

File No. 091287

Committee Item No. 2

Board Item No. _____

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee BUDGET AND FINANCE

Date 2/10/10

Board of Supervisors Meeting

Date _____

Cmte Board

- Motion
- Resolution
- Ordinance
- Legislative Digest
- Budget Analyst Report
- Legislative Analyst Report
- Introduction Form (for hearings)
- Department/Agency Cover Letter and/or Report
- MOU
- Grant Information Form
- Grant Budget
- Subcontract Budget
- Contract/Agreement
- Award Letter
- Application
- Public Correspondence

OTHER

(Use back side if additional space is needed)

<input type="checkbox"/>	<input type="checkbox"/>	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____

Completed by: Gail Johnson

Date 2/5/10

Completed by: _____

Date _____

An asterisked item represents the cover sheet to a document that exceeds 25 pages. The complete document is in the file.

1 [Tenderloin Housing Clinic Contract Approval-THC]

2

3 **Resolution approving the contract between the City and County of San Francisco and**
4 **the Tenderloin Housing Clinic to provide master-leased housing for formerly homeless**
5 **single adults to the Human Services Agency for the period of January 1, 2010 to June**
6 **30, 2015, in the amount of \$82,286,121.**

7

8 WHEREAS, The City and County of San Francisco wishes to provide master leased
9 housing under its Housing First Program to formerly homeless single adults at 15 Single
10 Room Occupancy Hotel (SRO) Locations; and

11 WHEREAS, The City and County of San Francisco is providing financial support with
12 Federal, State and General funds including the Care Fund under the Care not Cash Initiative;
13 now, therefore, be it

14 RESOLVED, That the Board of Supervisors hereby approves the contract with
15 Tenderloin Housing Clinic to provide housing, property management and supportive services
16 to formerly homeless single adults for the period of January 1, 2010 through June 30, 2015 in
17 the amount not to exceed \$82,286,121.

18

19 See attachment for hotel details.

20

21

22

23

24

25

Item 2
File 09-1287

Department(s):
Human Services Agency - HSA

EXECUTIVE SUMMARY

Legislative Objective

- Resolution approving a contract between the City and County of San Francisco, on behalf of the Human Services Agency and the Tenderloin Housing Clinic, (THC), a nonprofit organization, for the THC to provide master-leased housing for formerly homeless single adults for the five and one-half year period, retroactive to January 1, 2010 through June 30, 2015 in the not-to-exceed amount of \$82,286,121.

Key Points

- The proposed resolution would permit the HSA to continue the Tenderloin Housing Clinic's master lease of 15 Single Room Occupancy (SRO) hotels with a total of 1,528 SRO hotel units for the next five and one-half years for formerly homeless single adults.

Fiscal Impact

- The total maximum cost of the proposed contract is \$82,286,121 over five and one-half years or an average of \$14,961,113 annually, with 79.0 percent of current funding provided by the City's General Fund and the balance of 21.0 percent provided by Federal Food Stamp Funds.

Recommendations

1. Amend the proposed resolution to provide for retroactive approval effective January 1, 2010.
2. Approve the proposed resolution, as amended.

DETAILS OF PROPOSED LEGISLATION**Background**

HSA's "Housing First Program" provides "master-leased"¹ housing at 28 Single Room Occupancy (SRO) hotels, comprising a total of 2,477 units of SRO housing. Since 1999, the Tenderloin Housing Clinic (THC), a non-profit organization, has been under contract with the HSA to provide master-leased housing and related services for formerly homeless single adults. Of the 2,477 units of SRO housing, THC is the largest master-leased contractor, managing 15 SRO hotels comprising 1,528, or approximately 62 percent, of all SRO units provided by the HSA.

In the past, for HSA's contractual purposes, hotels managed and operated by THC were covered under two separate contracts: (a) hotels serving clients who participate in the HSA's Care not Cash program (i.e., Care not Cash Hotels) and, (b) hotels serving clients who do not participate in HSA's Care not Cash (i.e., "non-Care not Cash Hotels"). Care not Cash clients are County Adult Assistance Program (CAAP) clients who have their monthly benefit payment for rent reduced, which is paid directly by HSA to the master-leased contractors as rent for the SRO units. Such clients receive CAAP aid disbursements averaging \$389 monthly, of which \$320 is paid directly to the THC for disbursement to the hotels for Care not Cash clients as rent. As a result, such clients receive an average of \$69 per month in cash (\$389 less \$320) from their CAAP benefit. Besides housing, individuals participating in Care not Cash also receive direct services such as healthcare, mental health and substance abuse services from the City.

