



October 27, 2022

Randy Shaw
Executive Director
Tenderloin Housing Clinic
472 Turk Street
San Francisco, CA 94102

Re: FY 20-21 & FY 21-22 Programmatic Monitoring for the Adult Supportive Housing Program at the Master Lease Hotels (Elk Hotel, Hartland Hotel, Boyd Hotel, Vincent Hotel, Seneca Hotel, Mission Hotel, Jefferson Hotel, and Raman Hotel)

Dear Mr. Shaw,

This letter conveys the results of the programmatic monitoring of the Contract between the Department of Homelessness & Supportive Housing and Tenderloin Housing Clinic (“THC”) for The Master Lease Hotels, located at following locations:

- Elk Hotel - 670 Eddy Street, San Francisco, CA 94109
- Hartland Hotel – 909 Geary Street, San Francisco, CA 94109
- Boyd Hotel – 39 Jones Street, San Francisco, CA 94102
- Vincent Hotel – 459 Turk Street, San Francisco, CA 94102
- Seneca Hotel – 34 6th Street, San Francisco, CA 94103
- Mission Hotel – 520 S Van Ness Ave, San Francisco, CA 94110
- Jefferson Hotel – 440 Eddy Street, San Francisco, CA 94109
- Raman Hotel – 1011 Howard Street, San Francisco, CA 94103

The programmatic monitoring site visits were conducted on July 19th, July 26th, July 28th, August 2nd, August 4th, August 9th, August 11th, and August 16th, 2022, and included a review of the support services files, property management files for lease violations, program policies and procedures, progress in meeting the service and outcome objectives, and a tour of the facilities, including vacant units, staff offices and common areas.

This letter is meant to supplement the items discussed with staff on-site on the day of each visit. I appreciate your patience in receiving this written response. I want to acknowledge that in addition to the challenges of the pandemic, THC Master Lease sites have had difficulty hiring and retaining janitorial and maintenance staff, including that THC received funding to add 4 additional janitorial FTE that have yet to be filled, which directly impacts some of the recommendations and findings below. However, through my experience in working alongside THC staff at all levels and through documentation of case notes, it is evident that staff is working hard, supporting tenants, and committed to their success. Staff is always willing to learn, listen, and make changes to support growth and compliance of the program. HSH is



committed to offering technical assistance and support to address the monitoring findings listed below.

I have identified findings related to Property Management and/or Support Services, dependent on the site, which will need to be addressed.

Below is a summary of major findings that need improvement.

Elk Hotel

A. (Property Management) Maintaining a Secure and Healthy Environment:

Findings	Recommendation(s)
1. Items throughout resident hallways on all levels, blocking ease of passage throughout.	<ul style="list-style-type: none"> Have janitorial staff clear items from resident hallways frequently and remind residents that personal items may not be left in the common areas of the building.
Findings	Corrective Action(s)
2. Airwells are infrequently cleaned due to lack of equipment and physical limitations of janitorial staff on-site	<ul style="list-style-type: none"> Schedule frequent cleanings of airwells and provide context on how this will be completed.
3. Shared bathrooms are cleaned infrequently, due to lack of available janitorial staff	<ul style="list-style-type: none"> Present a plan on how to address issues of infrequent cleanings of shared bathrooms. A potential option is using contracted services to cover janitorial duties when short-staffed.

Hartland Hotel

A. Client Files

Findings	Corrective Action(s)
1. One of the five Property Management tenant files reviewed did not include evidence of supervisor tenant file review to ensure tenant files comply with program requirements.	<ul style="list-style-type: none"> Create and implement a tenant file review checklist and process. The tenant file review checklist document should include review date, supervisor's name, and supervisor's signature. The tenant file review should be clearly documented in each tenant's file. The tenant file review should take place at least once annually.



B. (Property Management) Maintaining a Secure and Healthy Environment:

Findings	Corrective Action(s)
2. Due to lack of janitorial staff on-site on Mondays and Tuesday, shared bathrooms are not regularly cleaned, resulting in lack of cleanliness in most facilities.	<ul style="list-style-type: none"> Present a plan on how to address issues of infrequent cleanings of shared bathrooms. A potential option is using contracted services to cover janitorial duties when short-staffed.
3. Airwells are infrequently cleaned due to lack of janitorial staff on-site	<ul style="list-style-type: none"> Schedule frequent cleanings of airwells and provide context on how this will be completed.

