

**CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING**

**SECOND AMENDMENT
TO GRANT AGREEMENT
between
CITY AND COUNTY OF SAN FRANCISCO
and
COMMUNITY FORWARD SF**

THIS AMENDMENT of the **December 1, 2020** Grant Agreement (the "Agreement") is dated as of **July 1, 2026** and is made in the City and County of San Francisco, State of California, by and between **COMMUNITY FORWARD SF** ("Grantee") and the CITY AND COUNTY OF SAN FRANCISCO, a municipal corporation ("City") acting by and through The Department of Homelessness and Supportive Housing ("Department").

RECITALS

WHEREAS, 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; and

WHEREAS, City and Grantee desire to execute this Amendment to the Agreement in order to extend the agreement term; and

WHEREAS, the City's Homelessness Oversight Commission approved this Amendment by Resolution No. 27-06 on April 2, 2026; and

WHEREAS, the Board of Supervisors approved this Amendment under San Francisco Charter Section 9.118 by Resolution No. 275-26 on May 12, 2026; and

NOW, THEREFORE, City and Grantee agree to amend said Grant Agreement as follows:

- 1. Definitions.** Terms used and not defined in this Amendment shall have the meanings assigned to such terms in the Grant Agreement.
 - (a) "Agreement" shall mean the Agreement dated **December 1, 2020** between Grantee and City; and **First Amendment**, dated **July 1, 2023**.
 - (b) "Eligible Expenses" shall have the meaning set forth in Appendix A-1, Services to be Provided, Appendix A-2, Services to be Provided, and Appendix B, Budget.
 - (c) "Grant Plan" shall have the meaning set forth in Appendix A-1, Services to be Provided, Appendix A-2, Services to be Provided, and Appendix B, Budget.

- (d) “San Francisco Labor and Employment Code”: As of January 4, 2024, San Francisco Administrative Code Chapters 21C (Miscellaneous Prevailing Wage Requirements), 12B (Nondiscrimination in Contracts), 12C (Nondiscrimination in Property Contracts), 12K (Salary History), 12P (Minimum Compensation), 12Q (Health Care Accountability), 12T (City Contractor/Subcontractor Consideration of Criminal History in Hiring and Employment Decisions), and 12U (Sweatfree Contracting) are redesignated as Articles 102 (Miscellaneous Prevailing Wage Requirements), 131 (Nondiscrimination in Contracts), 132 (Nondiscrimination in Property Contracts), 141 (Salary History), 111 (Minimum Compensation), 121 (Health Care Accountability), 142 (City Contractor/Subcontractor Consideration of Criminal History in Hiring and Employment Decisions), and 151 (Sweatfree Contracting) of the San Francisco Labor and Employment Code, respectively. Wherever this Agreement refers to San Francisco Administrative Code Chapters 21C, 12B, 12C, 12K, 12P, 12Q, 12T, and 12U, it shall be construed to mean San Francisco Labor and Employment Code Articles 102, 131, 132, 141, 111, 121, 142, and 151, respectively.

2. Modifications to the Agreement. The Grant Agreement is hereby modified as follows:

2.1 Section 3.2 Duration of Term of the Agreement currently reads as follows:

3.2 Duration of Term.

- (a) The term of this Agreement shall commence on **January 1, 2021** and expire on **June 30, 2026**, unless earlier terminated as otherwise provided herein. Grantee shall not begin performance of its obligations under this Agreement until it receives written notice from City to proceed.

Such section is hereby replaced in its entirety to read as follows:

3.2 Duration of Term. The term of this Agreement shall commence on **January 1, 2021** and expire on **June 30, 2027**, unless earlier terminated as otherwise provided herein. Grantee shall not begin performance of its obligations under this Agreement until it receives written notice from City to proceed.

2.2 Section 4.2 Grantee’s Personnel of the Agreement is hereby deleted and replaced in its entirety to read as follows:

4.2 Qualified Personnel. The Grant Plan shall be implemented only by competent personnel under the direction and supervision of Grantee.

2.3 Section 5.1 Maximum Amount of Grant Funds of the Agreement currently reads as follows:

5.1 Maximum Amount of Grant Funds.

- (a) In no event shall the amount of Grant Funds disbursed hereunder exceed **Nine Million Seven Hundred Ninety Two Thousand Four Hundred Twenty Two Dollars (\$9,792,422).**
- (b) Grantee understands that, of the Maximum Amount of Grant Funds listed under Article 5.1 (a) of this Agreement, **Eight Hundred Ninety Thousand Two Hundred Twenty Dollars (\$890,220)** is included as a contingency amount and is neither to be used in Budget(s) attached to this Agreement or available to Grantee without a modification to the Appendix B, Budget, which has been approved by the Department of Homelessness and Supportive Housing. Grantee further understands that no payment for any portion of this contingency amount will be made unless and until a modification or revision has been fully approved and executed in accordance with applicable City and Department laws, regulations, policies/procedures and certification as to the availability of funds by Controller. Grantee agrees to fully comply with these laws, regulations, and policies/procedures.

Such section is hereby replaced in its entirety to read as follows:

5.1 Maximum Amount of Grant Funds.

- (a) In no event shall the amount of Grant Funds disbursed hereunder exceed **Eleven Million Nine Hundred Seven Thousand Nine Hundred Seventy Eight Dollars (\$11,907,978).**
- (b) Grantee understands that, of the Maximum Amount of Grant Funds listed under Article 5.1 (a) of this Agreement, **Three Hundred Ninety Five Thousand Four Hundred Forty Six Dollars (\$395,446)** is included as a contingency amount and is neither to be used in the Budget attached to this Agreement or available to Grantee without a modification to the Budget, which has been approved by the Department of Homelessness and Supportive Housing. Grantee further understands that no payment for any portion of this contingency amount will be made unless and until a modification or revision has been fully approved and executed in accordance with applicable City and Department laws, regulations, policies/procedures and certification as to the availability of funds by Controller. Grantee agrees to fully comply with these laws, regulations, and policies/procedures.

2.4 Section 5.2 Use of Grant Funds of the Agreement is hereby deleted and replaced in its entirety to read as follows:

5.2 Use of Grant Funds. Grantee shall use the Grant Funds only for Eligible Expenses and for no other purpose. Grantee shall expend the Grant Funds in

accordance with the Budget and shall obtain the prior approval of City before transferring expenditures from one line item to another within the Budget.

- 2.5 Section 5.4 Reserved. (State or Federal Funds.)** of the Agreement is hereby deleted and replaced in its entirety to read as follows:

5.4 State or Federal Funds.

- (a) **Disallowance.** Where the funds are provided by the State or Federal government, with respect to Grant Funds, if any, Grantee agrees that if Grantee claims or receives payment from City for an Eligible Expense, payment or reimbursement of which is later disallowed by the State or Federal government, Grantee shall promptly refund the disallowed amount to City upon City's request. At its option, City may offset all or any portion of the disallowed amount against any other payment due to Grantee hereunder or under any other Agreement. Any such offset with respect to a portion of the disallowed amount shall not release Grantee from Grantee's obligation hereunder to refund the remainder of the disallowed amount.
- (b) **Grant Terms.** Where the funding for this Agreement is provided in full or in part by a federal or state Grant to the City, as part of the terms of receiving the funds, the City is required to incorporate some of the terms into this Agreement and include certain reporting requirements.

- 2.6 Section 6.7 Submitting False Claims** of the Agreement is hereby deleted and replaced in its entirety with:

6.7 Submitting False Claims. Grantee shall at all times deal in good faith with the City, shall only submit a Funding Request to the City upon a good faith and honest determination that the funds sought are for Eligible Expenses under the Grant, and shall only use Grant Funds for payment of Eligible Expenses. Any Grantee who commits any of the following false acts shall be liable to the City for three times the amount of damage the City sustains because of Grantee's act. A Grantee will be deemed to have submitted a false claim to the City if Grantee: (a) knowingly presents or causes to be presented to an officer or employee of the City a false Funding Request; (b) knowingly disburses Grants Funds for expenses that are not Eligible Expenses; (c) knowingly makes, uses, or causes to be made or used a false record or statement to get a false Funding Request paid or approved by the City; (d) conspires to defraud the City by getting a false Funding Request allowed or paid by the City; or (e) is a beneficiary of an inadvertent submission of a false claim to the City, subsequently discovers the falsity of the claim, and fails to disclose the false claim to the City within a reasonable time after discovery of the false claim.

- 2.7 Section 10.1(b) Commercial General Liability** of the Agreement is hereby

deleted and replaced in its entirety to read as follows:

- (b) Commercial General Liability Insurance with limits not less than one million dollars (\$1,000,000) each occurrence and two million dollars (\$2,000,000) general aggregate for Bodily Injury and Property Damage, including Contractual Liability, Personal Injury, Products and Completed Operations; policy must include Abuse and Molestation coverage.

2.8 Section 10.2(a) Additional Requirements for General and Automobile Coverage of the Agreement is hereby deleted and replaced in its entirety to read as follows:

- (a) Name as Additional Insured City and County of San Francisco and its officers, agents and employees.

2.9 Section 13.3 Subcontracting of the Agreement is hereby deleted and replaced in its entirety to read as follows:

13.3 Subcontracting. If the Budget lists any permitted subgrantees, then notwithstanding any other provision of this Agreement to the contrary, Grantee shall have the right to subcontract on the terms set forth in this Section. If the Budget specifies that there are no permitted subgrantees, then Grantee shall have no rights under this Section.

- (a) **Limitations.** In no event shall Grantee subcontract or delegate the whole of the Grant Plan. Grantee may subcontract with any of the permitted subgrantees set forth in the Budget without the prior consent of City; provided, however, that Grantee shall not thereby be relieved from any liability or obligation under this Agreement and, as between City and Grantee, Grantee shall be responsible for the acts, defaults and omissions of any subgrantee or its agents or employees as fully as if they were the acts, defaults or omissions of Grantee. Grantee shall ensure that its subgrantees comply with all of the terms of this Agreement, insofar as they apply to the subcontracted portion of the Grant Plan. All references herein to duties and obligations of Grantee shall be deemed to pertain also to all subgrantees to the extent applicable. A default by any subgrantee shall be deemed to be an Event of Default hereunder. Nothing contained in this Agreement shall create any contractual relationship between any subgrantee and City.

- (b) **Terms of Subcontract.** Each subcontract shall be in form and substance acceptable to City and shall expressly provide that it may be assigned to City without the prior consent of the subgrantee. In addition, each subcontract shall incorporate all of the terms of this Agreement, insofar as they apply to the subcontracted portion of the Grant Plan. Without limiting the scope of the foregoing, each subcontract shall provide City, with respect to the subgrantee, the audit and inspection rights set forth in Section 6.6. Upon the

request of City, Grantee shall promptly furnish to City true and correct copies of each subcontract permitted hereunder.

2.10 ARTICLE 15 NOTICES AND OTHER COMMUNICATIONS of the Agreement is replaced by the following:

15.1 Requirements. Unless otherwise specifically provided herein, all notices, consents, directions, approvals, instructions, requests and other communications hereunder shall be in writing, shall be addressed to the person and address set forth below and may be sent by U.S. mail or email, and shall be addressed as follows:

If to the Department or City:	Department of Homelessness and Supportive Housing Contracts Unit 440 Turk Street San Francisco, CA 94102 hshcontracts@sfgov.org
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If to Grantee:	Community Forward SF 1171 Mission Street San Francisco, CA 94103 Attn: John Uselman, CO-Chief Executive Officer & Sammie Rayner, CO-Chief Executive Officer john.uselman@communityforwardsf.org sammie.rayner@communityforwardsf.org
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Any notice of default must be sent by certified mail or other trackable written communication.

15.2 Effective Date. All communications sent in accordance with Section 15.1 shall become effective on the date of receipt.

15.3 Change of Address. Any party hereto may designate a new address for purposes of this Article 15 by notice to the other party.

2.11 Section 16.8 Requiring Minimum Compensation for Employees of the Agreement is hereby deleted and replaced in its entirety to read as follows:

16.8 Requiring Minimum Compensation for Employees. Grantee shall pay covered employees no less than the minimum compensation required by San Francisco Labor and Employment Code Article 111, including a minimum hourly gross compensation, compensated time off, and uncompensated time off. Grantee is subject to the enforcement and penalty provisions in Article 111. Information about and the text of the Article 111 is available on the web at <http://sfgov.org/olse/mco>. Grantee is required to comply with all of the applicable provisions of Article 111, irrespective of the listing of obligations in

this Section. By signing and executing this Agreement, Grantee certifies that it complies with Article 111.

- 2.12 Section 16.19 Distribution of Beverages and Water** of the Agreement is hereby deleted and replaced in its entirety to read as follows:

16.19 Distribution of Beverages and Water.

- (a) **Sugar-Sweetened Beverage Prohibition.** Grantee agrees that it shall not sell, provide, or otherwise distribute Sugar-Sweetened Beverages, as defined by San Francisco Administrative Code Chapter 101, as part of its performance of this Agreement.
- (b) **Packaged Water Prohibition.** Grantee agrees that it shall not sell, provide, or otherwise distribute Packaged Water, as defined by San Francisco Environment Code Chapter 24 as part of its performance of this Agreement.

- 2.13 Section 16.21 Compliance with Other Laws** of the Agreement is hereby deleted and replaced in its entirety to read as follows:

- (a) Without limiting the scope of any of the preceding sections of this Article 16, Grantee shall keep itself fully informed of City's Charter, codes, ordinances and regulations and all state, and federal laws, rules and regulations affecting the performance of this Agreement and shall at all times comply with such Charter codes, ordinances, and regulations rules and laws.
- (b) Grantee represents that it is in good standing with the California Attorney General's Registry of Charitable Trusts and will remain in good standing during the term of this Agreement. Grantee shall immediately notify City of any change in its eligibility to perform under the Agreement. Upon City request, Grantee shall provide documentation demonstrating its compliance with applicable legal requirements. If Grantee will use any subcontractors/subgrantees/subrecipients to perform the Agreement, Grantee is responsible for ensuring they are also in compliance with the California Attorney General's Registry of Charitable Trusts at the time of grant execution and for the duration of the agreement. Any failure by Grantee or any subcontractors/subgrantees/subrecipients to remain in good standing with applicable requirements shall be a material breach of this Agreement.

- 2.14 Section 16.23 Reserved (Additional Requirements for Federally-Funded Awards.)** of the Agreement is hereby deleted and replaced in its entirety to read as follows:

16.23 Additional Requirements for Federally-Funded Awards, when applicable.

- (a) Grantee shall comply with the requirements described in 2 CFR 25.200, or any successor provisions, to provide a valid Unique Entity Identifier (UEI) and maintain an active SAM.gov registration with current information.
- (b) The Grant Agreement is subject to 2 CFR Part 175, Award Term for Trafficking in Persons. Federal funding under this Grant Agreement may be terminated without penalty if Grantee:
 - (1) Engages in severe forms of trafficking in persons during the period of time that the award is in effect;
 - (2) Procures a commercial sex act during the period of time that the award is in effect; or
 - (3) Uses forced labor in the performance of the award or sub-awards under the award.