Under the proposed HSA contract with THC, for purposes of housing formerly homeless single adults, THC continues to provide SRO units to HSA clients at eight hotels comprising 597 SRO hotel units dedicated to Care not Cash clients, as shown in Table 1 below.

¹ Master lease contractors lease, manage and operate SRO hotels from hotel owners to provide housing and support services for HSA clients. There are currently seven master lease contractors including, (1) Community Awareness Treatment Services, (2) Conard House, (3) Episcopal Community Services, (4) Mary Elizabeth Inn, (5) St. Vincent de Paul, (6) Tenderloin Health and (7) Tenderloin Housing Clinic.

Table 1 – THC Care not Cash Hotels

Eight Care Not Cash sites:	
	Units
All-Star Hotel - 2791 16 th St.	86
Boyd Hotel – 41 Jones St.	82
Cal Drake Hotel -1541 California St.	51
Elk Hotel – 670 Eddy St.	88
Graystone Hotel - 66 Geary St.	74
Pierre Hotel - 540 Jones St.	87
Royan Hotel - 405 Valencia St.	69
Union Hotel – 811 Geary St.	60
Total Care Not Cash Units	597

In addition to the above-identified eight Care not Cash hotels managed by THC, six additional master-lease contractors, under contract with the HSA, lease, manage and operate nine other Care not Cash hotels comprising 724 SRO units, resulting in a total of 1,321 (597 + 724) Care not Cash SRO hotel units at 17 hotels (8 THC Care not Cash hotels + 9 other Care not Cash SRO hotels). HSA budgeted a total of approximately \$15.1 million for Care not Cash hotels and services in FY 2009-2010.

In addition to the Care not Cash hotels, Table 2 below identifies THC's seven hotels, comprising 931 SRO units that serve "non-Care not Cash clients" who are referred from shelters and other HSA intake units for permanent housing. The "non Care not Cash clients" contribute \$320 on average from their aid payments for rent, but are not eligible to receive the range of support services provided to Care not Cash participants.

Table 2 – THC – Non Care not Cash Hotels

Seven Non-Care Not Cash Sites:	
	Units
Hartland Hotel – 909 Geary St.	137
Jefferson Hotel - 440 Eddy St.	111
Looper Hotel – 875 Post St.	43
Mission Hotel - 520 S. Van Ness Ave.	248
Raman Hotel – 1011 Howard St.	85
Seneca Hotel – 34 Sixth St.	204
Vincent Hotel – 459 Turk St.	103
Total Non Care not Cash	931

Therefore, as shown in Tables 1 and 2 above, THC will provide, under the proposed not to exceed \$82,286,121 contract, 1,528 Single Room Occupancy (SRO) units (597 in Table 1 and 931 in Table 2) at 15 hotels (8 in Table 1 and 7 in Table 2) to house formerly homeless single adults.

Selection Process for Master-Lease Contractors

According to Mr. David Curto, Director of Contracting for the HSA, master-lease contractors are initially selected through a Request for Qualifications (RFQ) process that identifies non-profit organizations with specified qualifications to operate SRO hotels. The non-profit organizations that are determined to be qualified are included in a pool of Housing First Program qualified master-lease contractors, who are then invited to submit proposals to lease and operate specific SRO hotels for HSA clients, as new hotels are identified as suitable for homeless services. The proposals identify staffing and program services to be provided, with HSA selecting the master-lease contractor for specific hotels based on the quality and cost of the responses to each RFP.

Currently, HSA has seven qualified master-lease contractors including (1) Community Awareness Treatment Services, (2) Conard House, (3) Episcopal Community Services, (4) Mary Elizabeth Inn, (5) St. Vincent de Paul, (6) Tenderloin Health and (7) Tenderloin Housing Clinic.

A separate RFP process was not conducted for this proposed \$82,286,121 contract with THC because, according to Mr. Curto, THC has operated each hotel under a master-lease contract at a high level of service from the time that such hotels were originally leased to THC for THC to provide housing and support services to formerly homeless single adults.

Mandate Statement

Charter Section 9.118(c) requires the Board of Supervisors to approve City contracts that exceed \$10 million or ten years. Because none of the master-leased contracts previously exceeded \$10 million annually, or 10 years, Board of Supervisors approval was not previously required. However, the HSA now proposes to combine the Care not Cash and Non Care not Cash hotels into a single contract with THC. Because the combined proposed contract exceeds \$10 million annually, and specifically would be awarded in an amount not-to-exceed \$82,286,121 over 5½ years, in accordance with Charter Section 9.118(c), Board of Supervisors approval is now required.

