



Shireen McSpadden, Executive Director

Daniel Lurie, Mayor

To	Homelessness Oversight Commission
Through	Shireen McSpadden, Executive Director
From	Marion Sanders, Chief Deputy Director Dylan Schneider, Interim Deputy Director for Administration and Finance Edilyn Velasquez, Director, Contracts
Date	April 2, 2026
Subject	Amended Grant Agreement Approval: Community Forward SF Coronado Hotel

<i>Agreement Information</i>	
F\$P Contract ID#	1000017568
Provider	Community Forward SF
Program Name	Coronado Hotel
Agreement Action	2 nd Amendment
Agreement Term	January 1, 2021 to June 30, 2029

Agreement Amount

Current Budget¹	Amended	New Budget	Contingency²	Total Not to Exceed (NTE)
\$9,535,303	\$5,931,686	\$15,466,989	\$1,186,337	\$16,653,327

Funding Summary

Fiscal Year (FY)	Budget	Actual Spent	Amended to Add	New Budget
2020-21	\$670,056	\$670,056	--	\$670,056
2021-22	\$1,412,747	\$1,380,052	--	\$1,380,052
2022-23	\$1,741,500	\$1,615,977	--	\$1,615,977
2023-24	\$1,739,804	\$1,739,801	--	\$1,739,801
2024-25	\$2,165,895	\$2,152,189	--	\$2,152,189
2025-26	\$1,977,229	\$947,948 ³	--	\$1,977,229
2026-27	--	--	\$1,977,229	\$1,977,229
2027-28	--	--	\$1,977,229	\$1,977,229
2028-29	--	--	\$1,977,229	\$1,977,229
TOTAL⁴	\$9,707,231	\$8,506,023	\$5,931,686	\$15,466,989
			<i>20% Contingency²</i>	<i>\$1,186,337</i>
			Total NTE⁵	\$16,653,327

¹ Current budget adjusted for actuals. Current Not-to-Exceed Amount is \$9,792,422.

² A 20% contingency applied to outgoing year budget amounts. This will enable HSH to provide annual increases as needed for cost of living adjustments, master lease increases, and/or address major one-time capital needs.

³ Through January 2026, the provider has invoiced for \$947,948.30, which is 48% of the annual budget.

⁴ Due to rounding, numbers presented may not add up precisely to the totals provided.

⁵ NTE is calculated using the Actual Spent for prior years.

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Funding Information	
Funding Sources⁶	88% General Fund 12% Our City, Our Home (Prop C)

The Department of Homelessness and Supportive Housing (HSH) Contracts team requests authorization to amend the existing grant with Community Forward SF for the provision of Coronado Hotel for the period of January 1, 2021, to June 30, 2029, in an additional amount of \$5,931,686. This amendment would extend the agreement term by three performance years, until services are expected to be reprocured under HSH’s Multiyear Procurement Plan (MYPP). The new NTE amount is \$16,653,327, which includes a 20 percent contingency of \$1,186,337 on the FY26-27, FY27-28, FY28-29 amounts.

Background

Founded in 1978, Community Forward SF (formerly known as Community Awareness and Treatment Services or C.A.T.S) believes that “it takes us all” to move our community forward. What began as a residential substance use treatment facility for Vietnam War veterans has grown into a multi-site operation providing a range of essential services for community members experiencing homelessness. The network of programs is designed to meet participants at every stage of their needs, with a special focus on three core populations: cisgender and transgender women, older adults, and those with severe medical and/or mental health needs. Since 2005, in partnership with the Human Services Agency (HSA), the Coronado Hotel has provided permanent supportive housing to individuals who have experienced chronic homelessness. Community Forward SF contracts were transferred to HSH when the Department was formed.

Services to be Provided

The purpose of the grant is to provide Master Lease Stewardship for the Coronado Hotel and Support Services and Property Management to formerly homeless and income-eligible adults aged 18 years or older without the custody of minors below 18 years of age. The goal of these services is to support tenant housing stability. Grantee will provide services to tenants of at least 65 units with a budgeted staff of 10.64 FTE full-time equivalent (FTE). This includes 3.88 FTE for Support Services and 6.76 FTE for Property Management. In FY24-25, this program served a total of 83 adults accounting for turnover. The Coronado has had a consistently low vacancy rate, and vacated units are ready for new housing referrals within the expected 21-day window.

