

**AMENDMENT TO AGREEMENT  
BETWEEN THE COUNTY OF SAN MATEO AND  
LIFEMOVES**

THIS AMENDMENT TO THE AGREEMENT, entered into this Tuesday, June 6, 2026, by and between the COUNTY OF SAN MATEO, hereinafter called "County," and LifeMoves, hereinafter called "Contractor";

W I T N E S S E T H:

WHEREAS, pursuant to Government Code, Section 31000, County may contract with independent contractors for the furnishing of such services to or for County or any Department thereof;

WHEREAS, on June 13, 2023, the parties entered into an Agreement for the purpose of providing homeless shelter services such as housing-focused case management and service linkage for a safe, decent environment for residents to stay until they find permanent housing with a total not to exceed \$6,506,732 for the term of July 1, 2023 through June 30, 2026 and

WHEREAS, the parties wish to amend the Agreement to increase the total obligation amount by \$4,942,030 for a new total obligation amount of \$11,448,762, extend the agreement two years through June 30, 2028 and update Exhibits A, B, B1 and C with Revised Exhibits A, B, B1 and C.

**NOW, THEREFORE, IT IS HEREBY AGREED BY THE PARTIES HERETO AS FOLLOWS:**

1. Section 1. **Exhibits and Attachments** of the agreement is amended to read as follows:

The following exhibits and attachments are attached to this Agreement and incorporated into this Agreement by this reference:

- Revised Exhibit A — Services
- Revised Exhibit B — Payments and Rates
- Revised Exhibit B1 — Budget
- Revised Exhibit C — Performance Measures
- Exhibit D—HMIS
- Attachment F—Fingerprinting Certification
- Attachment P—Personally Identifiable Information
- Attachment I—§ 504 Compliance

- 2. Section 2. **Services to be performed by Contractor** of the agreement is amended to read as follows:

In consideration of the payments set forth in this Agreement and in Revised Exhibit B and B1, Contractor shall perform services for County in accordance with the terms, conditions, and specifications set forth in this Agreement and in Revised Exhibit A and C.

- 3. Section 3. **Payments** of the agreement are amended to read as follows:

In consideration of the services provided by Contractor in accordance with all terms, conditions, and specifications set forth in this Agreement and in Revised Exhibit A, County shall make payment to Contractor based on the rates and in the manner specified in Revised Exhibit B. County reserves the right to withhold payment if County determines that the quantity or quality of the work performed is unacceptable. In no event shall County's total fiscal obligation under this Agreement exceed **ELEVEN MILLION FOUR HUNDRED FORTY-EIGHT THOUSAND, SEVEN HUNDRED AND SIXTY-TWO DOLLARS (\$11,448,762)**. In the event that the County makes any advance payments, Contractor agrees to refund any amounts in excess of the amount owed by the County at the time of contract termination or expiration. Contractor is not entitled to payment for work not performed as required by this Agreement.

- 4. Section 4. **Term** of the agreement is amended to read as follows:

Subject to compliance with all terms and conditions, the term of this Agreement shall be from July 1, 2023 through June 30, 2028.

- 5. Section 17. **Notices** of the agreement is amended to read as follows:

Any notice, request, demand, or other communication required or permitted under this Agreement shall be deemed to be properly given when both: (1) transmitted via facsimile to the telephone number listed below or transmitted via email to the email address listed below; and (2) sent to the physical address listed below by either being deposited in the United States mail, postage prepaid, or deposited for overnight delivery, charges prepaid, with an established overnight courier that provides a tracking number showing confirmation of receipt.

In the case of County, to:

Name/Title:	Amy Davidson, Director, COH
Address	500 County Center, Redwood City, CA 94063
Telephone	650-877-5444
Email:	<a href="mailto:adavidson@smcgov.org">adavidson@smcgov.org</a>

: :

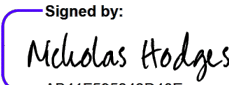
In the case of Contractor, to:

Name/Title: Nicholas Hodges, Interim Chief Executive Officer  
Address: 2550 Great America Way, Suite 201,  
Santa Clara, CA 95054  
Telephone: 650-685-5880  
Email: [nhodges@lifemoves.org](mailto:nhodges@lifemoves.org)

6. Original Exhibits A, B, B1 and C are replaced with Revised Exhibits A, B, B1, and C attached.
7. **All other terms and conditions of the agreement dated June 13, 2023 between the County and Contractor shall remain in full force and effect.**

In witness of and in agreement with this Agreement's terms, the parties, by their duly authorized representatives, affix their respective signatures:

**For Contractor: LifeMoves**

<p>Signed by:    <small>AB41F586343D40E...</small></p>	<p>5/6/2026</p>	<p>Nicholas Hodges</p>
<hr/> <p>Contractor Signature</p>	<hr/> <p>Date</p>	<hr/> <p>Contractor Name (please print)</p>



**For County:**

COUNTY OF SAN MATEO

By:  
President, Board of Supervisors, San Mateo County

Date:

ATTEST:

By:  
Clerk of Said Board

## Revised Exhibit A

In consideration of the payments set forth in Exhibit B, Contractor shall provide the following services:

### **1) Purpose**

The purpose of this Agreement between County and Contractor is to provide homeless shelter services, including specific program components such as housing-focused case management and service linkage, a safe, decent environment for residents to stay until they find permanent housing.