Appendix 63 of the City's Administrative Code - Adjusting Services and Payments to Homeless Individuals – was an initiative ordinance adopted by the voters on November 5, 2002 (Proposition N – Care not Cash Initiative), which states as its goal:

The goal of the Care not Cash Initiative is to provide all homeless San Franciscans without dependents, who qualify for aid through the County Assistance Programs, food, shelter/housing and health services replacing the majority of existing cash grants with these guaranteed services.

Proposition N stipulated that expenditures on Care not Cash would be at least equal to the cost of services for the County Adult Assistance Program (CAAP) participant population in FY 2002-2003 or \$13.9 million annually. In addition, Proposition N required an evaluation of the Care not Cash Program by the Controller every three years.

The Controller issued an evaluation of the Care not Cash program, as required by Proposition N, on April 30, 2008. The Controller's evaluation concluded:

Care Not Cash is achieving key goals set out in Proposition N by:

- Serving the people it was intended to serve.
- Allowing the City to shift money from cash grants to mental health and substance abuse services for those it houses.
- Adding 1,321 affordable units to the City's housing portfolio for homeless San Franciscans.

The Controller's report further stated that:

Clients in the Care not Cash program are housed relatively quickly and, for the most part, they stay housed. Eighty percent of clients housed by Care Not Cash are housed within five months of their first homeless benefits, and at least 90 percent of these clients stay housed for one year or longer.

Each Care Not Cash client housed by the program receives benefits mostly in the form of housing and services, and the benefit package is much more valuable than the previous cash grants. We estimate this value to be about \$1,300 per month, as opposed to the monthly checks CAAP clients used to receive before the Care Not Cash program began.

Care Not Cash's costs to lease and operate housing increased up to 20 percent from Fiscal Year 2003-04 through Fiscal Year 2006-07, but appear reasonable, although they are much higher than those in two other cities.

FISCAL ANALYSIS

Table 3 below identifies the \$13,786,942 total funding for THC's master-leased housing program in FY 2009-2010, and the proposed not-to-exceed \$82,286,121 contract from January 1, 2010 (the existing contract with THC expired on December 31, 2009) through June 30, 2015, including the two sources of funding identified. As shown in Table 3 below, General Fund revenues would provide \$65,006,036 or approximately 79 percent of the anticipated funding for the subject not-to-exceed contract amount of \$82,286,121.

Table 3 – High Level Sources of Funds

	Current Fiscal Year FY 2009-2010		Proposed Contract - 5.5 Years Jan 1, 2010 to June 30-2015	
Federal Food Stamp Funds *	\$2,895,258	21.0%	\$17,280,085	21.0%
General Fund **	10,891,684	79.0%	65,006,036	79.0%
	\$13,786,942	100.0%	\$82,286,121	100.0%

* Under San Francisco's State approved F-Set plan, 21 percent of the housing and supportive services cost is allocated to the San Francisco Food Stamp Fund Allocation. Under the plan approved by the State, permanent housing for those clients enrolled in food stamps is an allowable cost under the self sufficiency plan that, in order to move a client from welfare activities, it is paramount to stabilize their housing needs and then move those clients into job readiness and job training programs.

** Includes CAAP Grant funds paid as rent to the THC.

Although the proposed THC contract does not specify any annual increases, Mr. Curto notes that HSA's policy is to grant cost of living allowances between zero and three percent to contractors, based on the Consumer Price Index (CPI). However, Mr. Curto advises that no CPI increases would be granted unless future City budgets provide for increases, specifically appropriated by the Board of Supervisors to all non-profit organizations.

Mr. Curto further states that the HSA determined the contract maximum of \$82,286,121 based on annual contract increases of 3.0 percent, although such increases would not be automatically granted to the THC. Based on these variables, the maximum amounts per hotel per fiscal year were determined by Mr. Curto as shown in Table 4 below.