Selection

Grantee was selected pursuant to San Francisco Administrative Code Section 21B, which authorizes the Department to enter into, or amend, contracts without adhering to the Administrative Code provisions regarding competitive bidding related to Projects Addressing Homelessness. Community Forward SF was selected for provision of these services based on the organization’s experience and ability to begin services in a timely manner. The organization has been providing services at the Coronado Hotel since 2005.

Performance History

Fiscal Monitoring: Community Forward SF most recently underwent citywide nonprofit fiscal monitoring in FY24-25 and there were no unresolved findings.

⁶ The funding sources listed reflect current and future years.



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Program Monitoring: Community Forward SF most recently underwent program monitoring in FY24-25. The program monitoring site visit was conducted on January 22, 2026.

Due to recurring findings identified during program monitoring, HSH is supporting Community Forward SF in resolving the findings through a Corrective Action Plan. Findings include gaps in documentation and verification processes for required tenant engagement activities and staff training compliance. HSH will continue to work with Community Forward SF to closely monitor their progress in addressing these findings through regular meetings.

Agreement Materials

- HOC Approval Package
 - Appendix A-1, Services to be Provided (*Support Services; dated July 1, 2026*)
 - Appendix A-2, Services to be Provided (*Property Management & Master Lease Stewardship; dated July 1, 2026*)
 - Appendix B, Budget (*dated July 1, 2026*)



**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	6/30/2029	9
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	Z	AA	AB	AC	AD	AE
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	6/30/2029	9																											
7					Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9																		
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	7/1/2027 - 6/30/2028	7/1/2028 - 6/30/2029																		
10	Support Services				65	65	65	65	65	65	65	65	65	65																	
11	Property Management + Master Lease				65	65	65	65	65	65	65	65	65	65																	

	A	B	C	D	E	H	K	N	Q	T	Y	AB	AE	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	6/30/2029	9													
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 Names	General Fund - Support Services, General Fund & Prop C - Property Management & Master Leasing, General Fund - One-Time Capital, One-Time - Prop C Bonus Pay															
13		Current	New														
14	Term Budget	\$ 9,535,303	\$ 15,466,989														
15	Contingency	\$ 257,119	\$ 1,186,337	20%													
16	Not-To-Exceed	\$ 9,792,422	\$ 16,653,327														
					Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	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	7/1/2027 - 6/30/2028	7/1/2028 - 6/30/2029	1/1/2021 - 6/30/2026	1/1/2021 - 6/30/2029	1/1/2021 - 6/30/2029	
18					Current	Current	Current	Current	Current	Current	New	New	New	Current	Amendment	New	
19	Expenditures																
20	Salaries & Benefits	\$ 133,640	\$ 310,778	\$ 372,612	\$ 620,533	\$ 965,737	\$ 843,587	\$ 843,587	\$ 843,587	\$ 843,587	\$ 843,587	\$ 843,587	\$ 843,587	\$ 3,246,886	\$ 2,530,760	\$ 5,777,646	
21	Operating Expense	\$ 448,596	\$ 150,141	\$ 219,132	\$ 315,191	\$ 375,183	\$ 509,656	\$ 509,656	\$ 509,656	\$ 509,656	\$ 509,656	\$ 509,656	\$ 509,656	\$ 2,017,898	\$ 1,120,467	\$ 3,546,866	
22	Subtotal	\$ 582,236	\$ 460,918	\$ 591,743	\$ 935,725	\$ 1,340,920	\$ 1,353,242	\$ 1,353,242	\$ 1,353,242	\$ 1,353,242	\$ 1,353,242	\$ 1,353,242	\$ 1,353,242	\$ 5,264,785	\$ 3,651,226	\$ 9,324,512	
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	\$ 202,986	\$ 202,986	\$ 202,986	\$ 202,986	\$ 202,986	\$ 920,202	\$ 608,959	\$ 1,529,161	
25	Other Expenses (Not subject to indirect %)	\$ 200,885	\$ 1,006,390	\$ 946,179	\$ 730,343	\$ 385,581	\$ 546,000	\$ 546,000	\$ 546,000	\$ 546,000	\$ 546,000	\$ 546,000	\$ 546,000	\$ 3,815,379	\$ 1,638,000	\$ 5,453,379	
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	\$ 2,102,229	\$ 2,102,229	\$ 2,102,229	\$ 2,102,229	\$ 2,102,229	\$ 10,406,225	\$ 5,898,185	\$ 16,712,912	
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	\$ 1,742,806	\$ 1,742,806	\$ 1,742,806	\$ 1,742,806	\$ 1,742,806	\$ 8,339,799	\$ 5,228,419	\$ 13,568,218	
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	\$ 234,422	\$ 234,422	\$ 234,422	\$ 234,422	\$ 234,422	\$ 1,073,309	\$ 703,267	\$ 1,776,576	
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	\$ 1,977,229	\$ 1,977,229	\$ 1,977,229	\$ 1,977,229	\$ 1,977,229	\$ 9,535,303	\$ 5,931,686	\$ 15,466,989	
44	Other Revenues (to offset Total Expenditures)																
45	Rental Income	\$ 168,000	\$ 209,737	\$ 99,506	\$ 143,679	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 870,923	\$ 375,000	\$ 1,245,923	
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	\$ 2,102,229	\$ 2,102,229	\$ 2,102,229	\$ 2,102,229	\$ 2,102,229	\$ 10,406,226	\$ 6,306,686	\$ 16,712,912	
55	Total Adjusted Salary FTE (All Budgets)										10.64	10.64	10.64				
57	Prepared by	Nora Espinoza															
59	Email	nora.espinoza@communityforwardsf.org															
*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.																	