2.15 Section 16.24 Additional City Compliance Requirements of the Agreement is hereby deleted.

2.16 Section 17.6 Entire Agreement of the Agreement is hereby deleted and replaced with the following:

17.6 Entire Agreement. This Agreement and the Application Documents set forth the entire Agreement between the parties, and supersede all other oral or written provisions. If there is any conflict between the terms of this Agreement and the Application Documents, the terms of this Agreement shall govern. The following appendices are attached to and a part of this Agreement:

Appendix A-1, Services to be Provided
Appendix A-2, Services to be Provided
Appendix B, Budget (dated July 1, 2026)
Appendix C, Method of Payment (dated July 1, 2026)
Appendix D, Interests in Other City Grants (dated July 1, 2026)
Appendix E, Anti-Violence and Weapons Policy

2.17 Section 17.12 Dispute Resolution Procedure of the Agreement is hereby deleted and replaced with the following:

17.12 Reserved.

2.18 Section 17.14 Services During a City-Declared Emergency of the Agreement is hereby deleted and replaced with the following:

17.14 Services During a City-Declared Emergency. In case of an emergency as declared by the Mayor under Charter section 3.100, Grantee will make a good

faith effort to continue to provide the services set forth in Eligible Expenses. Any services provided beyond those listed in Eligible Expenses must be approved by the Department.

- 2.19 **Appendix A, Services to be Provided** (dated July 1, 2023), of the Agreement is hereby replaced in its entirety by **Appendix A-1, Services to be Provided** and **Appendix A-2, Services to be Provided**, for the period of July 1, 2026 to June 30, 2027.
- 2.20 **Appendix B, Budget** (dated July 1, 2023), of the Agreement is hereby replaced in its entirety by the modified **Appendix B, Budget** (dated July 1, 2026), for the period of January 1, 2021 to June 30, 2027.
- 2.21 **Appendix C, Method of Payment** (dated July 1, 2023), of the Agreement is hereby replaced in its entirety by the modified **Appendix C, Method of Payment** (dated July 1, 2026).
- 2.22 **Appendix D, Interests in Other City Grants** (dated July 1, 2023), of the Agreement is hereby replaced in its entirety by the modified **Appendix D, Interests in Other City Grants** (dated July 1, 2026).
- 2.23 **Appendix E, Anti-Violence and Weapons Policy**, is hereby added as an Appendix to the Agreement.

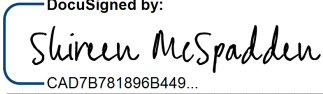
IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed as of the date first specified herein. The signatories to this Agreement warrant and represent that they have the authority to enter into this agreement on behalf of the respective parties and to bind them to the terms of this Agreement.

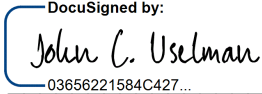
CITY

GRANTEE

**DEPARTMENT OF HOMELESSNESS
AND SUPPORTIVE HOUSING**

COMMUNITY FORWARD SF

By:  6/3/2026
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Shireen McSpadden Date
Executive Director

By:  5/22/2026
03656221584C427...
John Uselman Date
Co-Chief Executive Officer
City Supplier Number: 0000022483

Approved as to Form:
David Chiu
City Attorney

By:  6/3/2026
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Grace DiLaura Date
Deputy City Attorney

**Appendix A-1, Services to be Provided
by
Community Forward SF
Coronado Hotel Support Services**

I. Purpose of Grant

The purpose of the grant is to provide Support Services to the served population. The goal of these services is to support the served population in retaining their housing; or moving to other appropriate housing.

II. Served Population

Grantee shall serve formerly homeless and income-eligible adults aged 18 years or older without the custody of minors below 18 years of age.

III. Referral and Prioritization

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

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

IV. Description of Services

Grantee shall provide Support Services to the total number tenants as listed in Appendix B, Budget ("Number Served" tab). Support Services are voluntary and shall be available to all tenants in the service location(s). Support Services shall include, but are not limited to, the following:

- A. Outreach: Grantee shall engage with tenants to provide information about available Support Services and invite them to participate.

Grantee shall contact each tenant at least three times during the first 60 days following placement. Grantee shall document all outreach and attempts.

- B. Intake and Assessment: Grantee shall coordinate with Property Management during the initial intake for units and participate in orientation meetings with Property Management. If possible, Grantee shall establish rapport with tenants prior to move-in to support tenants during the application and move-in process. Grantee shall coordinate with tenant's current support service provider(s) to ensure a successful transition into housing.

Grantee intake of tenants shall include, but is not limited to, a review of the tenant's history in the Online Navigation and Entry (ONE) System, gathering updated information from the tenant, and establishing strengths, skills, needs, plans and goals

that are participant-centered and supportive of housing retention. The intake shall take place at the same time of the interview with Property Management, on a separate date or time coordinated with Support Services during the application period, or within no more than 30 days of move-in.

- C. Case Management: Grantee shall provide case management services to tenants with the primary goal of maintaining housing stability, including ongoing meetings and counseling to establish goals, develop services plans that are tenant-driven without predetermined goals, provide referrals and linkages to off-site support services, and track progress toward achieving those goals. Grantee shall document case management meetings, engagement, and progress.
 - 1. Grantee shall connect each tenant with resources needed to be food secure as they live independently.
 - 2. Grantee shall refer tenants to and coordinate services within the community that support progress toward identified goals. This may include providing information about services, calling to make appointments, assisting with applications, providing appointment reminders, following up/checking in with households regarding the process, and, as necessary, re-referral. Grantee shall communicate and coordinate with outside service providers to support housing stability.
 - 3. Grantee shall provide benefits advocacy to assist tenants with obtaining and maintaining benefits, including, but not limited to, cash aid, food programs, medical clinics and/or in-home support.
 - 4. Grantee will provide information and referrals to Third-Party Rent Payment (TPRP) and money management services for tenants, and will assist tenants with enrolling in money management services to support housing stability.
- D. Housing Stability Support: Grantee shall outreach to and offer on-site services and/or referrals to all tenants who display indications of housing instability, within a reasonable timeframe. 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 tenants. Grantee shall work with tenants, in conjunction with Property Management, to resolve issues that put tenants at risk for eviction. Grantee shall assist with the de-escalation and resolution of conflicts, as needed. Grantee shall document Housing Stability outreach and assistance provided.
- E. Coordination with Property Management: Grantee shall assist tenants in communicating with, responding to, and meeting with Property Management. This may include helping a tenant to understand the communications from Property Management, helping to write requests, responses, or complaints to Property Management, and attending meetings between the tenant and Property Management to facilitate communication.

If a tenant is facing housing instability, Grantee shall coordinate with Property Management to find creative ways to engage with tenants to prevent housing loss.

Grantee shall utilize the HSH Nonpayment of Rent Guidance, and other PSH best practices, as an ongoing resource.

Grantee shall ensure there is a process in place for receiving timely communication from Property Management and copies of correspondence (e.g., notices, warning letters, lease violations, etc.) issued. Grantee shall have a structured written process for engaging tenants who receive such notices.

- F. Wellness and Emergency Safety Checks: Grantee shall conduct Wellness and/or Emergency Safety Checks in accordance with HSH policy to assess a tenant's safety. Whenever there is a reason to believe there is immediate and substantial risk due to a medical and/or psychiatric emergency, then Grantee shall contact appropriate emergency medical professionals.
- G. Support Groups, Social Events and Organized Activities:
 - 1. Grantee shall plan groups, events, and activities with input from tenants to build community engagement, develop peer support, share information, form social connections or to celebrate significant events. Grantee shall post and provide to tenants a monthly calendar of events.
 - 2. Grantee shall conduct monthly community meetings for tenants, in coordination with Property Management, during which tenants may discuss building concerns and program ideas with representatives from both Support Services and Property Management staff.
 - 3. Grantee shall periodically assess the needs of tenants with Property Management and other teams at the building to develop programming that will help tenants maintain stability and enjoy their housing.
- H. Exit Planning: If a tenant is moving out of the building, Grantee shall engage tenant in exit planning to support the tenant's successful transition out of the program. The exit plan shall depend on the tenant's needs and preferences and may include establishing a link to services in the community.

V. **Location and Time of Services**

Grantee shall provide Support Services at Coronado Hotel, located at 373 Ellis Street, San Francisco, CA 94102.

Grantee shall provide services times when necessary to best serve tenants using the staffing outlined in Appendix B, Budget.

Grantee shall implement policies and procedures pertaining to emergency backup and will train staff accordingly.

VI. **Service Requirements**

- A. Diversity, Equity, and Inclusion: The Department is committed to a culture of inclusion in which our differences are celebrated. This includes foundational

perspectives that everyone should have equitable access to what they need to thrive no matter their race, age, ability, gender, sexual orientation, ethnicity, or country of origin and that a diverse and inclusive workforce will produce more creative and innovative outcomes for the organization, and ultimately, its clients. And the Department is committed to addressing the disparate impact of historical limits on access to governmental services and advancing equity in all aspects of our work, ensuring access to services, and providing support to all communities to ensure their ability to succeed and thrive. Therefore, Grantee shall maintain organizational plans, strategies, and activities to address diverse, equitable, and inclusive access to services provided by Grantee under the Grant Plan, as well as internal controls to regularly review current practices through the lens of diversity, equity, and inclusion to identify areas of improvement. This includes but is not limited to: the organizational mission and/or inclusion statements; non-discrimination documents; community outreach plans; plans to increase diverse applicants for staff positions; communication strategies to address program recipients who have historically been excluded from participation; and staff training activities on diversity, equity, and inclusion.

- B. Case Management Ratio: Grantee shall maintain a maximum 25:1 ratio of units to case management staff.
- C. Supervision: Grantee shall provide Support Services staff with supervision and case conferencing, as needed, to ensure appropriate case management, counseling and referral services are provided to tenants.
- D. 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.
- E. Overdose Prevention: Grantee shall follow the [HSH Overdose Prevention Policy](#). Grantee staff who work directly with tenants will participate in annual trainings on overdose recognition and response.
- F. 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>.
- G. 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 tenant's progress.
- H. 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 identity, disability, HIV status, or immigration status unless otherwise required by law.

I. Grievance Procedure:

1. Grantee shall establish and maintain a written Grievance Procedure for tenants, which shall include, at minimum, the following elements:
 - a. The name or title of the person or persons authorized to make a determination regarding the grievance;
 - b. The opportunity for the aggrieved party to discuss the grievance with those who will be making the determination;
 - c. The amount of time required for each step, including when a tenant can expect a response; and
 - d. In accordance with published HSH policies/procedures, the HSH Grievances email address (hshgrievances@sfgov.org) and mailing address for the tenant to contact after the tenant has exhausted Grantee's internal Grievance Procedure.
2. Grantee shall, at program entry, review and provide a copy of this procedure, and any amendments, to each tenant and obtain a signed copy of the form from the tenant, which must be maintained in the tenant's file. Additionally, Grantee shall post the policy at all times in a location visible to tenants, and provide a copy of the procedure and any amendments to the assigned HSH Program Manager.

J. Feedback, Complaint and Follow-up Policies:

Grantee shall provide means for the served population to provide input into the program, including the planning, design, and level of satisfaction with services. Feedback methods shall include:

1. A complaint process, including a written complaint policy informing the served population on how to report complaints; and
2. A written annual survey to the served population to gather feedback, measure satisfaction, and assess the effectiveness of services and systems within the program. Grantee shall offer assistance to the served population with survey completion if the written format presents any problem.

K. City Communications, Trainings and Meetings:

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

1. Regular communication to HSH about the implementation of the program;
2. Attendance at all meetings as required by HSH. This shall include quarterly HSH meetings; and
3. Attendance at trainings (e.g., overdose prevention training), when required by HSH.

- L. Coordination with Other Service Providers: Grantee shall establish written agreements with Property Management and other service providers that are part of the site care team to formalize collaboration and roles and responsibilities.

- M. Critical Incidents: Grantee shall report critical incidents, as defined in the Critical Incident Policy, to 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 must be reported immediately to the HSH program manager. Please refer to the CIR Policy and procedures on the HSH Providers Connect website.

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

- O. Anti-Violence and Weapons Policy:
 - 1. Anti-Violence Efforts. Grantee shall develop, adopt, and train employees on a Workplace Emergency Action Plan to prepare and respond to serious violent incidents, including an active shooter. Grantee shall also comply with HSH's Support Services Policies and Procedures: Responses to Critical Incidents Involving Threatening & Assaultive Behavior, which describes the actions that HSH expects each PSH Housing Provider to take to warn, and protect staff, tenants, and the public who are present, when an assaultive and threatening behavior occurs.

 - 2. Support Services. Grantee shall partner with property management to educate tenants on any Weapons Policy lease addendum.

- P. Record Keeping and Files: Grantee shall maintain confidential tenant files that document the services and supportive work provided for the purpose of tracking and reporting objectives and outcomes.
 - 1. Grantee shall maintain client program enrollment, annual status updates, program exit information, eligibility, and services documentation and care plans in the ONE System and maintain hard copy files with eligibility, including homelessness verification documents.
 - 2. Grantee shall maintain a program roster of all current tenants in the ONE System.
 - 3. Grantee shall maintain services information in the ONE System, including information on households receiving eviction notices, as instructed by HSH.
 - 4. Grantee shall document services in the ONE System as needed to meet external funding and/or billing requirements.

5. Grantee shall maintain confidential files on the served population, including developed plans, notes, and progress as described in the Service Description and Service Requirements. Hard copy files shall be stored securely within a locked cabinet and within a locked office.

Q. Data Standards:

1. Grantee shall ensure compliance with the HMIS Participation Agreement and Continuous Data Quality Improvement (CDQI) Process¹, including but not limited to: (a) entering all client data within three business days (unless specifically requested to do so sooner); (b) ensuring accurate dates for enrollment, exit, and (if applicable) move-in; and (c) running monthly data quality reports and correcting errors.
2. Data entered in the ONE system shall meet or exceed the ONE System CDQI Process standards.
3. Grantee shall enter data into the ONE System, but may be required to report certain measures or conduct interim reporting in CARBON, via secure email, or through uploads to a File Transfer Protocol (FTP) site. When required by HSH, Grantee shall submit monthly, quarterly and/or annual metrics into either the CARBON database, via secure email, or through uploads to an FTP site. HSH shall 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.

R. Confidentiality:

1. Grantee shall comply with applicable federal, state, and local laws that govern the confidentiality, privacy, and security of client data shared between Grantee, HSH, and other providers if those laws apply for the purposes described in the Grant Plan, including but not limited to: U.S. Department of Housing and Urban Department (2004) Homeless Management Information Systems (HMIS) Data and Technical Standards Final Notice and 24 C.F.R. Part 578, Continuum of Care.
2. Grantee shall safeguard the confidentiality of all client data by (a) ensuring the security and integrity of all client data; (b) maintaining computers and other information systems and technology infrastructure that it uses to create, receive, maintain, use, or transmit client data in a secure manner; (c) protecting against any anticipated threats or hazards to the security and integrity all client data; (d) protecting against unauthorized disclosure, access, or use of all client data; (e) ensuring the proper disposal of client data; and (f) ensuring that all of Grantee's employees, agents, and subcontractors, if any, comply with all of the foregoing.
3. Grantee shall immediately notify HSH upon receipt of any subpoenas, service of process, litigation holds, discovery requests and other legal requests ("Legal Requests") related to client data shared under this Grant Plan or which in any way might reasonably require access to client data, and in no event later than twenty-

¹ HMIS Participation Agreement and Continuous Data Quality Improvement Process, available here: <https://www.sf.gov/information--one-system>

four (24) hours after Grantee receives the request. Grantee shall not respond to Legal Requests without first notifying City.