Table 4 - Calculation of Contract Maximum of \$82,286,121

TENDERLOIN HOUSING CLINIC		FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15
Eight Care Not Cash sites:		Six Months					
Hotel Sites	Units						
All-Star Hotel - 2791 16 th St	86	\$350,146	\$721,301	\$742,940	\$765,228	\$788,185	\$811,830
Boyd Hotel - 41 Jones St.	82	\$408,199	\$840,889	\$866,116	\$892,099	\$918,862	\$946,428
Cal Drake Hotel -1541 California St.	51	\$105,854	\$218,058	\$224,600	\$231,338	\$238,278	\$245,426
Elk Hotel - 670 Eddy St.	88	\$381,229	\$785,332	\$808,892	\$833,158	\$858,153	\$883,898
Graystone Hotel - 66 Geary St.	74	\$297,622	\$613,100	\$631,493	\$650,438	\$669,951	\$690,050
Pierre Hotel - 540 Jones St.	87	\$383,908	\$790,850	\$814,576	\$839,013	\$864,184	\$890,109
Royan Hotel - 405 Valencia St.	69	\$348,078	\$717,040	\$738,551	\$760,707	\$783,529	\$807,034
Union Hotel - 811 Geary St.	60	\$337,240	\$694,713	\$715,555	\$737,021	\$759,132	\$781,906
Property Mgt (THC CNC)		\$320,764	\$660,773	\$680,596	\$701,014	\$722,044	\$743,706
Modified Payment Prog (THC CNC)		\$142,912	\$294,399	\$303,231	\$312,328	\$321,697	\$331,348
Total CNC	597	\$3,075,949	\$6,336,455	\$6,526,549	\$6,722,345	\$6,924,015	\$7,131,736
Seven Non-Care Not Cash Sites:		FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15
Hotel Sites	Units	Six Months					
Hartland Hotel - 909 Geary St.	137	\$511,817	\$1,054,342	\$1,085,972	\$1,118,551	\$1,152,108	\$1,186,671
Jefferson Hotel - 440 Eddy St.	111	\$392,727	\$809,017	\$833,287	\$858,286	\$884,034	\$910,555
Looper Hotel - 875 Post St.	43	\$141,017	\$290,495	\$299,210	\$308,186	\$317,432	\$326,955
Mission Hotel - 520 S. Van Ness	248	\$590,947	\$1,217,351	\$1,253,871	\$1,291,487	\$1,330,232	\$1,370,139
Raman Hotel - 1011 Howard St.	85	\$413,987	\$852,812	\$878,397	\$904,748	\$931,891	\$959,848
Seneca Hotel - 34 Sixth St.	204	\$619,660	\$1,276,500	\$1,314,795	\$1,354,238	\$1,394,866	\$1,436,712
Vincent Hotel - 459 Turk St.	103	\$424,284	\$874,024	\$900,245	\$927,252	\$955,070	\$983,722
Property Mgt (THC Non-CNC)		\$500,219	\$1,030,450	\$1,061,364	\$1,093,205	\$1,126,001	\$1,159,781
Modified Payment Prog (THC Non-CNC)		\$222,867	\$459,105	\$472,878	\$487,064	\$501,676	\$516,727
Total NCNC	931	\$3,817,522	\$7,864,095	\$8,100,018	\$8,343,019	\$8,593,309	\$8,851,109
Annual Total CNC & NCNC	1528	\$6,893,471	\$14,200,550	\$14,626,567	\$15,065,364	\$15,517,325	\$15,982,844
5 ½ - Year Contract Maximum							\$82,286,121

Mr. Curto reports that the THC is paid based on their actual expenditures on a reimbursement basis, and therefore may not actually receive the total amount budgeted for THC expenditures in any given fiscal year. However, in no case, according to Mr. Curto, can THC receive more than the amount budgeted for expenditures in any fiscal year.

Attachment I, prepared by the Budget and Legislative Analyst, based on data provided by the HSA, compares three years of actual THC expenditures for FY 2006-2007 through FY 2008-2009 to the FY 2009-2010 budget and the projected budgets for FY 2010-2011 through FY 2014-2015. In reviewing these actual expenditures, the Budget Analyst has found that the proposed contract expenditures are consistent with prior years, given the assumed three percent annual increase.

Retroactive Approval of Contract

The proposed contract is for the 5.5 year term from January 1, 2010 through June 30, 2015. Given that the January 1, 2010 effective date has already elapsed, the proposed resolution should be approved retroactive effective January 1, 2010. According to Mr. Curto, given that (a) the THC had a previous contract to provide master-leased housing at SRO hotels, and (b) the HSA has sufficient funds appropriated for FY 2009-2010, the THC has continued to provide master-leased housing at SRO hotels since December 31, 2009.

RECOMMENDATIONS

1. Amend the proposed resolution to provide for retroactive approval effective January 1, 2010.
2. Approve the proposed resolution, as amended.