Boyd Hotel

A. Client Files

Findings	Corrective Action(s)
1. All five Property Management tenant files reviewed did not include evidence of supervisor tenant file review to ensure tenant files comply with program requirements.	<ul style="list-style-type: none"> Complete and insert the supervisor tenant file reviews into all tenant files and provide proof that this was completed.

B. (Property Management) Maintaining a Secure and Healthy Environment:

Findings	Recommendation(s)
2. A bicycle was seen locked on the staircase, blocking ease of passage throughout.	<ul style="list-style-type: none"> Have janitorial staff clear items from resident hallways frequently and remind residents that personal items may not be left in the common areas of the building.
Findings	Corrective Action(s)
3. Significant pests (small bugs) were seen throughout the building in the common areas, including the laundry room(s). Staff confirmed that pest control is done monthly, but additional cleanings will need to be conducted on an as-needed basis until under control.	<ul style="list-style-type: none"> Provide a plan and context to address the frequency of pest inspections and the potential increase of inspections in relation to the pests in the common areas and laundry room(s), and how support services will work with tenants to provide resource support as it relates to habitability concerns.



Vincent Hotel

A. (Property Management) Maintaining a Secure and Healthy Environment:

Findings	Corrective Action(s)
1. Pests (small bugs) were seen throughout the building in the common areas. Staff confirmed that pest control is done monthly, but additional cleanings will need to be conducted on an as-needed basis until under control.	<ul style="list-style-type: none"> Provide a plan and context to address the frequency of pest inspections and the potential increase of inspections in relation to the pests in the common areas, and how support services will work with tenants to provide resource support as it relates to habitability concerns.

Seneca Hotel

A. (Property Management) Maintaining a Secure and Healthy Environment:

Findings	Recommendation(s)
1. Items throughout resident hallways, blocking ease of passage.	<ul style="list-style-type: none"> Continue to inform residents that personal belongings cannot be left in the hallway.
2. Trash receptacles are moved into the lobby weekly to clean the trash room, exposing residents to odors and harmful particles.	<ul style="list-style-type: none"> Adjust the way the trash room is cleared and cleaned so that the trash receptacles are no longer placed in the lobby. Provide context on how this will be completed.

Mission Hotel

A. (Property Management) Maintaining a Secure and Healthy Environment:

Findings	Corrective Action(s)
1. Items and throughout resident hallways on all levels, including personal items and trash placed outside windows on the escape exits, blocking ease of passage throughout.	<ul style="list-style-type: none"> Have janitorial staff clear items from resident hallways frequently. Inform tenants to not use common area space for personal belongings and provide plan and steps on how this will be accomplished and enforced.
2. Shared bathrooms are cleaned infrequently, due to lack of available janitorial staff	<ul style="list-style-type: none"> Present a plan on how to address issues of infrequent cleanings of shared bathrooms. A potential option is using contracted services to cover janitorial duties when short-staffed.



Jefferson Hotel

A. Client Files

Findings	Corrective Action(s)
1. One of the five files' client denial form was unsigned and undated. A different file had a missing signature on the supervisory review sheet.	<ul style="list-style-type: none">• Create and implement a tenant file review checklist and process to ensure all documents have been signed where appropriate. The tenant file review should take place at least once annually.

B. (Property Management) Maintaining a Secure and Healthy Environment:

Findings	Corrective Action(s)
2. Trash found throughout common areas, including in fire escape areas, blocking ease of passage throughout and creating an unclean space. Fire escape doors are left open without signage on the windows and doors, stating that access is prohibited in these areas unless there is an emergency.	<ul style="list-style-type: none">• Have janitorial staff clear trash from common areas frequently and remind tenants cannot leave trash in any common area, including the fire escape. Please have signage on all windows and emergency exits stating the parameters of ingress and egress. Please provide photo-documentation of this once completed.

Raman Hotel

A. Client Files

Findings	Corrective Action(s)
1. Missing/and or unsigned documentation in the majority of the tenant files reviewed, which includes client denial form, disclosure of confidentiality, outside consent form and proof of income	<ul style="list-style-type: none">• Create and implement a tenant file review checklist and process. The tenant file review checklist document should include review date, supervisor's name, and supervisor's signature. The tenant file review should be clearly documented in each tenant's file. The tenant file review should take place at least once annually.