4. In the event that Grantee becomes aware of a breach that results in a confirmed unauthorized disclosure that compromises the security, confidentiality, or integrity of client data, Grantee shall, as applicable: (a) notify HSH immediately following discovery, but no later than 48 hours, of such confirmation; (b) coordinate with HSH in its breach response activities; (c) perform or take any other actions required to comply with applicable law as a result of the occurrence; (d) provide to HSH a detailed plan within 10 calendar days of the occurrence describing the measures Grantee will undertake to prevent a future occurrence; and (e) assist HSH upon request and/or as directed in providing notice and/or monitoring to affected individuals in compliance with applicable law.
 5. Failure to comply with data security, storage and access requirements may result in loss of access to the HMIS and other data systems.
- S. Good Neighbor Policy: Grantee shall maintain a good relationship with the neighborhood as defined in the [HSH Good Neighbor Policy](#). Grantee shall develop and maintain procedures to ensure compliance with all applicable policy components.
- T. Reasonable Accommodation Process: Grantee shall establish and maintain a written Reasonable Accommodation Process for the program. Grantee shall, at program entry, review and provide a copy of a written Reasonable Accommodation process to each participant.

VII. Service Objectives

Grantee shall achieve the Service Objectives listed below.

- A. Grantee shall actively outreach to 100 percent of households at least once every month.
- B. Grantee shall offer assessment to 100 percent of households for primary medical care, mental health and substance use treatment needs within 60 days of move-in.
- C. Grantee shall offer assessment to 100 percent of households for benefits within 60 days of move-in, and shall assist tenants to apply for benefits for which they are eligible.
- D. Grantee shall offer Support Services to 100 percent of all households who showed housing instability (e.g., non-payment of rent, lease violations) at least once per incident.
- E. Grantee shall outreach to 100 percent of households with planned exits from the program to engage in comprehensive discharge planning, which includes referrals for case management, housing, food, clothing, medical treatment, detox, and/or other services as necessary and appropriate.

- F. Grantee shall outreach to 100 percent of program participants participating in Support Services to create/engage in Service Plans, as needed, on an ongoing basis.
- G. Grantee shall review Service Plans at least once every six months and update as appropriate at this time.
- H. Grantee shall administer an annual written anonymous survey of households to obtain feedback on the type and quality of program services. Grantee shall offer all households the opportunity to take this survey.

VIII. Outcome Objectives

Grantee shall achieve the Outcome Objectives listed below.

- A. Ninety percent of households will maintain their housing for a minimum of 12 months, move to other permanent housing, or be provided with more appropriate placements.
- B. Eighty percent of individualized service plans will be reviewed at least once every six months and updated as appropriate at this time.
- C. Eighty percent of households completing an annual tenant satisfaction survey will be satisfied or very satisfied with program services (based on a four-point scale: 1 = very dissatisfied, 2 = dissatisfied, 3 = satisfied, 4 = very satisfied).

IX. Reporting Requirements

- A. On a quarterly 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 quarter:
 - 1. The number and percentage of households Grantee outreached to complete an assessment for primary medical care, mental health, and substance use treatment needs within 60 days of move-in;
 - 2. The number and percentage of households Grantee outreached to complete a benefits assessment within 60 days of move-in;
 - 3. The number of lease/program rule violations Property Management issued and shared with Support Services for the quarter and the number of outreach attempts related to lease/program rule violations conducted by Support Services;
 - 4. The number and percentage of program participants participating in support services with an active Service Plan; and
 - 5. The number and percentage of households with planned exits from the program who were outreached 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.
- B. 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 households who maintained their housing for a minimum of 12 months, moved to other permanent housing, or were provided with more appropriate placements;
 2. The number of program participants who had a Service Plan during the program year; the number and percentage of Services Plans that were reviewed at least once every 6 months and updated as appropriate; and
 3. The number and percentage of households who completed a written survey to provide feedback on the type and quality of program services. Please include survey results on what clients reported regarding the quality and satisfaction with services, and program or policy changes implemented in response to tenant feedback.
- C. Grantee shall submit Project Descriptor data elements as described in the U.S. Department of Housing and Urban Development (HUD)'s latest HMIS Data Standards Manual (<https://files.hudexchange.info/resources/documents/HMIS-Data-Standards-Manual.pdf>) to HSH at the following intervals: 1) at the point of project setup; 2) when project information changes; 3) at least annually or as requested by HSH. Data is used for reporting mandated by HUD and California's Interagency Council on Homelessness, and to ensure HSH's ongoing accurate representation of program and inventory information for various reporting needs, including monitoring of occupancy and vacancy rates.
- D. Grantee shall provide information for an annual report on client enrollment in public benefits per the Administrative Code Article VI, Section 20.54.4(c) - Permanent Supportive Housing – Enrollment in Social Services https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_admin/0-0-0-11877, as instructed by HSH.
- 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 any Grantee 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, including, but not limited to, review of the following: tenant files, Grantee's

administrative records, staff training documentation, postings, program policies and procedures, data submitted in program reports, Disaster and Emergency Response Plan and training, personnel and activity reports, proper accounting for funds and other operational and administrative activities, and back-up documentation for reporting progress towards meeting service and outcome objectives.

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

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

**Appendix A-2, Services to be Provided
by
Community Forward SF
Coronado Hotel Property Management and Master Lease Stewardship**

I. Purpose of Grant

The purpose of the grant is to provide Property Management and Master Lease Stewardship to the served population. The goal of these services is to support tenants in retaining their housing; or moving to other appropriate housing.

II. Served Population

Grantee shall serve formerly homeless and income-eligible adults aged 18 years or older without the custody of minors below 18 years of age.

III. Referral and Prioritization

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

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

IV. Description of Services

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

A. Property Management

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

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

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

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

7. **Building Maintenance:** Grantee shall maintain the facility in sanitary and operable condition, post protocol and forms for tenant requests for maintenance or repairs and respond to requests in a timely manner. Building maintenance shall include the following services:
 - a. Janitorial services in common areas, offices, and shared-use restrooms, and shower facilities;
 - b. Regular removal of garbage/trash from designated trash areas and maintenance of these areas as clean and functional;
 - c. Pest control services, as needed;
 - d. Maintenance and repair of facility systems, plumbing, electrical;
 - e. Building security; and
 - f. Preparation of apartments for tenant move-in and move-out.
8. **Coordination with Support Services:** If a tenant is facing housing instability, Grantee shall coordinate with Support Services staff to find creative ways to engage with tenants to prevent housing loss. Grantee shall work with Support Services staff in communicating with and meeting with tenant regarding behaviors and issues that put the tenant at risk for housing instability.

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

B. Stewardship of the Master Lease:

1. Grantee shall provide HSH with a copy of the master lease agreement and any amendments. Grantee shall obtain HSH approval prior to entering into any agreement that will materially impact the HSH-funded portion of the budget.
2. Grantee shall maintain all Lessee responsibilities and coordinate with the Landlord to meet owner's obligations, including maintenance and capital needs.

3. Grantee shall promptly notify HSH of any default, failure to exercise an option to extend or other situation which could impact the term of the master lease agreement.

V. Location and Time of Services

Grantee shall provide Property Management services at the Coronado Hotel, located at 373 Ellis Street, San Francisco, CA 94102.

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

VI. Service Requirements

- A. Diversity, Equity, and Inclusion: The Department is committed to a culture of inclusion in which our differences are celebrated. This includes foundational perspectives that everyone should have equitable access to what they need to thrive no matter their race, age, ability, gender, sexual orientation, ethnicity, or country of origin and that a diverse and inclusive workforce will produce more creative and innovative outcomes for the organization, and ultimately, its clients. And the Department is committed to addressing the disparate impact of historical limits on access to governmental services and advancing equity in all aspects of our work, ensuring access to services, and providing support to all communities to ensure their ability to succeed and thrive. Therefore, Grantee shall maintain organizational plans, strategies, and activities to address diverse, equitable, and inclusive access to services provided by Grantee under the Grant Plan, as well as internal controls to regularly review current practices through the lens of diversity, equity, and inclusion to identify areas of improvement. This includes but is not limited to: the organizational mission and/or inclusion statements; non-discrimination documents; community outreach plans; plans to increase diverse applicants for staff positions; communication strategies to address program recipients who have historically been excluded from participation; and staff training activities on diversity, equity, and inclusion.
- B. Facilities: Grantee shall maintain clean, safe, and functional facilities in full compliance with requirements of the law and local standards.
 1. Grantee shall notify HSH immediately in the event it is given notice of violations by the Department of Building Inspection (DBI), Department of Public Health (DPH), or another City agency.
- C. 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 identity, disability, HIV status, or immigration status unless otherwise required by law.

- D. 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 client-centered, low-barrier access to housing and services.
- E. Overdose Prevention: Grantee shall follow the [HSH Overdose Prevention Policy](#). Grantee staff who work directly with tenants will participate in annual trainings on overdose recognition and response.
- F. 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>.
- G. Case Conferences: Grantee shall participate in individual case conferences and team coordination meetings with HSH-approved programs, as needed, to coordinate and collaborate regarding tenant's housing stability.
- H. Grievance Procedure:
 - 1. Grantee shall establish and maintain a written Grievance Procedure for tenants, which shall include, at minimum, the following elements:
 - a. The name or title of the person or persons authorized to make a determination regarding the grievance;
 - b. The opportunity for the aggrieved party to discuss the grievance with those who will be making the determination;
 - c. The amount of time required for each step, including when a tenant can expect a response; and
 - d. In accordance with published HSH policies/procedures, the HSH Grievances email address (hshgrievances@sfgov.org) and mailing address for the tenant to contact after the tenant has exhausted Grantee's internal Grievance Procedure.
 - 2. Grantee shall, at program entry, review and provide a copy of this procedure, and any amendments, to each tenant and obtain a signed copy of the form from the tenant, which must be maintained in the tenant's file. Additionally, Grantee shall post the policy at all times in a location visible to tenants, and provide a copy of the procedure and any amendments to the assigned HSH Program Manager.
- I. Feedback, Complaint and Follow-up Policies:

Grantee shall provide means for the served population to provide input into the program, including the planning, design, and level of satisfaction with services. Feedback methods shall include:

 - 1. A complaint process, including a written complaint policy informing the served population on how to report complaints; and

2. A written annual survey to the served population to gather feedback, measure satisfaction, and assess the effectiveness of services and systems within the program. Grantee shall offer assistance to the served population with survey completion if the written format presents any problem.
- J. City Communications, Trainings and Meetings:
Grantee shall keep HSH informed of program operations and comply with HSH policies and training requirements, and participate in meetings including but not limited to:
1. Regular communication to HSH about the implementation of the program;
 2. Attendance at all meetings as required by HSH. This shall include quarterly HSH meetings; and
 3. Attendance at trainings (e.g., overdose prevention training), when required by HSH. Ensure all site-based or tenant-facing staff and subcontractors are onboarded and trained to perform the services in accordance with Housing First, Harm Reduction, and Trauma-Informed Principles.
- K. Coordination with Other Service Providers: Grantee shall establish written agreements with Support Services and other service providers that are part of the site team to formalize collaboration and roles and responsibilities.
- L. Critical Incidents: Grantee shall report critical incidents, as defined in the Critical Incident Policy, to 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 must be reported immediately to the HSH program manager. Please refer to the CIR Policy and procedures on the HSH Providers Connect website.
- M. 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).
- N. Anti-Violence and Weapons Policy:
1. Anti-Violence Efforts. Grantee shall develop, adopt, and train employees on a Workplace Emergency Action Plan to prepare and respond to serious violent incidents, including an active shooter. Grantee shall also comply with HSH's Support Services Policies and Procedures: Responses to Critical Incidents Involving Threatening & Assaultive Behavior, which describes the actions that HSH expects each PSH Housing Provider to take to warn, and protect staff, tenants, and the public who are present, when an assaultive and threatening behavior occurs.

2. PSH Weapons Policy and Lease Addendum. Grantee shall adopt and enforce a site specific PSH Weapons Policy. Each PSH Weapons Policy must be substantially in the form as the model set out in HSH's Anti-Violence and Weapons Policy. Grantee shall incorporate the lease addendum into the tenant subleases.
- O. Good Neighbor Policies: Grantee shall maintain a good relationship with the neighborhood as defined in the [HSH Good Neighbor Policy](#). Grantee shall develop and maintain procedures to ensure compliance with all applicable policy components.
- P. Record Keeping and Files: Grantee shall update applicant referral status information in the ONE System in accordance with HSH policy and instruction.
1. Grantee shall maintain confidential tenant files on the served population, including signed lease agreement and addenda, notices or lease violations issued to the tenant, copies of payment plans or other agreements to support housing stability. Hard copy files shall be stored securely within a locked cabinet and within a locked office.
 2. Grantee shall track receipt and completion of maintenance work orders.
 3. Grantee shall maintain all eligibility, inspection, and services documentation and care plans in the ONE System and maintain hard copy files with eligibility, including homelessness verification documents.
 4. Grantees shall document services in the ONE System as needed to meet external funding and/or billing requirements.
- Q. Data Standards:
1. Grantee shall ensure compliance with the HMIS Participation Agreement and Continuous Data Quality Improvement (CDQI) Process¹, including but not limited to: (a) entering all client data within three business days (unless specifically requested to do so sooner); (b) ensuring accurate dates for enrollment, exit, and (if applicable) move-in; and (c) running monthly data quality reports and correcting errors.
 2. Data entered in the ONE system shall meet or exceed the ONE System CDQI Process standards.
 3. Grantee shall enter data into the ONE System, but may be required to report certain measures or conduct interim reporting in CARBON, via secure email, or through uploads to a File Transfer Protocol (FTP) site. When required by HSH, Grantee shall submit monthly, quarterly and/or annual metrics into either the CARBON database, via secure email, or through uploads to an FTP site. HSH shall provide clear instructions to all Grantees regarding the correct mechanism for sharing data. Changes to data collection or reporting requirements shall be communicated to Grantees via written notice at least one month prior to expected implementation.
 4. Grantee shall maintain updated unit vacancy information on a weekly basis in the data system designated by HSH (Offline Vacancy Tracker and/or ONE System)

¹ HMIS Participation Agreement and Continuous Data Quality Improvement Process, available here: <https://www.sf.gov/information--one-system>

as required. Changes to vacancy reporting shall be communicated to Grantees in writing from HSH.

R. Confidentiality:

1. Grantee shall comply with applicable federal, state, and local laws that govern the confidentiality, privacy, and security of client data shared between Grantee, HSH, and other providers if those laws apply for the purposes described in the Grant Plan, including but not limited to: U.S. Department of Housing and Urban Department (2004) Homeless Management Information Systems (HMIS) Data and Technical Standards Final Notice and 24 C.F.R. Part 578, Continuum of Care.
2. Grantee shall safeguard the confidentiality of all client data by (a) ensuring the security and integrity of all client data; (b) maintaining computers and other information systems and technology infrastructure that it uses to create, receive, maintain, use, or transmit client data in a secure manner; (c) protecting against any anticipated threats or hazards to the security and integrity all client data; (d) protecting against unauthorized disclosure, access, or use of all client data; (e) ensuring the proper disposal of client data; and (f) ensuring that all of Grantee's employees, agents, and subcontractors, if any, comply with all of the foregoing.
3. Grantee shall immediately notify HSH upon receipt of any subpoenas, service of process, litigation holds, discovery requests and other legal requests ("Legal Requests") related to client data shared under this Grant Plan or which in any way might reasonably require access to client data, and in no event later than twenty-four (24) hours after Grantee receives the request. Grantee shall not respond to Legal Requests without first notifying City.
4. In the event that Grantee becomes aware of a breach that results in a confirmed unauthorized disclosure that compromises the security, confidentiality, or integrity of client data, Grantee shall, as applicable: (a) notify HSH immediately following discovery, but no later than 48 hours, of such confirmation; (b) coordinate with HSH in its breach response activities; (c) perform or take any other actions required to comply with applicable law as a result of the occurrence; (d) provide to HSH a detailed plan within 10 calendar days of the occurrence describing the measures Grantee will undertake to prevent a future occurrence; and (e) assist HSH upon request and/or as directed in providing notice and/or monitoring to affected individuals in compliance with applicable law.
5. Failure to comply with data security, storage and access requirements may result in loss of access to the HMIS and other data systems.