Three Year Actual Expenditures compared to 5.5 year Projected Contract Expenditures

TENDERLOIN HOUSING CLINIC	Actual Expenditures				Contract Years Amount					
	FY06-07	FY07-08	FY08-09	FY09-10 *	FY09-10 **	FY10-11	FY11-12	FY12-13	FY13-14	FY14-15
Eight Care Not Cash sites:										
Units										
All-Star Hotel - 2791 16 th St.	86	\$ 595,437	\$ 582,102	\$ 697,778	\$ 700,292	\$ 721,301	\$ 742,940	\$ 765,228	\$ 788,185	\$ 811,830
Boyd Hotel - 41 Jones St.	82	706,286	825,239	783,805	816,397	840,889	866,116	892,099	918,862	946,428
Cal Drake Hotel -1541 California St.	51	184,694	139,524	201,070	211,707	218,058	224,600	231,338	238,278	245,426
Elk Hotel - 670 Eddy St.	88	605,040	639,644	749,012	762,458	785,332	808,892	833,158	858,153	883,898
Graystone Hotel - 66 Geary St.	74	609,465	572,551	673,747	595,243	613,100	631,493	650,438	669,951	690,050
Pierre Hotel - 540 Jones St.	87	687,667	648,961	771,600	767,816	790,850	814,576	839,013	864,184	890,109
Royan Hotel - 405 Valencia St.	69	634,975	612,729	680,966	696,155	717,040	738,551	760,707	783,529	807,034
Union Hotel - 811 Geary St.	60	606,152	565,487	659,096	674,479	694,713	715,555	737,021	759,132	781,906
Property Mgt (THC CNC)		118,094	1,256,706	621,607	641,527	660,773	680,596	701,014	722,044	743,706
Modified Payment Prog (THC CNC)		217,128	283,299	308,344	285,824	294,399	303,231	312,328	321,697	331,348
Total CNC	597	\$ 4,964,939	\$ 6,126,243	\$ 6,147,026	\$ 6,151,898	\$ 6,336,455	\$ 6,526,549	\$ 6,722,345	\$ 6,924,015	\$ 7,131,736
Seven Non-Care Not Cash Sites:										
Units										
Hartland Hotel - 909 Geary St.	137	\$ 743,422	\$ 949,447	\$ 1,010,935	\$ 1,023,633	\$ 1,054,342	\$ 1,085,972	\$ 1,118,551	\$ 1,152,108	\$ 1,186,671
Jefferson Hotel - 440 Eddy St.	111	625,993	720,202	789,981	785,453	809,017	833,287	858,286	884,034	910,555
Looper Hotel - 875 Post St.	43	225,215	216,930	257,458	282,034	290,495	299,210	308,186	317,432	326,955
Mission Hotel - 520 S. Van Ness	248	976,106	1,101,939	1,110,601	1,181,894	1,217,351	1,253,871	1,291,487	1,330,232	1,370,139
Raman Hotel - 1011 Howard St.	85	653,559	739,448	811,072	827,973	852,812	878,397	904,748	931,891	959,848
Seneca Hotel - 34 Sixth St.	204	922,662	1,073,716	1,145,582	1,239,320	1,276,500	1,314,795	1,354,238	1,394,866	1,436,712
Vincent Hotel - 459 Turk St.	103	628,444	713,476	808,939	848,567	874,924	900,245	927,252	955,070	983,722
Property Mgt (THC Non-CNC)		497,558	1,256,706	988,590	1,000,437	1,030,450	1,061,364	1,093,205	1,126,001	1,159,781
Modified Payment Prog (THC Non-CNC)		927,430	434,949	413,891	445,733	459,105	472,878	487,064	501,676	516,727
Total NCNC	931	\$ 6,200,389	\$ 7,206,812	\$ 7,337,049	\$ 7,635,044	\$ 7,864,995	\$ 8,100,018	\$ 8,343,019	\$ 8,593,309	\$ 8,851,109
Annual Total CNC & NCNC	1528	\$11,165,328	\$13,333,055	\$13,484,075	\$13,786,942	\$14,200,550	\$14,626,567	\$15,065,364	\$15,517,325	\$15,982,844
Pct. Change Per Year			19.4%	1.1%		3.0%	3.0%	3.0%	3.0%	3.0%
				* 12 Month Budget Amount		** 6 Month Contract		Contract total		

City and County of San Francisco



Gavin Newsom, Mayor

Human Services Agency

Department of Human Services
Department of Aging and Adult Services

Trent Rhorer, Executive Director

November 6, 2009

Ms. Angela Calvillo
Clerk of the Board of Supervisors
City and County of San Francisco
#1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102

RE: Proposed Resolution for the approved contract with Tenderloin Housing Clinic for the provision of master leased hotels serving formerly homeless single adults.