B. (Property Management) Maintaining a Secure and Healthy Environment:

Findings	Recommendation(s)
2. Items throughout resident hallways on all levels, blocking ease of passage throughout.	<ul style="list-style-type: none"> • Have janitorial staff clear items from common areas frequently and remind tenants cannot leave personal items in any common area.
3. Airwells are infrequently cleaned due to lack of equipment and physical limitations of janitorial staff on-site	<ul style="list-style-type: none"> • Schedule frequent cleanings of airwells and provide context on how this will be completed.

Mr. Shaw, I would like to thank you and your staff for participating in the site-based monitoring visit. Despite the findings, it was clear via case notes that staff worked extensively with clients to support them in meeting their health and housing needs. **Please respond to this results letter by November 28, 2022, to Alan.Ale@sfgov.org.** In your response, please provide a timeline for addressing the concerns, including implementing the recommendations, suggesting alternatives, and/or explaining the discrepancy in the findings and why you feel the recommendation(s) are unnecessary. Compliance updates should be submitted to my email address, according to the timeline/s provided in your response letter.

If you have any questions regarding this results letter, please contact me at the number below.

Sincerely,

Alan Enrique Alé (he/him)
Adult Supportive Housing Program Manager
(628) 652-7943
Alan.Ale@sfgov.org

Cc: Tabitha Allen, Deputy Director
Zeke Weiner, Director of Property Management
Janet Aguilar, Director of Support Services
Son Vo, Senior Facilities Manager
Marilyn Bunag, Director of Housing Services
Elizabeth Hewson, Manager of Supportive Housing Programs, HSH
Dee Rosado-Chan, Deputy Director of Programs, HSH
Ousha Reed, Supportive Housing Programs Supervisor, HSH
Kimberley Norman, Contracts Analyst, HSH



Date: _____

Department of Homelessness and Supportive Housing

NONPROFIT CONTRACT MONITORING STANDARD ASSESSMENT FORM	
Nonprofit Agency: Tenderloin Housing Clinic	Program Name: Master Lease Hotels (Mission Hotel, Raman Hotel, Jefferson Hotel, Hartland Hotel, Elk Hotel, Boyd Hotel, Vincent Hotel, Seneca Hotel)
Site Address: Multiple sites (520 S Van Ness Ave, 1011 Howard St, 440 Eddy St, 909 Geary St, 670 Eddy St, 39 Jones St, 459 Turk St, 34 6 th St)	
HSH Program Manager: Alan Ale	Date Site Visit Conducted: Multiple Dates
HSH staff site participants and titles:	Agency staff site visit participants and titles:
Alan Ale, Program Support Analyst	Christopher Rodriguez, Associate Director Support Services
QUANTITY – PROGRAM UNITS OF SERVICE	
Review	Comments & Recommendations
Units of service <input checked="" type="checkbox"/> Has program met, or on target to meet contractual service level	
QUALITY – PROGRAM SPECIFIC	
Review	Comments & Recommendations
Participant files <ul style="list-style-type: none"> • Does program maintain participant files that include: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Client intake or program application <input checked="" type="checkbox"/> Client appraisal/assessment information <input type="checkbox"/> Client Release of Information <input checked="" type="checkbox"/> Proof client received Grievance Policy <input checked="" type="checkbox"/> Eligibility documentation (as applicable) <input checked="" type="checkbox"/> Current and comprehensive case notes <input checked="" type="checkbox"/> Service Plan <input type="checkbox"/> Evidence of supervisor review <input checked="" type="checkbox"/> Are case notes securely stored <input checked="" type="checkbox"/> Are participant files easily accessible and clearly organized according to a sample file? 	



Date: _____

Department of Homelessness and Supportive Housing

Review	Comments & Recommendations
<p>Staff Development and Training Activities</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Contractor ensures that staff receive varied training opportunities appropriate to job descriptions <input checked="" type="checkbox"/> Specific examples of trainings offered to/attended by staff in the past year were documented. 	
<p>Program Policies and Procedures</p> <p>Written policies/procedures are in place:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Eligibility <input checked="" type="checkbox"/> House Rules <input checked="" type="checkbox"/> Reasonable Accommodation <input checked="" type="checkbox"/> Discharge/Denial of Service <input checked="" type="checkbox"/> Grievance/Complaint Policy <input checked="" type="checkbox"/> Coordination between Property Management and Supportive Services <input checked="" type="checkbox"/> Data Security Policy <input checked="" type="checkbox"/> Harm Reduction Policy <input checked="" type="checkbox"/> Outreach and Engagement <input checked="" type="checkbox"/> Quality Assurance Plan <input checked="" type="checkbox"/> Any current MOUs (obtain copy) <input checked="" type="checkbox"/> Emergency Response Plan for Site 	
<p>Customer Satisfaction</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Does program have method for customers to evaluate services received (e.g. surveys) <input checked="" type="checkbox"/> At least 30% of clients served completed the survey during the previous program year <input checked="" type="checkbox"/> Clients understand whom to contact for relevant types of assistance and indicate program is responsive to their needs. 	
<p>Programmatic and Physical Accessibility/Cultural Competence</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Facility, program and materials are accessible to persons with disabilities. <input checked="" type="checkbox"/> Notice of Rights for People with Disabilities is publicly displayed. <input checked="" type="checkbox"/> Forms related to reasonable accommodations are available to clients. <input checked="" type="checkbox"/> Written materials are translated into applicable languages. <input checked="" type="checkbox"/> Service delivery and activities offered respect the backgrounds and interests of clients served. 	