	A	B	C	D	E	H	K	N	Q	T	Y	AB	AE	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	6/30/2029	9												
7	Provider Name	Community Forward SF														
8	Program	Coronado - Hotel														
9	FSP 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	\$ 3,640,623													
15	Contingency	\$ 257,119	\$ 1,186,337	20%	EXTENSION YEAR EXTENSION YEAR EXTENSION YEAR											
16	Not-To-Exceed	\$ 9,792,422	\$ 16,653,327		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	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	7/1/2027 - 6/30/2028	7/1/2028 - 6/30/2029	1/1/2021 - 6/30/2026	1/1/2021 - 6/30/2029	1/1/2021 - 6/30/2029			
18		Current	Current	Current	Current	Current	Current	New	New	New	Current	Amendment	New			
19	Expenditures															
20	Salaries & Benefits	\$ 133,640	\$ 295,828	\$ 372,612	\$ 389,934	\$ 368,799	\$ 344,064	\$ 344,064	\$ 344,064	\$ 344,064	\$ 1,904,876	\$ 1,032,190	\$ 2,937,066			
21	Operating Expense	\$ 13,924	\$ 778	\$ 432	\$ -	\$ 30,882	\$ 59,615	\$ 59,615	\$ 59,615	\$ 59,615	\$ 105,631	\$ 178,845	\$ 284,476			
22	Subtotal	\$ 147,564	\$ 296,606	\$ 373,043	\$ 389,934	\$ 399,682	\$ 403,678	\$ 403,678	\$ 403,678	\$ 403,678	\$ 2,010,507	\$ 1,211,035	\$ 3,221,542			
23	Indirect Percentage	15.00%	15.00%	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	\$ 60,552	\$ 60,552	\$ 301,576	\$ 181,655	\$ 483,231			
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	\$ 464,230	\$ 464,230	\$ 2,247,933	\$ 1,392,690	\$ 3,640,623			
29																
30	HSH Revenues (select)															
31	General Fund - Ongoing	\$ 169,699	\$ 360,067	\$ 374,470	\$ 392,258	\$ 402,064	\$ 406,084	\$ 406,084	\$ 406,084	\$ 406,084	\$ 2,104,642	\$ 1,218,253	\$ 3,322,895			
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	\$ 58,146	\$ 58,146	\$ 226,412	\$ 174,437	\$ 400,849			
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	\$ 464,230	\$ 464,230	\$ 2,247,933	\$ 1,392,690	\$ 3,640,623			
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												
2	SALARY & BENEFIT 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						EXTENSION YEAR					
8		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7					
9	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 Program		7/1/2026 - 6/30/2027	
10		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	BE	BL	BT	BU	BV
1	DEPARTMENT OF HOMELESSNESS AND					
2	SUPPORTIVE HOUSING					
3	SALARY & BENEFIT DETAIL					
4	Document Date					
5	Provider Name					
6	Program					
7	FSP Contract ID#					
8	Budget Name	EXTENSION YEAR EXTENSION YEAR				
9		Year 8	Year 9	All Years		
10	POSITION TITLE	7/1/2027 - 6/30/2028	7/1/2028 - 6/30/2029	1/1/2021 - 6/30/2026	1/1/2021 - 6/30/2029	1/1/2021 - 6/30/2029
11		New	New	Current	Amendment	New
12		Budgeted Salary	Budgeted Salary	Budgeted Salary	Change	Budgeted Salary
13	Chief Operating Officer (COO)	\$ -	\$ -	\$ 45,147	\$ -	\$ 45,147
14	Director of Compliance	\$ 5,520	\$ 5,520	\$ 47,985	\$ 16,560	\$ 64,545
15	Director of Operations	\$ -	\$ -	\$ 17,948	\$ -	\$ 17,948
16	Director of Housing Support Services	\$ 8,000	\$ 8,000	\$ 98,250	\$ 24,000	\$ 122,250
17	Case Managers	\$ 189,948	\$ 189,948	\$ 778,193	\$ 569,844	\$ 1,348,037
18	Director of Housing	\$ -	\$ -	\$ 98,500	\$ -	\$ 98,500
19	VP of Client Services	\$ 13,500	\$ 13,500	\$ 44,288	\$ 40,500	\$ 84,788
20	VP Assistant	\$ -	\$ -	\$ 9,450	\$ -	\$ 9,450
21	Guest Services Specialist - Front Desk	\$ -	\$ -	\$ 83,720	\$ -	\$ 83,720
22	Operations Coordinator	\$ 1,928	\$ 1,928	\$ 20,332	\$ 5,784	\$ 26,117
23	Deputy Director of Housing Support Services	\$ 49,920	\$ 49,920	\$ 49,920	\$ 149,760	\$ 199,680
24	Contract Manager	\$ 2,100	\$ 2,100	\$ 2,100	\$ 6,300	\$ 8,400
25		\$ -	\$ -	\$ -	\$ -	\$ -
26		\$ 270,916	\$ 270,916	\$ 1,471,540	\$ 812,748	\$ 2,284,289
27						
28		27.00%	27.00%			
29		\$ 73,147	\$ 73,147	\$ 433,336	\$ 219,442	\$ 652,778
30		\$ 344,064	\$ 344,064	\$ 1,904,876	\$ 1,032,190	\$ 2,937,066