- S. Reasonable Accommodation Process: Grantee shall establish and maintain a written Reasonable Accommodation Process for the program. Grantee shall, at program entry, review and provide a copy of a written Reasonable Accommodation process to each participant.

VII. Service Objectives

Grantee shall achieve the following Service Objectives:

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

VIII. Outcome Objectives

Grantee shall achieve the following Outcome Objectives:

- A. Ninety percent of tenants will maintain their housing for a minimum of 12 months, move to other permanent housing, or be provided with more appropriate placements.
- B. Eighty Five percent of tenant lease violations will be resolved without loss of housing to tenants.
- C. At least 65 percent of tenants shall complete an annual Tenant Satisfaction Survey and of those, 80 percent of tenants will be satisfied or very satisfied with Property Management services.

IX. Reporting Requirements

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

- A. Grantee shall report vacancies to HSH in a timely fashion according to established procedures and process all tenant referrals in the pre-established timeframe. When required by HSH, Grantee shall enter tenant data in the ONE System.
- B. On a quarterly 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 quarter:
 - 1. Average number of days to turn over units; and
 - 2. The number of tenants receiving lease violations, and the number and percentage of tenant lease violations that were resolved without loss of housing to tenants.
- C. 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 tenants who maintained their housing for a minimum of 12 months, moved to other permanent housing, or were provided with more appropriate placements;
 - 2. The number of program exits;

3. The number and percentage of tenants who completed a written survey to provide feedback on the type and quality of program services;
 4. The tenant satisfaction survey results; and
 5. The number of households showing housing instability that remained housed.
- D. Grantee shall participate in annual Eviction Survey reporting, per the 2015 City and County of San Francisco Tenant Eviction Annual Reports Ordinance (<https://sfbos.org/ftp/uploadedfiles/bdsupvrs/ordinances15/o0011-15.pdf>). Grantee shall provide information on evictions and eviction notices issued to households residing in City-funded housing to Support Services to enter into the ONE System. Grantee shall verify the accuracy of eviction reporting data in the ONE System quarterly, and shall review the annual eviction report prior to submission to HSH. Grantee shall adhere to all deadlines for submission as required by HSH.
- E. Grantee shall submit Project Descriptor data elements as described in the U.S. Department of Housing and Urban Development (HUD)'s latest HMIS Data Standards Manual (<https://files.hudexchange.info/resources/documents/HMIS-Data-Standards-Manual.pdf>) to HSH at the following intervals: 1) at the point of project setup; 2) when project information changes; 3) at least annually or as requested by HSH. Data is used for reporting mandated by HUD and California's Interagency Council on Homelessness, and to ensure HSH's ongoing accurate representation of program and inventory information for various reporting needs, including monitoring of occupancy and vacancy rates.
- F. Grantee shall provide information for an annual report on client enrollment in public benefits per the Administrative Code Article VI, Section 20.54.4(c) - Permanent Supportive Housing – Enrollment in Social Services https://codelibrary.amlegal.com/codes/san_francisco/latest/sf_admin/0-0-0-11877, as instructed by HSH.
- G. Grantee shall participate, as required by HSH, with City, State and/or Federal government evaluative studies designed to show the effectiveness of Grantee's services. Grantee agrees to meet the requirements of and participate in the evaluation program and management information systems of the City. The City agrees that any final reports generated through the evaluation program shall be made available to Grantee within 30 working days of receipt of any evaluation report and any Grantee response will become part of the official report.
- H. Grantee shall provide Ad Hoc reports as required by HSH and respond to requests by HSH in a timely manner.

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

X. Monitoring Activities

- A. Program Monitoring: Grantee is subject to program monitoring and/or audits, including, but not limited to review of the following: tenant files, administrative records, staff training documentation, postings, program policies and procedures, data submitted in program reports, Disaster and Emergency Response Plan and training, personnel and activity reports, proper accounting for funds and other operational and administrative activities, and back-up documentation for reporting progress towards meeting service and outcome objectives.

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

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

	A	B	C	D
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING			
2	APPENDIX B, BUDGET			
3	Document Date	7/1/2026		
4	Contract Term	Begin Date	End Date	Duration (Years)
5	Current Term	1/1/2021	6/30/2026	6
6	Amended Term	1/1/2021	6/30/2027	7
7				
8	Approved Subcontractors			
10	The John Stewart Company (Property Management) <i>(through Dec 2023)</i>			

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING																								
2	APPENDIX B, BUDGET																								
3	Document Date	7/1/2026																							
4	Contract Term	Begin Date	End Date	Duration (Years)																					
5	Current Term	1/1/2021	6/30/2026	6																					
6	Amended Term	1/1/2021	6/30/2027	7																					
7					Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7														
8	Service Component				1/1/2021 - 6/30/2021	7/1/2021 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	7/1/2026 - 6/30/2027														
10	Support Services				65	65	65	65	65	65	65														
11	Property Management + Master Lease				65	65	65	65	65	65	65														

	A	B	C	D	E	H	K	N	Q	T	Y	AI	AJ	AK
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING													
2	APPENDIX B, BUDGET													
3	Document Date	7/1/2026												
4	Contract Term	Begin Date	End Date	Duration (Years)										
5	Current Term	1/1/2021	6/30/2026	6										
6	Amended Term	1/1/2021	6/30/2027	7										
7	Provider Name	Community Forward SF												
8	Program	Coronado - Hotel												
9	F\$P Contract ID#	1000017568												
10	Action (select)	Amendment												
11	Effective Date	7/1/2026												
	Budget Names	General Fund - Support Services, General Fund & Prop C - Property Management & Master Leasing, General Fund - One-Time Capital, One-Time - Prop C Bonus Pay												
12														
13		Current	New											
14	Term Budget	\$ 9,535,303	\$ 11,512,532	20%										
15	Contingency	\$ 257,119	\$ 395,446		EXTENSION YEAR									
16	Not-To-Exceed	\$ 9,792,422	\$ 11,907,978		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	All Years		
17					1/1/2021 - 6/30/2021	7/1/2021 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	7/1/2026 - 6/30/2027	1/1/2021 - 6/30/2026	1/1/2021 - 6/30/2027	1/1/2021 - 6/30/2027
18					Current	Current	Current	Current	Current	Current	New	Current	Amendment	New
19	Expenditures													
20	Salaries & Benefits				\$ 133,640	\$ 310,778	\$ 372,612	\$ 620,533	\$ 965,737	\$ 843,587	\$ 843,587	\$ 3,246,886	\$ 843,586	\$ 4,090,473
21	Operating Expense				\$ 448,596	\$ 150,141	\$ 219,132	\$ 315,191	\$ 375,183	\$ 509,656	\$ 509,656	\$ 2,017,898	\$ 509,656	\$ 2,527,554
22	Subtotal				\$ 582,236	\$ 460,918	\$ 591,743	\$ 935,725	\$ 1,340,920	\$ 1,353,242	\$ 1,353,242	\$ 5,264,785	\$ 1,353,242	\$ 6,618,027
23	Indirect Percentage													
24	Indirect Cost (Line 22 X Line 23)				\$ 54,935	\$ 122,481	\$ 141,250	\$ 197,412	\$ 201,138	\$ 202,986	\$ 202,986	\$ 920,202	\$ 202,986	\$ 1,123,188
25	Other Expenses (Not subject to indirect %)				\$ 200,885	\$ 1,006,390	\$ 946,179	\$ 730,343	\$ 385,581	\$ 546,000	\$ 546,000	\$ 3,815,379	\$ 546,000	\$ 4,361,379
26	Capital Expenditure				\$ -	\$ -	\$ 36,311	\$ 20,000	\$ 349,549	\$ -	\$ -	\$ 405,860	\$ -	\$ 405,860
28	Total Expenditures				\$ 838,056	\$ 1,589,789	\$ 1,715,483	\$ 1,883,480	\$ 2,277,189	\$ 2,102,229	\$ 2,102,229	\$ 10,406,225	\$ 2,102,229	\$ 12,508,454
30	HSH Revenues (select)													
31	General Fund - Ongoing				\$ 639,171	\$ 1,356,193	\$ 1,483,687	\$ 1,543,364	\$ 1,574,579	\$ 1,742,806	\$ 1,742,806	\$ 8,339,799	\$ 1,742,806	\$ 10,082,605
33	General Fund - One-Time Transfer				\$ -	\$ (114,128)	\$ -	\$ (50,000)	\$ -	\$ -	\$ -	\$ (164,128)	\$ -	\$ (164,128)
34	General Fund - One-Time				\$ 28,168	\$ 10,182	\$ 37,968	\$ 20,000	\$ 9,215	\$ -	\$ -	\$ 105,533	\$ -	\$ 105,533
36	Prop C - One-time COVID-19 Bonus Pay				\$ 2,717	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,717	\$ -	\$ 2,717
38	Prop C - Ongoing (Adults)				\$ -	\$ 160,500	\$ 219,845	\$ 226,440	\$ 232,101	\$ 234,422	\$ 234,422	\$ 1,073,309	\$ 234,422	\$ 1,307,731
40	Whole Person Care (WPC) - One-Time				\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ 350,000	\$ -	\$ 350,000
41	Adjustment to Actuals				\$ -	\$ (32,695)	\$ (125,523)	\$ (3)	\$ (13,706)	\$ -		\$ (171,927)	\$ -	\$ (171,927)
43	Total HSH Revenues				\$ 670,056	\$ 1,380,052	\$ 1,615,977	\$ 1,739,801	\$ 2,152,189	\$ 1,977,229	\$ 1,977,229	\$ 9,535,303	\$ 1,977,229	\$ 11,512,532
44	Other Revenues (to offset Total Expenditures)													
45	Rental Income				\$ 168,000	\$ 209,737	\$ 99,506	\$ 143,679	\$ 125,000	\$ 125,000	\$ 125,000	\$ 870,923	\$ 125,000	\$ 995,923
52	Total HSH + Other Revenues				\$ 838,056	\$ 1,589,789	\$ 1,715,483	\$ 1,883,480	\$ 2,277,189	\$ 2,102,229	\$ 2,102,229	\$ 10,406,226	\$ 2,102,229	\$ 12,508,454
55	Total Adjusted Salary FTE (All Budgets)										10.64			
57	Prepared by	Nora Espinoza			*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.									
59	Email	nora.espinoza@communityforwardsf.org												

	A	B	C	D	E	H	K	N	Q	T	Y	AI	AJ	AK										
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING																							
2	APPENDIX B, BUDGET																							
3	Document Date	7/1/2026																						
4	Contract Term	Begin Date	End Date	Duration (Years)																				
5	Current Term	1/1/2021	6/30/2026	6																				
6	Amended Term	1/1/2021	6/30/2027	7																				
7	Provider Name	Community Forward SF																						
8	Program	Coronado - Hotel																						
9	F\$P Contract ID#	1000017568																						
10	Action (select)	Amendment																						
11	Effective Date	7/1/2026																						
12	Budget Name	General Fund - Support Services																						
13		Current	New																					
14	Term Budget	\$ 2,247,933	\$ 2,712,163	20%																				
15	Contingency	\$ 257,119	\$ 395,446		EXTENSION YEAR																			
16	Not-To-Exceed	\$ 9,792,422	\$ 11,907,978		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	All Years												
17					1/1/2021 - 6/30/2021	7/1/2021 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	7/1/2026 - 6/30/2027	1/1/2021 - 6/30/2026	1/1/2021 - 6/30/2027	1/1/2021 - 6/30/2027										
18					Current	Current	Current	Current	Current	Current	New	Current	Amendment	New										
19	Expenditures																							
20	Salaries & Benefits				\$ 133,640	\$ 295,828	\$ 372,612	\$ 389,934	\$ 368,799	\$ 344,064	\$ 344,064	\$ 1,904,876	\$ 344,063	\$ 2,248,939										
21	Operating Expense				\$ 13,924	\$ 778	\$ 432	\$ -	\$ 30,882	\$ 59,615	\$ 59,615	\$ 105,631	\$ 59,615	\$ 165,246										
22	Subtotal				\$ 147,564	\$ 296,606	\$ 373,043	\$ 389,934	\$ 399,682	\$ 403,678	\$ 403,678	\$ 2,010,507	\$ 403,678	\$ 2,414,185										
23	Indirect Percentage				15.00%	15.00%	15.00%	15.00%	15.00%	15.00%	15.00%													
24	Indirect Cost (Line 22 X Line 23)				\$ 22,135	\$ 44,491	\$ 55,957	\$ 58,490	\$ 59,952	\$ 60,552	\$ 60,552	\$ 301,576	\$ 60,552	\$ 362,128										
25	Other Expenses (Not subject to indirect %)				\$ -	\$ (15,789)	\$ (48,361)	\$ -	\$ -	\$ -	\$ -	\$ (64,150)	\$ -	\$ (64,150)										
28	Total Expenditures				\$ 169,699	\$ 325,307	\$ 380,639	\$ 448,424	\$ 459,634	\$ 464,230	\$ 464,230	\$ 2,247,933	\$ 464,230	\$ 2,712,163										
29																								
30	HSH Revenues (select)																							
31	General Fund - Ongoing				\$ 169,699	\$ 360,067	\$ 374,470	\$ 392,258	\$ 402,064	\$ 406,084	\$ 406,084	\$ 2,104,642	\$ 406,084	\$ 2,510,726										
33	General Fund - One-Time Transfer					\$ (29,153)					\$ -	\$ (29,153)	\$ -	\$ (29,153)										
34	General Fund - One-Time					\$ 10,182					\$ -	\$ 10,182	\$ -	\$ 10,182										
38	Prop C - Ongoing (Adults)						\$ 54,530	\$ 56,166	\$ 57,570	\$ 58,146	\$ 58,146	\$ 226,412	\$ 58,146	\$ 284,558										
41	Adjustment to Actuals					\$ (15,789)	\$ (48,361)					\$ (64,150)	\$ -	\$ (64,150)										
43	Total HSH Revenues				\$ 169,699	\$ 325,307	\$ 380,639	\$ 448,424	\$ 459,634	\$ 464,230	\$ 464,230	\$ 2,247,933	\$ 464,230	\$ 2,712,163										
53	Rev-Exp (Budget Match Check)				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -										

