introduction to the Board of Supervisors is an **resolution approving a new grant agreement between the City and County of San Francisco and Episcopal Community Services for master lease, Permanent Supportive Housing to formerly homeless adults in 463 units for County Adult Assistance Programs (CAAP) tenants, for a total term of January 1, 2021 through February 29, 2024 for a total not to exceed amount of \$26,329,610.**

Please let me know if you have any questions.

Rebecca Peacock ([they/them](#))
(415) 554-6982 | Rebecca.Peacock@sfgov.org
Office of Mayor London N. Breed
City & County of San Francisco