	A	B	E	H	K	N	Q	T	U	V	Y
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	F\$P Contract ID#	1000017568									
7	Budget Name	General Fund - Support Services									
8								EXTENSION YEAR		EXTENSION YEAR	
9		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7		Year 8	
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	7/1/2026 - 6/30/2027	7/1/2026 - 6/30/2027	7/1/2027 - 6/30/2028
11		Current	Current	Current	Current	Current	Current	Current	Amendment	New	New
12	<u>Operating Expenses</u>	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense	Change	Budgeted Expense	Budgeted Expense
14	Utilities(Elec, Water, Gas, Phone, Scavenger)					\$ -	\$ 12,000		\$ 12,000	\$ 12,000	\$ 12,000
15	Office Supplies/Postage	\$ 1,000	\$ 778	\$ 432		\$ 3,905	\$ 4,000		\$ 4,000	\$ 4,000	\$ 4,000
16	Building Maintenance Supplies and Repair	\$ 11,000	\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -
17	Printing and Reproduction					\$ -	\$ 2,000		\$ 2,000	\$ 2,000	\$ 2,000
18	Insurance					\$ -	\$ 9,300		\$ 9,300	\$ 9,300	\$ 9,300
19	Staff Training					\$ 1,536	\$ 4,301		\$ 4,301	\$ 4,301	\$ 4,301
21	Rental of Equipment					\$ -	\$ 1,000		\$ 1,000	\$ 1,000	\$ 1,000
22	Personal Protective Equipment (PPE)	\$ 1,924	\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	\$ -
23	Client Related Costs					\$ 10,260	\$ 15,000		\$ 15,000	\$ 15,000	\$ 15,000
24	Computer and Software Supplies					\$ 15,181	\$ 10,000		\$ 10,000	\$ 10,000	\$ 10,000
25	Houskeeping Supplies					\$ -	\$ 2,014		\$ 2,014	\$ 2,014	\$ 2,014
42	Consultants					\$ -	\$ -		\$ -	\$ -	\$ -
54	Subcontractors (First \$25k Only)						\$ -		\$ -	\$ -	\$ -
68	TOTAL OPERATING EXPENSES	\$ 13,924	\$ 778	\$ 432	\$ -	\$ 30,882	\$ 59,615	\$ -	\$ 59,615	\$ 59,615	\$ 59,615
70	Other Expenses (not subject to indirect cost %)										
71	Adjustment to Actuals		\$ (15,789)	\$ (48,361)					\$ -	\$ -	\$ -
84	TOTAL OTHER EXPENSES	\$ -	\$ (15,789)	\$ (48,361)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	A	AB	AF	AG	AH
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING				
2	OPERATING DETAIL				
3	Document Date				
4	Provider Name				
5	Program				
6	F\$P Contract ID#				
7	Budget Name				
8	EXTENSION YEAR				
9		Year 9	All Years		
10		7/1/2028 - 6/30/2029	1/1/2021 - 6/30/2026	1/1/2021 - 6/30/2029	1/1/2021 - 6/30/2029
11		New	Current	Amendment	New
12	<u>Operating Expenses</u>	Budgeted Expense	Budgeted Expense	Change	Budgeted Expense
14	Utilities(Elec, Water, Gas, Phone, Scavenger)	\$ 12,000	\$ 12,000	\$ 36,000	\$ 48,000
15	Office Supplies/Postage	\$ 4,000	\$ 10,114	\$ 12,000	\$ 22,114
16	Building Maintenance Supplies and Repair	\$ -	\$ 11,000	\$ -	\$ 11,000
17	Printing and Reproduction	\$ 2,000	\$ 2,000	\$ 6,000	\$ 8,000
18	Insurance	\$ 9,300	\$ 9,300	\$ 27,900	\$ 37,200
19	Staff Training	\$ 4,301	\$ 5,837	\$ 12,903	\$ 18,739
21	Rental of Equipment	\$ 1,000	\$ 1,000	\$ 3,000	\$ 4,000
22	Personal Protective Equipment (PPE)	\$ -	\$ 1,924	\$ -	\$ 1,924
23	Client Related Costs	\$ 15,000	\$ 25,260	\$ 45,000	\$ 70,260
24	Computer and Software Supplies	\$ 10,000	\$ 25,181	\$ 30,000	\$ 55,181
25	Houskeeping Supplies	\$ 2,014	\$ 2,014	\$ 6,042	\$ 8,056
42	<u>Consultants</u>	\$ -	\$ -	\$ -	\$ -
54	<u>Subcontractors (First \$25k Only)</u>	\$ -	\$ -	\$ -	\$ -
68	TOTAL OPERATING EXPENSES	\$ 59,615	\$ 105,631	\$ 178,845	\$ 284,476
70	<u>Other Expenses (not subject to indirect cost %)</u>				
71	Adjustment to Actuals	\$ -	\$ (64,150)	\$ -	\$ (64,150)
84	TOTAL OTHER EXPENSES	\$ -	\$ (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	AB	AE	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	6/30/2029	9													
7	Provider Name	Community Forward SF															
8	Program	Coronado - Hotel															
9	FSP Contract ID#	1000017568															
10	Action (select)	Amendment															
11	Effective Date	7/1/2026															
12	Budget Name	General Fund & Prop C - Property Management & Master Leasing															
13		Current	New														
14	Term Budget	\$ 6,878,793	\$ 11,417,789	20%													
15	Contingency	\$ 257,119	\$ 1,186,337														
16	Not-To-Exceed	\$ 9,792,422	\$ 16,653,327														
					Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	EXTENSION YEAR	EXTENSION YEAR	EXTENSION YEAR	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	7/1/2027 - 6/30/2028	7/1/2028 - 6/30/2029	1/1/2021 - 6/30/2026	1/1/2021 - 6/30/2029	1/1/2021 - 6/30/2029				
18		Current	Current	Current	Current	Current	Current	New	New	New	Current	Amendment	New				
19	Expenditures																
20	Salaries & Benefits	\$ -	\$ 14,950	\$ -	\$ 230,600	\$ 596,938	\$ 499,523	\$ 499,523	\$ 499,523	\$ 499,523	\$ 1,342,010	\$ 1,498,569	\$ 2,840,579				
21	Operating Expense	\$ 434,671	\$ 149,363	\$ 218,700	\$ 315,191	\$ 344,301	\$ 450,041	\$ 450,041	\$ 450,041	\$ 450,041	\$ 1,912,267	\$ 941,622	\$ 3,262,390				
22	Subtotal	\$ 434,671	\$ 164,313	\$ 218,700	\$ 545,791	\$ 941,239	\$ 949,564	\$ 949,564	\$ 949,564	\$ 949,564	\$ 3,254,278	\$ 2,440,191	\$ 6,102,970				
23	Indirect Percentage	7.55%	47.46%	39.00%	25.45%	21.57%	15.00%	15.00%	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	\$ 142,435	\$ 142,435	\$ 618,626	\$ 427,304	\$ 1,045,930				
25	Other Expenses (Not subject to indirect %)	\$ 198,168	\$ 1,022,179	\$ 994,540	\$ 730,343	\$ 385,581	\$ 546,000	\$ 546,000	\$ 546,000	\$ 546,000	\$ 3,876,812	\$ 1,638,000	\$ 5,514,812				
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	\$ 1,637,999	\$ 1,637,999	\$ 7,749,716	\$ 4,505,495	\$ 12,663,712				
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	\$ 1,336,722	\$ 1,336,722	\$ 6,235,157	\$ 4,010,166	\$ 10,245,323				
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	\$ 176,277	\$ 176,277	\$ 846,897	\$ 528,830	\$ 1,375,727				
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	\$ 1,512,999	\$ 1,512,999	\$ 6,878,793	\$ 4,538,996	\$ 11,417,789				
44	Other Revenues (to offset Total Expenditures)																
45	Rental Income	\$ 168,000	\$ 209,737	\$ 99,506	\$ 143,679	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 870,923	\$ 375,000	\$ 1,245,923				
50	Total Other Revenues	\$ 168,000	\$ 209,737	\$ 99,506	\$ 143,679	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 870,923	\$ 375,000	\$ 1,245,923				
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	\$ 1,637,999	\$ 1,637,999	\$ 7,749,716	\$ 4,913,996	\$ 12,663,712				
53	Rev-Exp (Budget Match Check)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
55																	