	A	F	M	T	AA	AH	AO	AR	AS	AT	AU	AX
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING	7/1/2026 Community Forward SF Coronado - Hotel 1000017568										
2	SALARY & BENEFIT DETAIL											
3	Document Date											
4	Provider Name											
5	Program											
6	FSP Contract ID#											
7	Budget Name											
8		General Fund - Support Services	EXTENSION YEAR									
9	POSITION TITLE	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7				
10		1/1/2021 - 6/30/2021	7/1/2021 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	Agency Totals		For HSH Funded Progarm		7/1/2026 - 6/30/2027
		Current	Current	Current	Current	Current	Current					New
11		Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	Annual Full Time Salary (for 1.00 FTE)	Position FTE	% FTE funded by this budget	Adjusted Budgeted FTE	Budgeted Salary
12	Chief Operating Officer (COO)	\$ 3,500	\$ 9,947	\$ 5,100	\$ 11,400	\$ 15,200	\$ -	\$ -				\$ -
13	Director of Compliance	\$ 2,875	\$ 8,171	\$ 16,342	\$ 4,578	\$ 10,500	\$ 5,520	\$ 92,000	1.00	6%	0.06	\$ 5,520
14	Director of Operations	\$ 2,300	\$ 10,353	\$ 5,295	\$ -	\$ -	\$ -	\$ -				\$ -
15	Director of Housing Support Services	\$ 17,250	\$ -	\$ -	\$ -	\$ 73,000	\$ 8,000	\$ 100,000	1.00	8%	0.08	\$ 8,000
18	Case Managers	\$ 47,000	\$ 108,605	\$ 131,040	\$ 150,800	\$ 150,800	\$ 189,948	\$ 63,316	3.00	100%	3.00	\$ 189,948
23	Director of Housing			\$ 73,500	\$ 25,000	\$ -	\$ -	\$ -				\$ -
24	VP of Client Services				\$ 15,000	\$ 15,788	\$ 13,500	\$ 150,000	1.00	9%	0.09	\$ 13,500
25	VP Assistant				\$ 9,450	\$ -	\$ -	\$ -				\$ -
26	Guest Services Specialist - Front Desk			\$ -	\$ 83,720	\$ -	\$ -	\$ -				\$ -
27	Operations Coordinator			\$ -		\$ 18,404	\$ 1,928	\$ 64,272	1.00	3%	0.03	\$ 1,928
28	Deputy Director of Housing Support Services			\$ -		\$ -	\$ 49,920	\$ 83,200	1.00	60%	0.60	\$ 49,920
29	Contract Manager			\$ -		\$ -	\$ 2,100	\$ 105,000	1.00	2%	0.02	\$ 2,100
30				\$ -		\$ -	\$ -					\$ -
53		\$ 102,800	\$ 227,560	\$ 286,625	\$ 299,948	\$ 283,692	\$ 270,916	TOTAL SALARIES				\$ 270,916
54								TOTAL FTE		3.88		
55		30.00%	30.00%	30.00%	30.00%	30.00%	27.00%			FRINGE BENEFIT RATE		27.00%
56		\$ 30,840	\$ 68,268	\$ 85,987	\$ 89,986	\$ 85,108	\$ 73,147		EMPLOYEE FRINGE BENEFITS		\$ 73,147	
57		\$ 133,640	\$ 295,828	\$ 372,612	\$ 389,934	\$ 368,799	\$ 344,064		TOTAL SALARIES & BENEFITS		\$ 344,064	

	A	BT	BU	BV
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING			
2	SALARY & BENEFIT DETAIL			
3	Document Date			
4	Provider Name			
5	Program			
6	FSP Contract ID#			
7	Budget Name			
8		All Years		
9	POSITION TITLE	1/1/2021 - 6/30/2026	1/1/2021 - 6/30/2027	1/1/2021 - 6/30/2027
10		Current	Amendment	New
11		Budgeted Salary	Change	Budgeted Salary
12	Chief Operating Officer (COO)	\$ 45,147	\$ -	\$ 45,147
13	Director of Compliance	\$ 47,985	\$ 5,520	\$ 53,505
14	Director of Operations	\$ 17,948	\$ -	\$ 17,948
15	Director of Housing Support Services	\$ 98,250	\$ 8,000	\$ 106,250
18	Case Managers	\$ 778,193	\$ 189,948	\$ 968,141
23	Director of Housing	\$ 98,500	\$ -	\$ 98,500
24	VP of Client Services	\$ 44,288	\$ 13,500	\$ 57,788
25	VP Assistant	\$ 9,450	\$ -	\$ 9,450
26	Guest Services Specialist - Front Desk	\$ 83,720	\$ -	\$ 83,720
27	Operations Coordinator	\$ 20,332	\$ 1,928	\$ 22,261
28	Deputy Director of Housing Support Services	\$ 49,920	\$ 49,920	\$ 99,840
29	Contract Manager	\$ 2,100	\$ 2,100	\$ 4,200
30		\$ -	\$ -	\$ -
53		\$ 1,471,540	\$ 270,916	\$ 1,742,456
54				
55				
56		\$ 433,336	\$ 73,147	\$ 506,483
57		\$ 1,904,876	\$ 344,063	\$ 2,248,939

	A	B	E	H	K	N	Q	V	AF	AG	AH
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING										
2	OPERATING DETAIL										
3	Document Date	7/1/2026									
4	Provider Name	Community Forward SF									
5	Program	Coronado - Hotel									
6	FSP Contract ID#	1000017568									
7	Budget Name	General Fund - Support Services									
8		EXTENSION YEAR									
9		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	All Years		
10		1/1/2021 - 6/30/2021	7/1/2021 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	7/1/2026 - 6/30/2027	1/1/2021 - 6/30/2026	1/1/2021 - 6/30/2027	1/1/2021 - 6/30/2027
11		Current	Current	Current	Current	Current	Current	New	Current	Amendment	New
12	<u>Operating Expenses</u>	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Change	Budgeted Expense
14	Utilities(Elec, Water, Gas, Phone, Scavenger)					\$ -	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 24,000
15	Office Supplies/Postage	\$ 1,000	\$ 778	\$ 432		\$ 3,905	\$ 4,000	\$ 4,000	\$ 10,114	\$ 4,000	\$ 14,114
16	Building Maintenance Supplies and Repair	\$ 11,000	\$ -	\$ -		\$ -	\$ -	\$ -	\$ 11,000	\$ -	\$ 11,000
17	Printing and Reproduction					\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 4,000
18	Insurance					\$ -	\$ 9,300	\$ 9,300	\$ 9,300	\$ 9,300	\$ 18,600
19	Staff Training					\$ 1,536	\$ 4,301	\$ 4,301	\$ 5,837	\$ 4,301	\$ 10,138
21	Rental of Equipment					\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 2,000
22	Personal Protective Equipment (PPE)	\$ 1,924	\$ -	\$ -		\$ -	\$ -	\$ -	\$ 1,924	\$ -	\$ 1,924
23	Client Related Costs					\$ 10,260	\$ 15,000	\$ 15,000	\$ 25,260	\$ 15,000	\$ 40,260
24	Computer and Software Supplies					\$ 15,181	\$ 10,000	\$ 10,000	\$ 25,181	\$ 10,000	\$ 35,181
25	Houskeeping Supplies					\$ -	\$ 2,014	\$ 2,014	\$ 2,014	\$ 2,014	\$ 4,028
42	<u>Consultants</u>					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
54	<u>Subcontractors (First \$25k Only)</u>						\$ -	\$ -	\$ -	\$ -	\$ -
68	TOTAL OPERATING EXPENSES	\$ 13,924	\$ 778	\$ 432	\$ -	\$ 30,882	\$ 59,615	\$ 59,615	\$ 105,631	\$ 59,615	\$ 165,246
70	<u>Other Expenses (not subject to indirect cost %)</u>										
71	Adjustment to Actuals		\$ (15,789)	\$ (48,361)				\$ -	\$ (64,150)	\$ -	\$ (64,150)
84	TOTAL OTHER EXPENSES	\$ -	\$ (15,789)	\$ (48,361)	\$ -	\$ -	\$ -	\$ -	\$ (64,150)	\$ -	\$ (64,150)

BUDGET NARRATIVE

Fiscal Year

General Fund - Support Services

FY26-27

<u>Salaries & Benefits</u>	<u>Adjusted Budgeted FTE</u>	<u>Budgeted Salary</u>	<u>Justification</u>	<u>Calculation</u>
Director of Compliance	0.06	\$ 5,520	The Director of Compliance tracks and reports on the effectiveness of service delivery and supports the program team in meeting both contractual objectives and internal goals. They monitor the budgets and objectives of various programs and ensure compliance with all relevant San Francisco City and County, California State, and Federal regulations. Reports to the VP of Finance.	Annualized Salary * Adjusted FTE
Director of Housing Support Services	0.08	\$ 8,000	The Director of Housing provides oversight of all services, ensuring successful implementation, evaluation, and coordination. They ensure that programs comply with funding regulations, achieve program goals, and meet stakeholder expectations. Additionally, they lead high-level program development, goal setting, and engagement with external stakeholders for individual programs. Reports to the SVP of Programs.	Annualized Salary * Adjusted FTE
Case Managers	3.00	\$ 189,948	The Case Manager is responsible for establishing and maintaining relationships with clients. This position manages a caseload of clients and provides services such as counseling (including crisis intervention), assessment, evaluation, advocacy, and co-facilitation of groups. The Case Manager meets with clients regularly to assist them in developing and executing a case plan that includes timelines for individual goals and objectives; ensures access to resources that help stabilize clients' income through benefits advocacy, housing, medical care, and other needs, including social service systems and partner agencies; conducts outreach to encourage program participation; maintains client files and associated documentation; and assists clients in developing external support systems. This position reports to the Director of Housing.	Annualized Salary * Adjusted FTE
VP of Client Services	0.09	\$ 13,500	The VP of Client Services directly oversees day-to-day operations by monitoring program activities, ensuring timely task completion, and maintaining quality standards. They address immediate operational challenges, such as staffing needs and resource availability, and troubleshoot issues to prevent program disruptions. This position provides supervision to program leadership and staff to review progress, provide feedback, and ensure alignment with program goals. The VP of Client Services works closely with the COO and reports to the Co-CEO.	Annualized Salary * Adjusted FTE
Operations Coordinator	0.03	\$ 1,928	The Operations Coordinator supports the program by managing client-related purchases, coordinating in-kind donations, and assisting with client activities. The role also facilitates move-ins, oversees unit turnover work orders, and acts as the primary contact for eviction processes and legal file maintenance to help safeguard housing stability. The Coordinator oversees vendors, inventory, maintenance schedules, and agency purchasing to ensure program spaces remain safe, functional, and that client-related needs are met. Responsibilities include tracking expenses, coordinating vendor contracts and capital improvements, and reconciling accounts to maintain compliance with funding requirements. These duties support efficient program and agency operations and ensure timely assistance to clients and staff. This position reports to the VP of Operations.	Annualized Salary * Adjusted FTE
Deputy Director of Housing Support Services	0.60	\$ 49,920	The Deputy Director of Housing Support Services oversees daily housing program operations, supervises case managers, and maintains strong relationships with community partners. They ensure contract deliverables are met, manage housing payments, and uphold data quality within the ONE system. The role includes coordinating with city agencies, supporting staff training and development, responding to client concerns, and contributing to program improvement and client activities. This position reports to the Director of Housing.	Annualized Salary * Adjusted FTE
Contract Manager	0.02	\$ 2,100	This critical role ensures the organization's funded programs operate smoothly, efficiently, and in full compliance with contractual obligations. The position is responsible for end-to-end contract budget preparation and tracking, as well as monthly invoices and reimbursements. This individual works closely with program directors to align program activities with the budget and provides training and guidance on contract compliance, allowable costs, and best practices for budget monitoring. This position reports to the VP of Finance. This position is expected to be hired in mid-May, and its allocation will increase to 10–12% based on the organization's allocation plan for FY27.	Annualized Salary * Adjusted FTE
TOTAL	3.88	270,916		
<u>Employee Fringe Benefits</u>		<u>\$ 73,147</u>	<u>Includes FICA, SSUI, Workers' Compensation, LTD, Medical, Dental, and Vision calculated at 27% of total salaries.</u>	
Salaries & Benefits Total		\$ 344,064		

<u>Operating Expenses</u>	<u>Budgeted Expense</u>	<u>Justification</u>	<u>Calculation</u>
Utilities(Elec, Water, Gas, Phone, Scavenger)	\$ 12,000	Telephone costs	Annualized based on actual costs
Office Supplies/Postage	\$ 4,000	Regular office supplies (pens, writing pads, envelopes, etc.) used by staff/clients	Annualized based on actual costs
Printing and Reproduction	\$ 2,000	Printer & Copier Actual printing and copying costs	Based on estimated costs
Insurance	\$ 9,300	Umbrella and Liability Insurance	Based on FTE allocation plan
Staff Training	\$ 4,301	This will cover internal trainings for staff aimed at improving client services, including required trainings (CPR, First Aid, Sexual Harassment, etc.) that staff can complete at their own pace. In addition, we are expanding training in harm reduction strategies, leadership development, and other areas.	Based on FTE allocation plan
Rental of Equipment	\$ 1,000	Printer & Copier lease	Allocated between PM and SS
Client Related Costs	\$ 15,000	The purpose is to provide clients with daily necessities, support, and care through events, activities, and personal care services. This year, social circles have been incorporated to strengthen client support.	Annualized based on actual costs
Computer and Software Supplies	\$ 10,000	Laptops and required software for staff and clients, along with other related IT upgrades and services, including cybersecurity.	Annualized based on actual costs
Houskeeping Supplies	\$ 2,014	Support service staff cleaning supplies, including Lysol wipes, brooms, paper products, and other related items.	Allocated between PM and SS
TOTAL OPERATING EXPENSES	\$ 59,615		
Indirect Cost	15.0% \$ 60,552		

	A	B	C	D	E	H	K	N	Q	T	Y	AI	AJ	AK										
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING																							
2	APPENDIX B, BUDGET																							
3	Document Date	7/1/2026																						
4	Contract Term	Begin Date	End Date	Duration (Years)																				
5	Current Term	1/1/2021	6/30/2026	6																				
6	Amended Term	1/1/2021	6/30/2027	7																				
7	Provider Name	Community Forward SF																						
8	Program	Coronado - Hotel																						
9	F\$P Contract ID#	1000017568																						
10	Action (select)	Amendment																						
11	Effective Date	7/1/2026																						
	Budget Name	General Fund & Prop C - Property Management & Master Leasing																						
12																								
13		Current	New																					
14	Term Budget	\$ 6,878,793	\$ 8,391,792	20%																				
15	Contingency	\$ 257,119	\$ 395,446		EXTENSION YEAR																			
16	Not-To-Exceed	\$ 9,792,422	\$ 11,907,978		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	All Years												
17					1/1/2021 - 6/30/2021	7/1/2021 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	7/1/2026 - 6/30/2027	1/1/2021 - 6/30/2026	1/1/2021 - 6/30/2027	1/1/2021 - 6/30/2027										
18					Current	Current	Current	Current	Current	Current	New	Current	Amendment	New										
19	Expenditures																							
20	Salaries & Benefits				\$ -	\$ 14,950	\$ -	\$ 230,600	\$ 596,938	\$ 499,523	\$ 499,523	\$ 1,342,010	\$ 499,523	\$ 1,841,533										
21	Operating Expense				\$ 434,671	\$ 149,363	\$ 218,700	\$ 315,191	\$ 344,301	\$ 450,041	\$ 450,041	\$ 1,912,267	\$ 450,041	\$ 2,362,308										
22	Subtotal				\$ 434,671	\$ 164,313	\$ 218,700	\$ 545,791	\$ 941,239	\$ 949,564	\$ 949,564	\$ 3,254,278	\$ 949,564	\$ 4,203,842										
23	Indirect Percentage				7.55%	47.46%	39.00%	25.45%	21.57%	15.00%	15.00%													
24	Indirect Cost (Line 22 X Line 23)				\$ 32,801	\$ 77,990	\$ 85,293	\$ 138,922	\$ 141,186	\$ 142,435	\$ 142,435	\$ 618,626	\$ 142,435	\$ 761,061										
25	Other Expenses (Not subject to indirect %)				\$ 198,168	\$ 1,022,179	\$ 994,540	\$ 730,343	\$ 385,581	\$ 546,000	\$ 546,000	\$ 3,876,812	\$ 546,000	\$ 4,422,812										
26	Capital Expenditure				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -										
28	Total Expenditures				\$ 665,640	\$ 1,264,482	\$ 1,298,533	\$ 1,415,056	\$ 1,468,005	\$ 1,637,999	\$ 1,637,999	\$ 7,749,716	\$ 1,637,999	\$ 9,387,714										
29																								
30	HSH Revenues (select)																							
31	General Fund - Ongoing				\$ 469,472	\$ 996,125	\$ 1,109,217	\$ 1,151,106	\$ 1,172,515	\$ 1,336,722	\$ 1,336,722	\$ 6,235,157	\$ 1,336,722	\$ 7,571,879										
33	General Fund - One-Time Transfer				\$ -	\$ (84,975)		\$ (50,000)	\$ -	\$ -	\$ -	\$ (134,975)	\$ -	\$ (134,975)										
34	General Fund - One-Time				\$ 28,168	\$ -			\$ 9,215	\$ -	\$ -	\$ 37,383	\$ -	\$ 37,383										
38	Prop C - Ongoing (Adults)					\$ 160,500	\$ 165,315	\$ 170,274	\$ 174,531	\$ 176,277	\$ 176,277	\$ 846,897	\$ 176,277	\$ 1,023,174										
41	Adjustment to Actuals					\$ (16,906)	\$ (75,505)	\$ (3)	\$ (13,256)			\$ (105,669)	\$ -	\$ (105,669)										
43	Total HSH Revenues				\$ 497,640	\$ 1,054,745	\$ 1,199,027	\$ 1,271,378	\$ 1,343,005	\$ 1,512,999	\$ 1,512,999	\$ 6,878,793	\$ 1,512,999	\$ 8,391,792										
44	Other Revenues (to offset Total Expenditures)																							
45	Rental Income				\$ 168,000	\$ 209,737	\$ 99,506	\$ 143,679	\$ 125,000	\$ 125,000	\$ 125,000	\$ 870,923	\$ 125,000	\$ 995,923										
50	Total Other Revenues				\$ 168,000	\$ 209,737	\$ 99,506	\$ 143,679	\$ 125,000	\$ 125,000	\$ 125,000	\$ 870,923	\$ 125,000	\$ 995,923										
51																								
52	Total HSH + Other Revenues				\$ 665,640	\$ 1,264,482	\$ 1,298,533	\$ 1,415,057	\$ 1,468,005	\$ 1,637,999	\$ 1,637,999	\$ 7,749,716	\$ 1,637,999	\$ 9,387,715										