Date: _____

Department of Homelessness and Supportive Housing

<p>Outreach Procedure/Materials</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> Contractor has a written policy regarding how clients will be outreach to for engagement in services.<input checked="" type="checkbox"/> Contractor provided examples of flyers, newsletters and other examples of outreach materials.	
<p>Staffing Pattern and Job Descriptions</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> Staffing levels/types are adequate to deliver contracted services.	
<p>Program Specific Administration</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> Are monthly reports timely<input checked="" type="checkbox"/> Are monthly reports accurate<input checked="" type="checkbox"/> Is contractor responsive to agency requests	
<p>Client Tracking System</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> Contractor has a system for tracking client data relevant to contract objectives<input checked="" type="checkbox"/> Group activities are documented with attendance logs<input checked="" type="checkbox"/> Review of ONE system client data<input checked="" type="checkbox"/> Contractor is meeting HSH Data Quality Standards for program enrollments and exits	



Date: _____

Department of Homelessness and Supportive Housing

Notes: PROGRAM SERVICE AND OUTCOME OBJECTIVES				
Service Objectives	Goal	Actual	Achieved (Y/N)	Comments
1. Grantee shall obtain a feedback on type and quality of services from at least 50 percent of tenants.	50%	70%	Y	
2. Grantee shall actively outreach to 95 percent of tenants once every 30 days.	95%	100%	Y	
3. Grantee shall contact every tenant at least three times during the first 60 days following placement in housing to engage the tenant in services	100%	100%	Y	
4. Grantee shall develop services plans for 100 percent of tenants.	100%	100%	Y	
Outcome Objectives	Goal	Actual	Achieved (Y/N)	Comments
1. Grantee shall obtain feedback on type and quality of service plans from at least 50 percent of tenants.	50%	86%	Y	
2. Grantee shall create and maintain files for 100 percent of tenants, regardless of services type, in the ONE System and hard copies of eligibility documents, including homelessness verification.	100%	100%	Y	



Date: _____

Department of Homelessness and Supportive Housing

Corrective Actions Taken Yes No

Date of Previous Monitoring Report: ___/___/_____

The previous monitoring report noted the following needs for corrective action (improvement needed or unsatisfactory rating).

Previous Findings	Corrective Actions Taken
1.	
2.	
3.	
4.	

FOLLOW UP

- Technical assistance needed per department
- Technical assistance requested by contractor
- Timeline for recommended program adjustments
- Recommended program adjustments completed

GENERAL COMMENTS, RECOMMENDATIONS & FOLLOW-UP

Please refer to comments within uploaded document "FY 20-21 & FY 21-22 Program Monitoring Results Master Lease Hotels (2)". Provider response found to be conformant with findings resolved.

CITY DEPARTMENT USE: DOCUMENT SHARING & SIGNATURE

Shared with Contracts staff? Yes No

Comments:

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Department of Homelessness and Supportive Housing



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Date: _____

Department of Homelessness and Supportive Housing

Notes: PROGRAM SERVICE AND OUTCOME OBJECTIVES				
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1. Grantee shall obtain a feedback on type and quality of services from at least 50 percent of tenants.	50%	75%	Y	
2. Grantee shall actively outreach to 95 percent of tenants once every 30 days.	95%	100%	Y	
3. Grantee shall contact every tenant at least three times during the first 60 days following placement in housing to engage the tenant in services	100%	100%	Y	
4. Grantee shall develop services plans for 100 percent of tenants.	100%	100%	Y	
Outcome Objectives	Goal	Actual	Achieved (Y/N)	Comments
1. Grantee shall obtain feedback on type and quality of service plans from at least 50 percent of tenants.	50%	86%	Y	
2. Grantee shall create and maintain files for 100 percent of tenants, regardless of services type, in the ONE System and hard copies of eligibility documents, including homelessness verification.	100%	100%	Y	



Date: _____

Department of Homelessness and Supportive Housing

Corrective Actions Taken Yes No

Date of Previous Monitoring Report: ___/___/_____

The previous monitoring report noted the following needs for corrective action (improvement needed or unsatisfactory rating).