	A	F	M	T	AA	AH	AO	AR	AS	AT	AU	AX	
1	DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING												
2	SALARY & BENEFIT 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						EXTENSION YEAR					
8		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7					
9	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 Program		7/1/2026 - 6/30/2027	
10		Current	Current	Current	Current	Current	Current					New	
11		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
12	Director of Operations	\$ -	\$ 11,500	\$ -	\$ 16,100	\$ 70,283	\$ 18,700	\$ 110,000	1.00	17%	0.17	\$ 18,700	
13	Facilities Manager				\$ 9,500	\$ -	\$ -	\$ -				\$ -	
14	Maintenance Tech				\$ 25,842	\$ 41,200	\$ 34,106	\$ 66,875	1.00	51%	0.51	\$ 34,106	
15	Property Operations Manager				\$ 72,898	\$ 65,000	\$ 76,125	\$ 76,125	1.00	100%	1.00	\$ 76,125	
16	Case Managers				\$ 53,043	\$ -	\$ -	\$ -				\$ -	
18	Janitorial & Maintenance Specialist				\$ -	\$ 57,700	\$ -	\$ -				\$ -	
20	Guest Service Specialists - Front Desk				\$ -	\$ 225,000	\$ 203,092	\$ 50,773	4.00	100%	4.00	\$ 203,092	
21	Property Operations Coordinator				\$ -	\$ -	\$ 56,160	\$ 56,160	1.00	100%	1.00	\$ 56,160	
22	Operations Coordinator				\$ -	\$ -	\$ 5,142	\$ 64,275	1.00	8%	0.08	\$ 5,142	
54		\$ -	\$ 11,500	\$ -	\$ 177,383	\$ 459,183	\$ 393,325	TOTAL SALARIES				\$ 393,325	
55								TOTAL FTE		6.76			
56			30.00%	30.00%	30.00%	30.00%	27.00%	FRINGE BENEFIT RATE				27.00%	
57		\$ -	\$ 3,450	\$ -	\$ 53,216	\$ 137,755	\$ 106,198	EMPLOYEE FRINGE BENEFITS				\$ 106,198	
58		\$ -	\$ 14,950	\$ -	\$ 230,600	\$ 596,938	\$ 499,523	TOTAL SALARIES & BENEFITS				\$ 499,523	