	A	F	M	T	AA	AH	AO	AR	AS	AT	AU	AX	
1	DEPARTMENT OF HOMELESSNESS												
2	AND SUPPORTIVE HOUSING												
3	SALARY & BENEFIT DETAIL												
4	Document Date	7/1/2026											
5	Provider Name	Community Forward SF											
6	Program	Coronado - Hotel											
7	FSP Contract ID#	1000017568											
8	Budget Name	General Fund & Prop C - Property Management & Master Leasing						EXTENSION YEAR					
9		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7					
10	POSITION TITLE	1/1/2021 - 6/30/2021	7/1/2021 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	Agency Totals		For HSH Funded Progarm		7/1/2026 - 6/30/2027	
11		Current	Current	Current	Current	Current	Current					New	
12		Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	Annual Full Time Salary (for 1.00 FTE)	Position FTE	% FTE funded by this budget	Adjusted Budgeted FTE	Budgeted Salary
13	Director of Operations	\$ -	\$ 11,500	\$ -	\$ 16,100	\$ 70,283	\$ 18,700	\$ 110,000	1.00	17%	0.17	\$ 18,700	
14	Facilities Manager				\$ 9,500	\$ -	\$ -	\$ -				\$ -	
15	Maintenance Tech				\$ 25,842	\$ 41,200	\$ 34,106	\$ 66,875	1.00	51%	0.51	\$ 34,106	
16	Property Operations Manager				\$ 72,898	\$ 65,000	\$ 76,125	\$ 76,125	1.00	100%	1.00	\$ 76,125	
17	Case Managers				\$ 53,043	\$ -	\$ -	\$ -				\$ -	
18	Janitorial & Maintenance Specialist				\$ -	\$ 57,700	\$ -	\$ -				\$ -	
19	Guest Service Specialists - Front Desk				\$ -	\$ 225,000	\$ 203,092	\$ 50,773	4.00	100%	4.00	\$ 203,092	
20	Property Operations Coordinator				\$ -	\$ -	\$ 56,160	\$ 56,160	1.00	100%	1.00	\$ 56,160	
21	Operations Coordinator				\$ -	\$ -	\$ 5,142	\$ 64,275	1.00	8%	0.08	\$ 5,142	
22		\$ -	\$ 11,500	\$ -	\$ 177,383	\$ 459,183	\$ 393,325	TOTAL SALARIES				\$ 393,325	
23								TOTAL FTE			6.76		
24			30.00%	30.00%	30.00%	30.00%	27.00%	FRINGE BENEFIT RATE			27.00%		
25		\$ -	\$ 3,450	\$ -	\$ 53,216	\$ 137,755	\$ 106,198	EMPLOYEE FRINGE BENEFITS			\$ 106,198		
26		\$ -	\$ 14,950	\$ -	\$ 230,600	\$ 596,938	\$ 499,523	TOTAL SALARIES & BENEFITS			\$ 499,523		

	A	BT	BU	BV
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING SALARY & BENEFIT DETAIL Document Date Provider Name Program FSP Contract ID# Budget Name			
2				
3				
4				
5				
6				
7				
8		All Years		
9	POSITION TITLE	1/1/2021 - 6/30/2026	1/1/2021 - 6/30/2027	1/1/2021 - 6/30/2027
10		Current	Amendment	New
11		Budgeted Salary	Change	Budgeted Salary
12	Director of Operations	\$ 116,583	\$ 18,700	\$ 135,283
13	Facilities Manager	\$ 9,500	\$ -	\$ 9,500
14	Maintenance Tech	\$ 101,148	\$ 34,106	\$ 135,255
15	Property Operations Manager	\$ 214,023	\$ 76,125	\$ 290,148
16	Case Managers	\$ 53,043	\$ -	\$ 53,043
18	Janitorial & Maintenance Specialist	\$ 57,700	\$ -	\$ 57,700
20	Guest Service Specialists - Front Desk	\$ 428,092	\$ 203,092	\$ 631,184
21	Property Operations Coordinator	\$ 56,160	\$ 56,160	\$ 112,320
22	Operations Coordinator	\$ 5,142	\$ 5,142	\$ 10,284
54		\$ 1,041,391	\$ 393,325	\$ 1,434,717
55				
56				
57		\$ 300,619	\$ 106,198	\$ 406,817
58		\$ 1,342,010	\$ 499,523	\$ 1,841,533

	A	B	E	H	K	N	Q	V	AF	AG	AH
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING										
2	OPERATING DETAIL										
3	Document Date	7/1/2026									
4	Provider Name	Community Forward SF									
5	Program	Coronado - Hotel									
6	FSP Contract ID#	1000017568									
7	Budget Name	General Fund & Prop C-Property Management & Master Leasing									
8		EXTENSION YEAR									
9		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	All Years		
10		1/1/2021 - 6/30/2021	7/1/2021 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	7/1/2026 - 6/30/2027	1/1/2021 - 6/30/2026	1/1/2021 - 6/30/2027	1/1/2021 - 6/30/2027
11		Current	Current	Current	Current	Current	Current	New	Current	Amendment	New
12	Operating Expenses	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Change	Budgeted Expense
14	Utilities(Elec, Water, Gas, Phone, Scavenger)	\$ 11,000	\$ 3,000	\$ 2,000	\$ 65,631	\$ 127,894	\$ 116,677	\$ 116,677	\$ 326,202	\$ 116,677	\$ 442,879
15	Office Supplies, Postage	\$ -	\$ 1,800	\$ 2,000	\$ 2,800	\$ -	\$ 2,000	\$ 2,000	\$ 8,600	\$ 2,000	\$ 10,600
16	Building Maintenance/Supplies	\$ 22,671	\$ 3,000	\$ 30,000	\$ 112,000	\$ 87,226	\$ 110,000	\$ 110,000	\$ 364,898	\$ 110,000	\$ 474,898
18	Insurance	\$ 12,000	\$ 6,000	\$ 13,000	\$ 8,500	\$ 8,650	\$ -	\$ -	\$ 48,150	\$ -	\$ 48,150
19	Staff Training	\$ -	\$ -	\$ 3,000	\$ 2,100	\$ -	\$ -	\$ -	\$ 5,100	\$ -	\$ 5,100
20	Staff Travel-(Local & Out of Town)	\$ -	\$ -	\$ 1,440	\$ 260	\$ -	\$ -	\$ -	\$ 1,700	\$ -	\$ 1,700
21	Equipment Rental & Maintenance	\$ 3,000	\$ 4,423	\$ 5,000	\$ 9,400	\$ 12,000	\$ 10,000	\$ 10,000	\$ 43,823	\$ 10,000	\$ 53,823
22	Audit		\$ 2,300	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ 5,800	\$ -	\$ 5,800
23	Client Costs			\$ 4,000	\$ 5,000	\$ -	\$ 10,000	\$ 10,000	\$ 19,000	\$ 10,000	\$ 29,000
24	Computer & Software Supplies				\$ 13,000	\$ -	\$ -	\$ -	\$ 13,000	\$ -	\$ 13,000
25	Small Equipment & Furniture				\$ 3,500	\$ 1,500	\$ 1,000	\$ 1,000	\$ 6,000	\$ 1,000	\$ 7,000
26	Housekeeping Supplies				\$ 4,000	\$ 15,000	\$ 13,000	\$ 13,000	\$ 32,000	\$ 13,000	\$ 45,000
42	Consultants						\$ -	\$ -	\$ -		
43	Janitorial	\$ 10,000	\$ -	\$ -	\$ 50,000	\$ 82,000	\$ 93,000	\$ 93,000	\$ 235,000	\$ 93,000	\$ 328,000
44	Temporary Staffing		\$ 6,000	\$ 4,000	\$ 8,000	\$ -	\$ 52,824	\$ 52,824	\$ 70,824	\$ 52,824	\$ 123,648
45	IT Consultant/Expenses		\$ 7,600	\$ 8,000	\$ 6,000	\$ -	\$ -	\$ -	\$ 21,600	\$ -	\$ 21,600
46	St. Anthony's		\$ 90,240	\$ 117,760	\$ -	\$ -	\$ -	\$ -	\$ 208,000	\$ -	\$ 208,000
47	Winston Security			\$ -	\$ -	\$ 10,031	\$ 39,040	\$ 39,040		\$ 39,040	\$ 88,111
48	Legal Consultation Fees			\$ -			\$ 2,500	\$ 2,500		\$ 2,500	\$ 5,000
54	Subcontractors (First \$25k Only)						\$ -	\$ -		\$ -	\$ -
55	The John Stewart Company (JSC)	\$ 376,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 451,000	\$ -	\$ 451,000
68	TOTAL OPERATING EXPENSES	\$ 434,671	\$ 149,363	\$ 218,700	\$ 315,191	\$ 344,301	\$ 450,041	\$ 450,041	\$ 1,860,697	\$ 450,041	\$ 2,362,308
70	Other Expenses (not subject to indirect cost %)										
71	Master Lease (Property Rental)	\$ 170,000	\$ 355,618	\$ 367,500	\$ 380,307	\$ 389,622	\$ 546,000	\$ 546,000	\$ 2,209,047	\$ 546,000	\$ 2,755,047
72	One-Time CODB (FY 2020-21)	\$ 28,168	\$ -	\$ -	\$ -		\$ -	\$ -	\$ 28,168	\$ -	\$ 28,168
73	Subcontractor: Administrative Expenses - JSC		\$ 50,710	\$ 44,025	\$ 26,960	\$ -	\$ -	\$ -	\$ 121,695	\$ -	\$ 121,695
74	Subcontractor: On-Site Administrative PR - JSC		\$ 227,709	\$ 262,000	\$ 121,070	\$ -	\$ -	\$ -	\$ 610,779	\$ -	\$ 610,779
75	FY 25-26 CODB/COLA PLACEHOLDER		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
76	Subcontractor: Payroll - Manager - JSC		\$ 50,863	\$ 55,000	\$ 29,530	\$ -	\$ -	\$ -	\$ 135,393	\$ -	\$ 135,393
77	Subcontractor: Payroll - Maintenance - JSC		\$ 35,706	\$ 52,000	\$ 26,905	\$ -	\$ -	\$ -	\$ 114,611	\$ -	\$ 114,611
78	Subcontractor: Payroll - Janitor - JSC		\$ 42,672	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 42,772	\$ -	\$ 42,772
79	Subcontractor: Payroll Taxes/Benefits/Insurance - JSC		\$ 105,703	\$ 80,000	\$ 47,650	\$ -	\$ -	\$ -	\$ 233,353	\$ -	\$ 233,353
80	Subcontractor: Utilities - JSC		\$ 78,833	\$ 100,600	\$ 32,450	\$ -	\$ -	\$ -	\$ 211,883	\$ -	\$ 211,883
81	Subcontractor: Operating/Maintenance Expenses - JSC		\$ 75,354	\$ 107,620	\$ 65,230	\$ -	\$ -	\$ -	\$ 248,204	\$ -	\$ 248,204
82	Subcontractor: Other/Credit Reports - JSC		\$ 4,445	\$ 1,200	\$ 244	\$ -	\$ -	\$ -	\$ 5,889	\$ -	\$ 5,889
83	Subcontractor: Replacement Expenditures - JSC		\$ 11,473	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,473	\$ -	\$ 11,473
84	Coronado Hotel Unit Turnovers - One Time					\$ 9,215	\$ -	\$ -	\$ 9,215	\$ -	\$ 9,215
86	Adjustment to Actuals		\$ (16,906)	\$ (75,505)	\$ (3)	\$ (13,256)			\$ (105,669)	\$ -	\$ (105,669)
88	TOTAL OTHER EXPENSES	\$ 198,168	\$ 1,022,179	\$ 994,540	\$ 730,343	\$ 385,581	\$ 546,000	\$ 546,000	\$ 3,961,793	\$ 546,000	\$ 4,507,793

BUDGET NARRATIVE**Fiscal Year****General Fund & Prop C - Property Management & Master Leasing****FY26-27**

<u>Salaries & Benefits</u>	<u>Adjusted Budgeted FTE</u>	<u>Budgeted Salary</u>	<u>Justification</u>	<u>Calculation</u>
Director of Operations	0.17	\$ 18,700	The Director of Operations is responsible for all aspects of building management. This position oversees the Property Manager and Facilities Manager. Key duties include managing operational budgets, vendor relationships, IT systems, permitting, and ensuring compliance with policies, procedures, and local, state, and federal regulations. Reports to the VP of Operations.	Annualized Salary * Adjusted FTE
Maintenance Tech	0.51	\$ 34,106	Working closely with the Facilities Manager, the Maintenance Technician is responsible for maintaining the cleanliness, safety, and physical condition of CFSF's facilities.	Annualized Salary * Adjusted FTE
Property Operations Manager	1.00	\$ 76,125	The Property Operations Manager oversees all aspects of the property, including leasing, rent collection, maintenance and repairs, enforcement of lease agreements, and tenant relations. Administrative duties include supervising the Property Manager and maintaining detailed records of income, expenses, leases, and inspections. This position reports to the VP of Operations. This contract covers about 75% of this position. Effective February 2026, a temporary Property Manager was hired, and part of this salary amount was moved to operating costs under "Professional Consultants" for the remainder of the fiscal year.	Annualized Salary * Adjusted FTE
Guest Service Specialists - Front Desk	4.00	\$ 203,092	Guest Services Specialists provide culturally appropriate, trauma-informed services to CFSF guests. GSS staff are frontline responders responsible for the daily operations of the sites. They support guests' health, safety, and well-being; provide supportive counseling, resources, information, outreach; and offer individual and systemic advocacy. These positions are supervised by the Director of Housing.	Annualized Salary * Adjusted FTE
Property Operations Coordinator	1.00	\$ 56,160	This position manages front desk operations and supports the daily administrative and operational needs of the site. Responsibilities include tracking work orders, assisting with unit turnovers and tenant intakes, maintaining key and visitor logs, ensuring lease compliance, and coordinating with vendors and Guest Services Specialists. The role also supports site security, responds to resident inquiries, documents incidents, and helps maintain an organized, trauma-informed, and welcoming environment for residents, staff, and guests. This position reports to the Property Operations Manager.	Annualized Salary * Adjusted FTE
Operations Coordinator	0.08	\$ 5,142	The Operations Coordinator supports the program by managing client-related purchases, coordinating in-kind donations, and assisting with client activities. The role also facilitates move-ins, oversees unit turnover work orders, and acts as the primary contact for eviction processes and legal file maintenance to help safeguard housing stability. The Coordinator oversees vendors, inventory, maintenance schedules, and agency purchasing to ensure program spaces remain safe, functional, and that client-related needs are met. Responsibilities include tracking expenses, coordinating vendor contracts and capital improvements, and reconciling accounts to maintain compliance with funding requirements. These duties support efficient program and agency operations and ensure timely assistance to clients and staff. This position reports to the VP of Operations.	Annualized Salary * Adjusted FTE
TOTAL	6.76	\$ 393,325		
<u>Employee Fringe Benefits</u>		<u>\$ 106,198</u>	<u>Includes FICA, SSUI, Workers Compensation and Medical calculated at 30% of total salaries.</u>	
Salaries & Benefits Total		\$ 499,523		