Dear Ms. Calvillo:

Enclosed for the Board of Supervisors' consideration and approval, please find a proposed Board Resolution requesting approval of the contract with Tenderloin Housing Clinic for housing under the City's Housing First Program.

Please present to the Board of Supervisor's for assignment to the Budget and Finance Committee.

Please contact David Curto, Director of Contracts, at 557-5581 if you need further information.

Thank you for your assistance.

Sincerely,

Trent Rhorer
Executive Director

RECEIVED
BOARD OF SUPERVISORS
CITY AND COUNTY OF SAN FRANCISCO
2009 NOV -9 AM 10:37
BY

TENDERLOIN HOUSING CLINIC			+3% /yr	+3% /yr	+3% /yr	+3% /yr	+3% /yr
		FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15
Eight Care Not Cash sites:							
Hotel Sites	Units						
All-Star Hotel - 2791 16 th St.	86	\$350,146	\$721,301	\$742,940	\$765,228	\$788,185	\$811,830
Boyd Hotel - 41 Jones St.	82	\$408,199	\$840,889	\$866,116	\$892,099	\$918,862	\$946,428
Cal Drake Hotel -1541 California St.	51	\$105,854	\$218,058	\$224,600	\$231,338	\$238,278	\$245,426
Elk Hotel - 670 Eddy St.	88	\$381,229	\$785,332	\$808,892	\$833,158	\$858,153	\$883,898
Graystone Hotel - 66 Geary St.	74	\$297,622	\$613,100	\$631,493	\$650,438	\$669,951	\$690,050
Pierre Hotel - 540 Jones St.	87	\$383,908	\$790,850	\$814,576	\$839,013	\$864,184	\$890,109
Royan Hotel - 405 Valencia St.	69	\$348,078	\$717,040	\$738,551	\$760,707	\$783,529	\$807,034
Union Hotel - 811 Geary St.	60	\$337,240	\$694,713	\$715,555	\$737,021	\$759,132	\$781,906
Property Mgt (THC CNC)		\$320,764	\$660,773	\$680,596	\$701,014	\$722,044	\$743,706
Modified Payment Prog (THC CNC)		\$142,912	\$294,399	\$303,231	\$312,328	\$321,697	\$331,348
Total CNC	597	\$3,075,949	\$6,336,455	\$6,526,549	\$6,722,345	\$6,924,015	\$7,131,736
Seven Non-Care Not Cash Sites:							
Hotel Sites	Units						
Hartland Hotel - 909 Geary St.	137	\$511,817	\$1,054,342	\$1,085,972	\$1,118,551	\$1,152,108	\$1,186,671
Jefferson Hotel - 440 Eddy St.	111	\$392,727	\$809,017	\$833,287	\$858,286	\$884,034	\$910,555
Looper Hotel - 875 Post St.	43	\$141,017	\$290,495	\$299,210	\$308,186	\$317,432	\$326,955
Mission Hotel - 520 S. Van Ness	248	\$590,947	\$1,217,351	\$1,253,871	\$1,291,487	\$1,330,232	\$1,370,139
Raman Hotel - 1011 Howard St.	85	\$413,987	\$852,812	\$878,397	\$904,748	\$931,891	\$959,848
Seneca Hotel - 34 Sixth St.	204	\$619,660	\$1,276,500	\$1,314,795	\$1,354,238	\$1,394,866	\$1,436,712
Vincent Hotel - 459 Turk St.	103	\$424,284	\$874,024	\$900,245	\$927,252	\$955,070	\$983,722
Property Mgt (THC Non-CNC)		\$500,219	\$1,030,450	\$1,061,364	\$1,093,205	\$1,126,001	\$1,159,781
Modified Payment Prog (THC Non-CNC)		\$222,867	\$459,105	\$472,878	\$487,064	\$501,676	\$516,727
Total NCNC	931	\$3,817,522	\$7,864,095	\$8,100,018	\$8,343,019	\$8,593,309	\$8,851,109
Annual Total CNC & NCNC	1528	\$6,893,471	\$14,200,550	\$14,626,567	\$15,065,364	\$15,517,325	\$15,982,844
Total Budget Amount		\$82,286,121					