	A	BE	BL	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		EXTENSION YEAR				
		Year 8	Year 9	All Years		
9	POSITION TITLE	7/1/2027 - 6/30/2028	7/1/2028 - 6/30/2029	1/1/2021 - 6/30/2026	1/1/2021 - 6/30/2029	1/1/2021 - 6/30/2029
10		New	New	Current	Amendment	New
11		Budgeted Salary	Budgeted Salary	Budgeted Salary	Change	Budgeted Salary
12	Director of Operations	\$ 18,700	\$ 18,700	\$ 116,583	\$ 56,100	\$ 172,683
13	Facilities Manager	\$ -	\$ -	\$ 9,500	\$ -	\$ 9,500
14	Maintenance Tech	\$ 34,106	\$ 34,106	\$ 101,148	\$ 102,319	\$ 203,467
15	Property Operations Manager	\$ 76,125	\$ 76,125	\$ 214,023	\$ 228,375	\$ 442,398
16	Case Managers	\$ -	\$ -	\$ 53,043	\$ -	\$ 53,043
18	Janitorial & Maintenance Specialist	\$ -	\$ -	\$ 57,700	\$ -	\$ 57,700
20	Guest Service Specialists - Front Desk	\$ 203,092	\$ 203,092	\$ 428,092	\$ 609,276	\$ 1,037,368
21	Property Operations Coordinator	\$ 56,160	\$ 56,160	\$ 56,160	\$ 168,480	\$ 224,640
22	Operations Coordinator	\$ 5,142	\$ 5,142	\$ 5,142	\$ 15,426	\$ 20,568
54		\$ 393,325	\$ 393,325	\$ 1,041,391	\$ 1,179,976	\$ 2,221,367
55						
56		27.00%	27.00%			
57		\$ 106,198	\$ 106,198	\$ 300,619	\$ 318,593	\$ 619,212
58		\$ 499,523	\$ 499,523	\$ 1,342,010	\$ 1,498,569	\$ 2,840,579