<u>Operating Expenses</u>	<u>Budgeted Expense</u>	<u>Justification</u>	<u>Calculation</u>
Utilities(Elec, Water, Gas, Phone, Scavenger)	\$ 116,677	Cost related to phone, water, electricity, and garbage removal.	Annualized x actual
Office Supplies, Postage	\$ 2,000	Paper, pens, writing pads, post-it for property management staff use	Annualized x actual
Building Maintenance/Supplies	\$ 110,000	Regular building maintenance upkeep and unit turnover, including building supplies such as moving boxes, batteries, garbage cans, etc.	Annualized x actual costs
Equipment Rental & Maintenance	\$ 10,000	Printer/Copier, water dispenser & washer & dryer leases	Annualized x contract
Client Costs	\$ 10,000	Supplies for clients units (i.e. mattress, pillows, storage, etc.)	Annualized x actual
Small Equipment & Furniture	\$ 1,000	Small furniture/equipment such as desks, chairs, file cabinets, etc.	Annualized x actual
Housekeeping Supplies	\$ 13,000	Supplies needed to maintain a clean, safe, and hygienic environment, such as cleaning products (disinfectants, all-purpose cleaners, etc.), tools (mops, vacuums, etc.), and paper products (paper towels, trash bags, toilet paper).	Annualized x actual costs
Janitorial	\$ 93,000	Services focus on maintaining safe, hygienic, and sanitized high-traffic and common areas.	Contracted rate x hours of service per week
Temporary Staffing	\$ 52,824	Short-term or seasonal staffing to cover when regular staff call out, ensuring that client support needs are met daily.	Contracted rate x hours of service per week
Winston Security	\$ 39,040	A shift of security services to monitor, protect, and mediate safety for staff and clients on-site.	Rate: \$40 x 8 hours per for day122 days.
Legal Consultation Fees	\$ 2,500	Access to legal counsel to review and support the eviction process for clients, helping prevent wrongful evictions and negotiate alternatives, and other.	Annualized x actual costs
TOTAL OPERATING EXPENSES	\$ 450,041		
Indirect Cost	15.0% \$ 142,435		

<u>Other Expenses (not subject to indirect cost %)</u>	<u>Amount</u>	<u>Justification</u>	<u>Calculation</u>
Master Lease (Property Rental)	\$ 546,000	Master Leasing costs for program / Rent	Per lease agreement
TOTAL OTHER EXPENSES	\$ 546,000		

	A	B	C	D	E	H	K	N	Q	T	AI	AJ	AK
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING												
2	APPENDIX B, BUDGET												
3	Document Date	7/1/2026											
4	Contract Term	Begin Date	End Date	Duration (Years)									
5	Current Term	1/1/2021	6/30/2026	6									
6	Amended Term	1/1/2021	6/30/2027	7									
7	Provider Name	Community Forward SF											
8	Program	Coronado - Hotel											
9	F\$P Contract ID#	1000017568											
10	Action (select)	Amendment											
11	Effective Date	7/1/2026											
12	Budget Name	General Fund - One-Time Capital											
13		Current	New	20%									
14	Term Budget	\$ 405,860	\$ 405,860										
15	Contingency	\$ 257,119	\$ 395,446										
16	Not-To-Exceed	\$ 9,792,422	\$ 11,907,978		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	All Years		
17					1/1/2021 - 6/30/2021	7/1/2021 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	1/1/2021 - 6/30/2026	1/1/2021 - 6/30/2027	1/1/2021 - 6/30/2027
18					Current	Current	Current	Current	Current	Current	Current	Amendment	New
19	Expenditures												
26	Capital Expenditure				\$ -	\$ -	\$ 36,311	\$ 20,000	\$ 349,549	\$ -	\$ 405,860	\$ -	\$ 405,860
28	Total Expenditures				\$ -	\$ -	\$ 36,311	\$ 20,000	\$ 349,549	\$ -	\$ 405,860	\$ -	\$ 405,860
29													
30	HSH Revenues (select)												
34	General Fund - One-Time					\$ -	\$ 37,968	\$ 20,000			\$ 57,968	\$ -	\$ 57,968
40	Whole Person Care (WPC) - One-Time								\$ 350,000		\$ 350,000	\$ -	\$ 350,000
41	Adjustment to Actuals						\$ (1,657)		\$ (450.70)		\$ (2,108)	\$ -	\$ (2,108)
43	Total HSH Revenues				\$ -	\$ -	\$ 36,311	\$ 20,000	\$ 349,549	\$ -	\$ 405,860	\$ -	\$ 405,860
53	Rev-Exp (Budget Match Check)				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -

	A	B	E	H	K	N	Q	AF	AG	AH
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING									
2	OPERATING DETAIL									
3	Document Date	7/1/2026								
4	Provider Name	Community Forward SF								
5	Program	Coronado - Hotel								
6	FSP Contract ID#	1000017568								
7	Budget Name	General Fund - One-Time Capital								
9		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	All Years		
10		1/1/2021 - 6/30/2021	7/1/2021 - 6/30/2022	7/1/2022 - 6/30/2023	7/1/2023 - 6/30/2024	7/1/2024 - 6/30/2025	7/1/2025 - 6/30/2026	1/1/2021 - 6/30/2026	1/1/2021 - 6/30/2027	1/1/2021 - 6/30/2027
11		Current	Current	Current	Current	Current	Current	Current	Amendment	New
12	<u>Operating Expenses</u>	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Change	Budgeted Expense
86	<u>Capital Expenses</u>									
87	Community Room - Flooring		\$ -	\$ 14,788				\$ 14,788	\$ -	\$ 14,788
88	Misc. facility repairs, painting		\$ -	\$ 6,000				\$ 6,000	\$ -	\$ 6,000
89	Electrical/cabling		\$ -	\$ 7,490				\$ 7,490	\$ -	\$ 7,490
90	Hot water heater		\$ -	\$ 1,739				\$ 1,739	\$ -	\$ 1,739
91	Blinds		\$ -	\$ 1,000				\$ 1,000	\$ -	\$ 1,000
92	Refrigerator		\$ -	\$ 2,139				\$ 2,139	\$ -	\$ 2,139
93	Furniture		\$ -	\$ 4,812				\$ 4,812	\$ -	\$ 4,812
94	Capital Needs Assessment		\$ -		\$ 8,000			\$ 8,000	\$ -	\$ 8,000
95	Laundry Room		\$ -		\$ 12,000			\$ 12,000	\$ -	\$ 12,000
96	Other Upgrades and Repairs		\$ -			\$ 350,000		\$ 350,000	\$ -	\$ 350,000
97	Adjustment to Actuals		\$ -	\$ (1,657)		\$ (450.70)		\$ (2,108)	\$ -	\$ (2,108)
100	TOTAL CAPITAL EXPENSES	\$ -	\$ -	\$ 36,311	\$ 20,000	\$ 349,549	\$ -	\$ 405,860	\$ -	\$ 405,860

	A	B	C	D	E	H	K	AI	AJ	AK	
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING										
2	APPENDIX B, BUDGET										
3	Document Date	7/1/2026									
4	Contract Term	Begin Date	End Date	Duration (Years)							
5	Current Term	1/1/2021	6/30/2026	6							
6	Amended Term	1/1/2021	6/30/2027	7							
7	Provider Name	Community Forward SF									
8	Program	Coronado - Hotel									
9	F\$P Contract ID#	1000017568									
10	Action (select)	Amendment									
11	Effective Date	7/1/2026									
12	Budget Name	One-Time - Prop C Bonus Pay									
13		Current	New								
14	Term Budget	\$ 2,717	\$ 2,717	20%							
15	Contingency	\$ 257,119	\$ 395,446								
16	Not-To-Exceed	\$ 9,792,422	\$ 11,907,978		Year 1	Year 2	Year 3	All Years			
17					1/1/2021 - 6/30/2021	7/1/2021 - 6/30/2022	7/1/2022 - 6/30/2023	1/1/2021 - 6/30/2026	1/1/2021 - 6/30/2027	1/1/2021 - 6/30/2027	
18					Current	Current	Current	Current	Amendment	New	
19	Expenditures										
25	Other Expenses (Not subject to indirect %)				\$ 2,717	\$ -	\$ -	\$ 2,717	\$ -	\$ 2,717	
28	Total Expenditures				\$ 2,717	\$ -	\$ -	\$ 2,717	\$ -	\$ 2,717	
29											
30	HSH Revenues (select)										
36	Prop C - One-time COVID-19 Bonus Pay				\$ 2,717	\$ -		\$ 2,717	\$ -	\$ 2,717	
43	Total HSH Revenues				\$ 2,717	\$ -	\$ -	\$ 2,717	\$ -	\$ 2,717	
53	Rev-Exp (Budget Match Check)				\$ -	\$ -	\$ -	\$ -		\$ -	

	A	B	E	H	AF
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING				
2	OPERATING DETAIL				
3	Document Date	7/1/2026			
4	Provider Name	Community Forward SF			
5	Program	Coronado - Hotel			
6	FSP Contract ID#	1000017568			
7	Budget Name	One-Time - Prop C Bonus Pay			
9		Year 1	Year 2	Year 3	All Years
10		1/1/2021 - 6/30/2021	7/1/2021 - 6/30/2022	7/1/2022 - 6/30/2023	1/1/2021 - 6/30/2026
11		Current	Current	Current	Current
12		Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense
67					
68	TOTAL OPERATING EXPENSES	\$ -	\$ -	\$ -	\$ -
69					
70	Other Expenses (not subject to indirect cost %)				
71	One-Time Prop C Bonus Pay	\$ 2,717	\$ -		\$ 2,717
72					\$ -
83					
84	TOTAL OTHER EXPENSES	\$ 2,717	\$ -	\$ -	\$ 2,717

Appendix C, Method of Payment

I. Reimbursement for Actual Costs:

In accordance with Article 5 Use and Disbursement of Grant Funds of the Grant Agreement, payments shall be made for actual costs incurred, paid by the Grantee, and reported for each month within the budget term (e.g., Fiscal Year or Project Term). Under no circumstances shall payment exceed the amount set forth in the Appendix B, Budget(s) of the Agreement.

II. General Instructions for Invoice Submittal:

Grantee invoices shall include actual detailed expenditures for eligible activities incurred during the month and paid by the Grantee.

- A. Grantee shall submit all invoices and any related documentation required in the format specified below, after costs have been incurred and paid by the Grantee, and within 15 days after the month the service has occurred.
- B. Expenditures must be paid by the Grantee prior to invoicing HSH for grant expenditures.
- C. Grantee shall ensure all final invoices are submitted 15 days after the close of the fiscal year or project period. HSH does not allow supplemental invoicing for expenses that have not been billed after the close of the fiscal year or project period.
- D. Failure to consistently invoice within the required timelines shall result in a Corrective Action Plan issued by HSH which may impact Grantee's ability to apply for future funding or requests for additional funding.

Billing Month/Date	Service Begin Date	Service End Date
August 15	July 1	July 31
September 15	August 1	August 31
October 15	September 1	September 30
November 15	October 1	October 31
December 15	November 1	November 30
January 15	December 1	December 31
February 15	January 1	January 31
March 15	February 1	February 28/29
April 15	March 1	March 31
May 15	April 1	April 30
June 15	May 1	May 31
July 15	June 1	June 30

E. Invoicing System:

1. Grantee shall submit invoices, and all required supporting documentation demonstrating evidence of the expenditure through the Department of Homelessness and Supportive Housing (HSH)'s web-based Contracts Administration, Reporting, and Billing Online (CARBON) System at: <https://contracts.sfhsa.org>.
2. Grantee's Executive Director or Chief Financial Officer shall submit a letter of authorization designating specific users, including their names, emails and phone numbers, who will have access to CARBON to electronically submit and sign for invoices, submit program reports, and view other information that is in CARBON.
3. Grantee acknowledges that submittal of the invoice by Grantee's designated authorized personnel with proper login credentials constitutes Grantee's electronic signature and certification of the invoice.
4. Grantee's authorized personnel with CARBON login credentials shall not share or internally reassign logins.
5. Grantee's Executive Director or Chief Financial Officer shall immediately notify the assigned HSH Contract Manager, as listed in CARBON, via email or letter regarding any need for the restriction or termination of previously authorized CARBON users and include the name(s), email(s) and phone number(s) of those previously authorized CARBON users.
6. Grantee may invoice and submit related documentation in the format specified by HSH via paper or email only upon special written approval from the HSH Contracts Manager.

F. Line Item Variance:

There shall be no variance from the line item budget submitted, which adversely affects Grantee's ability to provide services specified in the Appendix A(s), Services to be Provided of the Agreement; however, Grantee may invoice more than 100 percent of an ongoing General Fund or Our City, Our Home Fund (Prop C) line item, provided that total expenditures do not exceed the budget category amount (i.e., Salary, Operating, Indirect and/or Capital), per the HSH Budget Revision Policy and Procedure: <http://hsh.sfgov.org/overview/provider-updates/>.

G. Spend Down:

1. Grantee shall direct questions regarding spend down and funding source prioritization to the assigned HSH Contract and Program Managers, as listed in CARBON.
2. Generally, Grantee is expected to spend down ongoing funding proportionally to the fiscal year or project period. Grantee shall report unexpected delays and challenges to spending funds, as well as any lower-than-expected spending to the assigned Contract

and Program Managers, as listed in CARBON prior to, or in conjunction with the invoicing period.

3. Failure to spend Grant funding monthly and annually may result in reductions to future allocations and may impact future advance. HSH may set specific spend down targets and communicate those to Grantees.