Previous Findings	Corrective Actions Taken
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FOLLOW UP

- Technical assistance needed per department
- Technical assistance requested by contractor
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GENERAL COMMENTS, RECOMMENDATIONS & FOLLOW-UP

Please refer to comments within uploaded document "FY 20-21 & FY 21-22 Program Monitoring Results Master Lease Hotels (2)". Provider response found to be conformant with findings resolved.

CITY DEPARTMENT USE: DOCUMENT SHARING & SIGNATURE

Shared with Contracts staff? Yes No

Comments:

HSH Program Monitor Signature:

Date:



Date: _____

Department of Homelessness and Supportive Housing



November 21, 2022

Alan Enrique Alé
Adult Supportive Housing Program Manager
Department of Homelessness and Supportive Housing

Dear Alan:

In response to this year's programmatic contract monitoring for the Adult Supportive Housing Program at our Master Lease Hotels (Elk Hotel, Hartland Hotel, Boyd Hotel, Vincent Hotel, Seneca Hotel, Mission Hotel, Jefferson Hotel, and Raman Hotel), Tenderloin Housing Clinic (THC) has considered the recommended corrective actions and made changes to our practices where appropriate. Details about our evaluation and implementation of corrective actions are outlined below.

Elk Hotel

Property Management

1. The recommendations to have janitorial staff clear items from hallways and remind residents that personal items are not to be left in common areas are already standard operating procedure for THC staff. However, this location was very under-staffed in janitorial at the time of the program audit which contributed to the findings of blocked passageways. Moving forward, janitorial will continue this practice of keeping hallways clear.
2. & 3. The findings regarding infrequent airwell and shared bathroom cleanings were also due to under-staffing at the time of the audit. Airwell cleaning at the Elk Hotel is a two-person task due to limited access; in the absence of janitorial coverage, airwell cleaning was completed with support of the Facilities Operations Manager and new Elk Hotel Supportive Housing Manager. Weekly airwell cleaning is included on the Janitorial Shift Planner (attached).

Given that the Elk is now fully staffed in janitorial (possibly due to recent significant pay increases), we feel these concerns have been sufficiently addressed with regular THC janitorial coverage. THC does utilize contracted janitorial services to provide coverage when needed but, due to their significantly higher per-hour cost, we are unable to replace THC janitors with contracted janitors on a one-for-one basis. THC also has floating janitors and on-call janitors to provide coverage as needed and available.

Hartland Hotel

Client Files

1. The PM leadership team is reviewing the request for annual supervisory file review and sign-off in order to develop recommendations regarding this proposed process. The team expects to have developed recommendations regarding process and implementation timeline by mid-December.

Property Management

2. & 3. The findings regarding infrequent airwell and shared bathroom cleanings were due to janitorial under-staffing at the time of the audit. The Hartland Hotel is now fully staffed and we feel these findings have been addressed with adequate janitorial coverage and use of the Janitorial Shift Planner (attached).

Boyd Hotel

Client Files

1. The PM leadership team is reviewing the request for annual supervisory file review and sign-off in order to develop recommendations regarding this proposed process. The team expects to have developed recommendations regarding process and implementation timeline by mid-December.

Property Management

2. The recommendations to have janitorial staff clear items from hallways and remind residents that personal items are not to be left in common areas are already standard operating procedure for THC staff. Additionally, staff remove personal items from common areas and store them in the basement for future disposal if tenants do not remove the items themselves, after a reminder. Staff will continue this practice to ensure hallways are kept clear.
3. THC's Associate Director of Property Management (ADPM), Camlo Looper, accompanied HSH staff during the walkthrough of the Boyd Hotel and recalled HSH staff verbally commenting on how clean the building was. Camlo recalled that no bugs were visible anywhere in the building. It may be possible that the finding of bugs present in the building was conflated with another site, though we are willing to review current pest control services as needed. At present, Support Services staff work intensively with tenants to provide resources and support related to habitability concerns.