	A	B	E	H	K	N	Q	V	Y	AB	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 EXTENSION YEAR EXTENSION YEAR											
9		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	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	7/1/2027 - 6/30/2028	7/1/2028 - 6/30/2029	1/1/2021 - 6/30/2026	1/1/2021 - 6/30/2029	1/1/2021 - 6/30/2029
11		Current	Current	Current	Current	Current	Current	New	New	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	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	\$ 116,677	\$ 116,677	\$ 326,202	\$ 233,354	\$ 676,233
15	Office Supplies, Postage	\$ -	\$ 1,800	\$ 2,000	\$ 2,800	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 8,600	\$ 4,000	\$ 14,600
16	Building Maintenance/Supplies	\$ 22,671	\$ 3,000	\$ 30,000	\$ 112,000	\$ 87,226	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 364,898	\$ 220,000	\$ 694,898
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	\$ 10,000	\$ 10,000	\$ 43,823	\$ 20,000	\$ 73,823
22	Audit		\$ 2,300	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,800	\$ -	\$ 5,800
23	Client Costs			\$ 4,000	\$ 5,000	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 19,000	\$ 20,000	\$ 49,000
24	Computer & Software Supplies				\$ 13,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,000	\$ -	\$ 13,000
25	Small Equipment & Furniture				\$ 3,500	\$ 1,500	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 6,000	\$ 2,000	\$ 9,000
26	Housekeeping Supplies				\$ 4,000	\$ 15,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 32,000	\$ 26,000	\$ 71,000
42	<u>Consultants</u>					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
43	Janitorial	\$ 10,000	\$ -	\$ -	\$ 50,000	\$ 82,000	\$ 93,000	\$ 93,000	\$ 93,000	\$ 93,000	\$ 235,000	\$ 186,000	\$ 514,000
44	Temporary Staffing		\$ 6,000	\$ 4,000	\$ 8,000	\$ -	\$ 52,824	\$ 52,824	\$ 52,824	\$ 52,824	\$ 70,824	\$ 105,648	\$ 229,296
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	\$ 39,040		\$ 117,120	\$ 166,191
48	Legal Consultation Fees			\$ -			\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500		\$ 7,500	\$ 10,000
54	<u>Subcontractors (First \$25k Only)</u>					\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
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	\$ 450,041	\$ 450,041	\$ 1,860,697	\$ 941,622	\$ 3,262,390
70	<u>Other Expenses (not subject to indirect cost %)</u>												
71	Master Lease (Property Rental)	\$ 170,000	\$ 355,618	\$ 367,500	\$ 380,307	\$ 389,622	\$ 546,000	\$ 546,000	\$ 546,000	\$ 546,000	\$ 2,209,047	\$ 1,638,000	\$ 3,847,047
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
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	\$ 546,000	\$ 546,000	\$ 3,961,793	\$ 1,638,000	\$ 5,599,793