H. Documentation and Record Keeping:

1. In accordance with Article 5 Use and Disbursement of Grant Funds; Article 6 Reporting Requirements; Audits; Penalties for False Claims; and the Appendix A(s), Services to be Provided of the Agreement, Grantee shall keep electronic or hard copy records and documentation of all HSH invoiced costs, including, but not limited to, payroll records; paid invoices; receipts; and payments made for a period not fewer than five years after final payment under this Agreement, and shall provide to the City upon request.
 - a. HSH reserves the right to modify the terms of this Appendix in cases where Grantee has demonstrated issues with spend down, accuracy, and timeliness of invoices.
 - b. In addition to the instructions below, HSH will request and review supporting documentation on the following occasions without modification to this Appendix:
 - 1) Program Monitoring;
 - 2) Fiscal and Compliance Monitoring;
 - 3) Year End Invoice Review;
 - 4) Monthly Invoice Review;
 - 5) As needed per HSH request; and/or
 - 6) As needed to fulfill audit and other monitoring requirements.
2. All documentation requested by and submitted to HSH must:
 - a. Be easily searchable (e.g., PDF) and summarized in Excel;
 - b. Clearly match the Appendix B, Budget(s) line items and eligible activities;
 - c. Not include identifiable served population information (e.g., tenant, client, Protected Health Information (PHI), Personally Identifiable Information (PII));
 - d. Include only subcontracted costs that are reflected in the Appendix B, Budget(s). HSH will not pay for subcontractor costs that are not reflected in the Appendix B, Budget(s). All subcontractors must also be listed as Approved Subcontractors;
 - e. Include only documentation that pertains to the Grant budget that is being invoiced. Grantee shall not provide agency-wide supporting documentation for other agency costs or HSH Grants. (e.g., only payroll documentation for the personnel being charged to that invoice should be included); and
 - f. Include the Grantee's cost allocation plan.
3. Grantee shall follow HSH instructions per funding source and ensure that all documentation clearly matches the approved Appendix B, Budget(s) line items and eligible activities. HSH reserves the right to reject and/or deny invoices, in part or as a whole, that do not follow these instructions.

General Fund; Our City, Our Home (Prop C)	
Type	Instructions and Examples of Documentation
Salaries & Benefits	Grantee shall maintain and provide documentation for all approved payroll expenses paid to any personnel included in the Appendix B, Budget(s) covered by the Agreement and invoice period each time an invoice is submitted. Documentation shall include, but is not limited to, a personnel report in Excel format that itemizes all payroll costs included in the invoice, historical and current payroll information from a payroll service or a payroll ledger from Grantee's accounting system and must include employee name, title, rate, and hours worked for each pay period.
Operating	Grantee shall maintain documentation for all approved Operating costs included in the Appendix B, Budget(s). Each time an invoice is submitted, Grantee shall upload documentation for all Subcontractor and Consultant costs, and documentation for any single expense within the Operating budget category that exceeds \$10,000. Documentation shall include, but is not limited to, a detailed summary report in Excel format that itemizes all costs included in each operating invoice line, receipts of purchases or paid invoices of recurring expenditures, such as lease payments; copies of current leases; subcontractor payments; equipment lease invoices; and utility payments.
Operating - Direct Assistance	Grantee shall maintain and provide documentation for all approved Direct Assistance costs included in the Appendix B, Budget(s) each time an invoice is submitted. Documentation shall include a detailed summary report in Excel format, showing proof of Direct Assistance expenditures, and any other information specifically requested by HSH to confirm appropriate use of Direct Assistance funds per the established program policy.

General Fund; Our City, Our Home (Prop C)	
Type	Instructions and Examples of Documentation
Capital and/or One-Time Funding	Grantee shall maintain and provide documentation for all approved Capital and/or One-Time Funding costs included in the Appendix B, Budget(s) each time an invoice is submitted. Documentation shall include, but is not limited to, a detailed summary report in Excel format that itemizes all costs included in each capital/one-time invoice line, receipts of purchases or paid invoices of non-recurring expenditures, such as repairs or one-time purchases.
Revenue	Grantee shall maintain and provide documentation for all revenues that offset the costs in the Appendix B, Budget(s) covered by the Agreement each time an invoice is submitted. Grantee shall use actual amount of tenant rent collected as Rental Income. Grantee shall include in the supporting documentation a report on Emergency Rental Assistance Program (ERAP) and other rental assistance received and for what period the payments are. Rental assistance received for prior years will not be used as offsetting revenue if the rental income reported to HSH was based on tenant rent charged and not the actual amount collected.

4. HSH will conduct regular monitoring of provider operating expenses under \$10,000 including, but not limited to requesting supporting documentation showing invoices were paid. Grantees shall provide requested information within specified timelines. HSH reserves the right to require full documentation of invoice submission regardless of amount to ensure the Grantee's compliance with HSH's invoicing requirements.

III. Advances or Prepayments:

Advances or prepayments are allowable on certified annual ongoing General Fund or Prop C amounts (i.e., authorized by executed Agreements) in order to meet non-profit Grantee cash flow needs in certain circumstances. Requests for advance payment will be granted by HSH on a case-by-case basis. Advances are not intended to be a regular automatic procedure.

A. Advance Requirements:

Once the Agreement is certified, Grantee, prior to distribution of any advanced payment, must fulfill the following conditions:

1. All Agreement compliance requirements must be currently met (e.g., reports submitted and approved; corrective actions resolved; business tax and insurance certificates in place; prompt and properly documented invoicing; appropriate spend down);
2. The final invoice from the preceding fiscal year must be received prior to advance distribution; and
3. Advances from the preceding fiscal year must be repaid, in full, prior to any additional advance distribution.

B. Advance Request Process:

1. Grantee shall submit a written request to the assigned HSH Contract Manager, as listed in CARBON, on an agency letterhead with a narrative justification that fully describes the unique circumstances, for review and approval. Advance requests must be submitted by the Grantee's authorized staff only.
2. HSH, at its sole discretion, may make available to Grantee up to one month of the total ongoing fiscal year General Fund or Prop C budget amount, per the Appendix B, Budget(s) of this Agreement. Requests for greater than one month of the ongoing fiscal year budget amount may be considered on a case-by-case basis only.
3. Grantee is expected to maintain adequate cash reserves for multi-year Grant agreements and not rely on cash advances to cover expenses necessary to operate Grantee's core operations.

C. Advance Repayment Process:

1. If approved by HSH, the advanced sum will be deducted from the Grantee's monthly invoices at an equal rate each month that will enable repayment before the close of the fiscal year. For example, for a twelve-month grant the rate of repayment of the advance will be 1/10th per month from July to April. An alternative period of repayment may be calculated to ensure cash flow and repayment. HSH will track advance recoupment on a monthly basis using internal tools in order to avoid any overpayment and prevent further loss of City funds.
2. All advance repayments must be recovered within the fiscal year for which they were made but no later than April invoices submitted in May.
3. In the case where advance repayments cannot be fully recovered by deducting from the Grantee's monthly invoices, Grantee shall repay the outstanding balance, via wire transfer or by check, in the amount verified by the assigned HSH Contract Manager, as listed in CARBON. Grantee shall make the repayment after the final invoice of the fiscal year has been approved to the address provided by the assigned HSH Contract Manager, as listed in CARBON.

IV. Timely Submission of Reports and Compliance:

If a Grantee has outstanding items due to the City (e.g., Corrective Action Plans/report/document/data input), as specified in any written form from HSH (e.g., Letter of Correction, Corrective Action Plan, and/or Appendix A(s), Services to be Provided of the Agreement), Grantee shall submit and comply with such requirements prior to or in conjunction with monthly invoicing. Failure to submit required information or comply by specified deadlines may result in HSH withholding payments.

Appendix D - Interests In Other City Grants

**Subgrantees must also list their interests in other City Grants

City Department or Commission	Program Name	Dates of Grant Term	Not-To-Exceed Amount
Department of Homelessness and Supportive Housing (HSH)	A Woman's Place Shelter	July 1, 2022 – June 30, 2027	\$3,195,345
Department of Homelessness and Supportive Housing (HSH)	Coronado Hotel, Elevator Modernization	January 1, 2025 – June 30, 2026	\$1,134,924
Department of Homelessness and Supportive Housing (HSH)	Flexible Housing Subsidy Pool for the Ending Transgender Homelessness Initiative (ETH FHSP)	March 1, 2024 – June 30, 2026	\$5,609,467
Department of Homelessness and Supportive Housing (HSH)	Flexible Housing Subsidy Pool for Women	July 1, 2024 – June 30, 2026	\$4,952,180
Department of Homelessness and Supportive Housing (HSH)	Supportive Housing for Chronic Alcoholics at Eddy Street Apartments	July 1, 2020 – July 31, 2026	\$4,559,819
Department of Public Health (DPH)	Residential Mental Health Services for HIV+ Women	March 1, 2017 – February 28, 2027	\$2,408,345
Department of Public Health (DPH)	A Women's Place Shelter	July 1, 2018 – June 30, 2028	\$42,052,558
Department of Public Health (DPH)	Medical Respite	July 1, 2024 – June 30, 2029	\$32,262,830
Department of Public Health (DPH)	PHACS	April 1, 2025 – June 30, 2027	\$8,605,530
San Francisco Sheriff's Office (SFSO)	Reentry	January 1, 2022 – June 30, 2026	\$809,916

Appendix E - Anti-Violence and Weapons Policy



Anti-Violence and Weapons Policy (February 10th, 2025)

Purpose

The Department of Homelessness and Supportive Housing (HSH) is committed to ensuring the safety of nonprofit employees, City employees, vendors, residents, visitors, and guests who work, visit, and/or live in site-based Permanent Supportive Housing (PSH) funded by the City.

Department-Wide Anti-Violence Efforts

HSH will continue to provide ongoing guidance and support to PSH Housing Providers on anti-violence efforts. HSH will require all housing providers to:

- Adopt and train employees on a Workplace Emergency Action Plan, which describes preparedness activities and coordinated responses that each PSH Housing Provider will use in the event of a serious emergency, such as an active shooter.
- Comply with HSH's PSH Policies and Procedures: Responses to Critical Incidents Involving Threatening & Assaultive Behavior, which describes the actions that HSH expects each PSH Housing Provider to take to warn, and protect staff, tenants, and the public who are present, when an assaultive and threatening behavior occurs.

Specific PSH-Related Anti-Violence Interventions

To protect employees and residents who work and live in PSH against violence at PSH facilities, HSH currently requires PSH Housing Providers to implement the following specific interventions:

- Maintain building safety, including but not limited to providing 24-hour front desk coverage to monitor residents and visitors who enter and exit the building.
- Deploy City-funded security guards to support employees if a crisis emerges in accordance to HSH Safety Enhancement Standard Operating Procedures.
- Communicate and collaborate with HSH personnel to prevent, de-escalate, and respond to emergencies.
- Cooperate with the Department of Public Health's Permanent Housing Advanced Clinical Services (PHACS) team to provide medical and behavioral health services on a referral basis at PSH sites.
- Organize training from the Department of Emergency Management for all employees working at PSH on how to better use resources available through 911 dispatchers including the SFPD and the Crisis Team.
- File critical incident reports to HSH and cooperate with HSH security incident investigations.



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- Whenever PSH Housing Provider or their employees are aware that a resident has made a specific threat of harm against a third-party, including City employees, the PSH Housing Provider shall notify the third-party of such threat, and (where applicable) notify any applicable employer.
- Consider seeking a temporary restraining order (where appropriate after consultation with legal counsel), including an order to surrender firearms or ammunition, in situations where a resident makes a specific threat of harm against an PSH Housing Provider employee.

PSH Weapons Policy and City Contracts/Grants

The anti-violence policies and interventions described above are meant to prevent all types of violence, including weapon-related violence. Still, to guard against the specific threats posed by weapons, HSH will require that City-funded site-based PSH Housing Providers adopt and enforce a site specific PSH Weapons Policy, which must be incorporated into the lease through a lease addendum. Providers will be required to adopt and enforce this policy within six months of the effective date of the policy. Providers will be required to sign the policy and return to HSH, which will be included as an addendum to grants or contracts as HSH amends existing agreements.

PSH Weapons Policy and Lease Addendum

PSH Housing Providers have an important and substantial interest in protecting the health, safety, and welfare of its residents, their guests, its employees, and the public at large. While residents have rights afforded by law, and the City expects that each PSH Housing Provider will respect and permit the lawful ownership and possession of weapons, PSH Housing Providers may also place reasonable restrictions for the safety of others. Each PSH Housing Provider shall adopt a Weapons Policy and Lease Addendum substantially in the form of the model set out below.

Template PSH Weapons Policy and Lease Addendum

This Addendum is being attached to, and incorporated by reference in, the Lease Agreement (“Lease”) between the Landlord and the undersigned Tenant(s) for the use of property located at ADDRESS, Unit #. The purpose of this Addendum is to add new terms and conditions to the Lease. The parties agree that if any terms of the Lease and this Addendum are inconsistent, the terms set forth in the Addendum will govern. The undersigned Tenant(s) agree that it is their responsibility to understand the federal, state, or local laws applicable to their ownership, possession, display, use, or storage of Firearm, Weapon, Generally Prohibited Weapons, Ammunition, or gunpowder while on the Premises.

1. Definitions. For purposes of this Addendum, the following terms have the following meanings:
 - a. “Ammunition” has the meaning set forth in [Cal. Penal Code § 16150](#), as may be amended from time to time;
 - b. “Carry Concealed Weapon (CCW) License” means an unexpired license



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- issued in accordance with Cal. Penal Code § [26150](#) or [26155](#), as may be amended from time to time;
- c. “Firearm” has the meaning set forth in Cal. Penal Code § [16520](#), as may be amended from time to time;
 - d. “Generally Prohibited Weapons” has the meaning set forth in Cal. Penal Code § [16590](#), as may be amended from time to time;
 - e. “Loaded Firearm” has the meaning set forth in Cal. Penal Code § [16840](#), as may be amended from time to time;
 - f. “Premises” means the residential building in which the leased unit is located, including but not limited to, the unit and common areas;
 - g. “Common Areas” means any area on the Premises that is accessible to the public or other residents;
 - h. “Tenant” has the meaning set forth in the Lease;
 - i. “Third-Party” includes any persons other than the undersigned Tenant who are lawfully on the Premises, including but not limited to residents, guests, and employees;
 - j. “Weapon” means an object designed for the purpose of inflicting bodily harm, including but not limited to:
 - i. Tasers/Stun Guns; Knives and blades;
 - ii. Martial arts weapons;
 - iii. Bow and arrows of any type;
 - iv. Swords; and
 - v. Hazardous chemical or biological material of any sort.
2. It shall be a breach of the Lease for Tenant or any guest of Tenant to engage in any of the following acts or omissions on the Premises:
- a. Possess, carry, display, or use any Firearm, Weapon, Generally Prohibited Weapons, Ammunition, or gunpowder in violation of the laws of the State of California;
 - b. Fail to securely store any Firearm, Weapon, Ammunition, or gunpowder so as to prevent access by any minor;
 - c. Threaten any Third-Party with the use of any Firearm, Weapon, or Generally Prohibited Weapons, including in any manner that puts any Third-Party in substantial danger of injury or death, and without lawful justification;
 - d. Sell any Firearm, Weapon, Generally Prohibited Weapons, Ammunition, or gunpowder on the Premises;
 - e. Carry on their person a concealed Firearm, as defined in Cal. Penal Code §§ [25400](#), as may be amended from time to time, in any Common Areas, unless they have a valid Carry Concealed Weapon (CCW) License, or are otherwise exempt by the laws of the State of California from the prohibition against carrying a concealed Firearm;
 - f. Fail to notify the Property Management within five (5) calendar days of the theft of any Firearm, Weapon, Generally Prohibited Weapon, and/or Ammunition from the Premises;



Confidential- Anti-Violence and Weapons Policy

The Grantee/Contractor, Community Forward San Francisco, understands and agrees to comply with HSH’s Anti-Violence and Weapons Policy.

Signed by:

John Uselman

09050221504C427

Signed by:

Sammie Rayner

A419980AC3914CA

Signature of Grantee’s/Contractor’s Authorized Official

John Uselman / Sammie Rayner, CO-CEO

Name and Title of Grantee’s/Contractor’s Authorized Official

3/19/2026

Date