Vincent Hotel

Property Management

1. THC's Director of Property Management (DPM) spoke directly with our pest control technician about the small bugs seen throughout the building to explore solutions. The technician informed the DPM that these flies gather near sewer drain covers and similar locations, with populations rising and falling with weather changes, and that there is no treatment for prevention. THC will follow the technician's advice and purchase a fly zapper. Based on the technician's assessment, we did not see value in increasing pest control inspections. We will continue to ensure Support Services staff provide resource support for habitability concerns.

Seneca Hotel

Property Management

1. The recommendations to have janitorial staff clear items from hallways and remind residents that personal items are not to be left in common areas are already standard operating procedure for THC staff. Additionally, staff remove personal items from common areas and store them in the basement for future disposal if tenants do not remove the items themselves, after a reminder.
2. The audit occurred during an annual deep cleaning of the trash room, where the lobby was used as temporary storage for the trash bins. This practice is not a weekly or common occurrence. PM staff will consider moving trash bins into the alley and having a staff member guard them to prevent theft/tampering while the annual deep cleaning occurs.

Mission Hotel

Property Management

1. The recommendations to have janitorial staff clear items from hallways and remind residents that personal items are not to be left in common areas are already standard operating procedure for THC staff. Additionally, staff remove personal items from common areas and store them in the basement for future disposal if tenants do not remove the items themselves, after a reminder. The size of the Mission Hotel presents a near-constant need for staff to follow-up with tenants regarding their personal items and janitors can be reluctant to remove items as they have experienced tenants becoming upset. Staff at this location have implemented a practice whereby a flyer is placed on the item stating that it must be removed by the owner by the following day, or it will be removed by management. If remaining on the following day, janitors will remove the item(s). Management will be stricter with tenants on this timeframe and removal process going forward.
2. The finding regarding infrequent cleaning of shared bathrooms was due to under-staffing at the time of the audit. The Mission Hotel currently has three of the four janitorial positions filled, which has provided enough coverage to keep up with janitorial demands. We are also hiring for one floating janitor for each portfolio of buildings (average of 4.5 buildings per portfolio) who can be routed to support janitorial coverage when needed.

Jefferson Hotel

Client Files

1. The Support Service Manager overseeing the Jefferson Hotel was in the process of being on-boarded to the position at the time of the audit visits. This on-boarding was occurring after the position had been vacant for a long period of time and unfortunately the unsigned denial form and supervisory review sheet may have been overlooked during this staffing transition. THC will train Support Services Department staff on the annual review process and ensure new supervisors are on-boarded in accordance with this process, including usage of the file audit checklist (attached).

Property Management

2. Now that janitorial staffing levels have improved due to increased pay rates, we will be better equipped to maintain the quality of janitorial work that we know our tenants deserve and that we are committed to providing. Janitors will continue to clear trash from common areas and remind

tenants that personal items are not to be left in common areas. Staff are aware that fire escape doors, though not alarmed, are sometimes left open by tenants. Staff will generate signage to place on windows and emergency exits and will provide photo documentation when complete.

Raman Hotel

Client Files

1. The Support Services Department was extremely understaffed prior to and during the time of the site visits, with four of eight Support Service Manager positions vacant. Additionally, the Case Manager at the Raman was out on leave during this process, which further limited our capacity to provide adequate oversight of client files during this time. A new Support Services Manager has since been on-boarded to this position and we will work to ensure we are following our annual review process, including usage of the file audit checklist (attached).

Property Management

2. The recommendations to have janitorial staff clear items from hallways and remind residents that personal items are not to be left in common areas are already standard operating procedure for THC staff. Under-staffing in janitorial at the time of the program audit contributed to the findings of blocked passageways.
3. The finding regarding infrequent airwell cleanings was also due to under-staffing at the time of the audit. Weekly airwell cleaning is included on the Janitorial Shift Planner (attached). As janitorial staffing levels have improved, THC will try to meet the recommendations for both this and the above finding. However, it is still the case at the Raman Hotel that there is only one janitor and one maintenance worker so the ability to immediately meet this recommendation is limited. THC will utilize contracted janitorial services, however, that does not provide full coverage because of the higher cost.

This concludes THC's response to the recommendations made by HSH through this year's contract monitoring for the Adult Supportive Housing Program at THC Master Lease Hotels.

Please let me know if you have any questions or concerns regarding this plan.

Sincerely,



Tabitha Allen
Deputy Director