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		
Employee Fringe Benefits		\$ 106,198	Includes FICA, SSUI, Workers Compensation and Medical calculated at 30% of total salaries.	
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	V	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	6/30/2029	9									
7	Provider Name	Community Forward SF											
8	Program	Coronado - Hotel											
9	FSP Contract ID#	1000017568											
10	Action (select)	Amendment											
11	Effective Date	7/1/2026											
12	Budget Name	General Fund - One-Time Capital											
13		Current	New										
14	Term Budget	\$ 405,860	\$ 405,860	20%									
15	Contingency	\$ 257,119	\$ 1,186,337										
16	Not-To-Exceed	\$ 9,792,422	\$ 16,653,327										
17		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	All Years					
18		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 - 6/30/2029	1/1/2021 - 6/30/2029			
		Current	Current	Current	Current	Current	New	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	S	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	F\$P 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 - 6/30/2029	1/1/2021 - 6/30/2029
11		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	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	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	6/30/2029	9									
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	\$ 1,186,337										
16	Not-To-Exceed	\$ 9,792,422	\$ 16,653,327										
17		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	All Years					
18		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 - 6/30/2029	1/1/2021 - 6/30/2029			
19	Expenditures	Current	Current	Current	Current	Current	Current	Current	Amendment	New			
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	F\$P 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	<u>Operating Expenses</u>	Budgeted Expense	Budgeted Expense	Budgeted Expense	Budgeted Expense
67					
68	TOTAL OPERATING EXPENSES	\$ -	\$ -	\$ -	\$ -
69					
70	<u>Other Expenses (not subject to indirect cost %)</u>				
71	One-Time Prop C Bonus Pay	\$ 2,717	\$ -		\$ 2,717
72					\$ -
83					
84	TOTAL OTHER EXPENSES	\$ 2,717	\$ -	\$ -	\$ 2,717