Homeless shelters, both emergency shelters and transitional housing programs, are short-term interventions designed to act as a safety net for households who are unsheltered or who are in the midst of a housing crisis and have no alternative housing options. Homeless shelter services provide an entry point into stabilization services and move households towards permanent housing as quickly as possible. Individuals and families who enter a homeless shelter receive immediate short-term case management to address and resolve current crises, as well as intensive housing-focused case management focused on addressing barriers that prevent households from re-entering housing. Shelter stays are generally short-term (1-4 months) with the possibility of extensions, but the specific length of stay varies by client/household.

### **2) Population to Be Served**

The target population for homeless shelter services are homeless persons who are unsheltered (living outdoors, in vehicles, or other places not meant for human habitation), as well as those who are experiencing a housing crisis and have no alternative housing options after having been assessed and referred from the Coordinated Entry System (CES). This includes persons with disabilities, little to no income, evictions, criminal convictions, alcohol or substance use issues, mental and physical health challenges, and/or other barriers to maintaining housing. Contractor must follow the process established by County and only accept referrals from County's CES.

The specific population to be served under this Agreement are homeless individuals and households as defined by Categories 1, 2, and 4 of the Department of Housing and Urban Development's (HUD) Homeless Definition Final Rule, current and inclusive of any updates during the term of this Agreement. Households will be identified and referred to the homeless shelter programs through County's CES.

#### **a) Category 1:**

"Literally Homeless" includes an individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:

- i)** Has a primary nighttime residence that is a public or private place not meant for human habitation;
- ii)** Is living in a publicly or privately-operated shelter designated to provide temporary

living arrangements (including congregate shelters, transitional housing, and hotels/motels paid for by charitable organizations or by federal, state, and local government programs); or

- iii) Is exiting an institution where (s)he has resided for 90 days or less and resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.

**b) Category 2:**

“Imminent Risk of Homelessness” includes an individual or family who will imminently lose their primary nighttime residence, provided that:

- i) Residence will be lost within 14 days of the date of application for homeless assistance;
- ii) No subsequent residence has been identified; and
- iii) The individual or family lacks the resources or support networks needed to obtain other permanent housing.

Note: CES will work with each household to identify alternate housing situations, rather than the household entering into homelessness. Households in Category 2 will only be eligible for shelter services after receiving CES/Diversion services and CES determining that the household is in need of shelter and there is no appropriate alternative housing resource.

**c) Category 4:**

“Fleeing/Attempting to flee domestic violence” includes any individual or family who:

- i) Is fleeing, or is attempting to flee, domestic violence;
- ii) Has no other residence; and
- iii) Lacks the resources or support networks to obtain other permanent housing.

Note: For individuals and families who are within Category 4, the Contractor will work with domestic violence service provider, Community Overcoming Relationship Abuse (CORA), to ensure that the household is being served by the most appropriate shelter resource (a general shelter or a shelter specifically for domestic violence survivors) and also that the household is connected to additional resources and supportive services offered by CORA and other organizations for survivors of domestic violence.

**d) San Mateo County Residency**

Program participants will be San Mateo County residents at the time of program enrollment. Case management and housing plans may include strategies for out-of-county permanent housing solutions; however, if a household chooses to move out of County, services under this Agreement would cease, and Contractor would identify resources in the community to which the client moves so the client could continue to receive services in his/her new location.

### **3) Services to Be Provided**

#### **a) Program Philosophy and Design, Contractor will:**

- i)** Develop, document, maintain, and update program policies and procedures to ensure shelter program adheres to County principles and philosophies.
- ii)** Focus on serving the households determined to need shelter at the time of assessment through CES. This entails serving households who are unsheltered or are at imminent risk of being unsheltered, who cannot otherwise be diverted from shelter entry.
- iii)** Accept clients who are referred via CES.
- iv)** Assess clients for the sole purpose of informing clients' housing-focused case plan and determining immediate needs. Service needs or other types of assessments are not to be used to make eligibility and admission decisions.
- v)** Employ Housing First principles and seek to reduce requirements that act as barriers to shelter services. Contractor will not deny admission based on conditions of sobriety and/or an expressed commitment to becoming sober, participation in supportive services or other programming, proof of employment or citizenship, ability to pay, etc.
- vi)** Provide ongoing, comprehensive staff trainings on safety protocols and procedures, job functions and responsibilities, emergency response protocol, and Housing First principles.
- vii)** Train all staff in cultural competence and sensitivity.
- viii)** Maintain written documentation of policies and procedures and update the documents as necessary.
- ix)** Operate in compliance with HUD Equal Access to Housing Final Rule, ensuring that all individuals have equal access and accommodations to shelter, regardless of gender, gender identity, sexual orientation, and/or marital status
- x)** Record data for all clients served in the San Mateo County Clarity Homeless Management Information System (HMIS).
- xi)** Shelter program(s) will obtain and record information of every client who stays in the shelter. Client information, including universal data elements and program-specific data elements, will be accurate, complete, and current.
- xii)** Train staff on HMIS data collection and entry.
- xiii)** Continuously monitor data quality and review data/outcomes and utilize for continuous quality improvement.

#### **b) Shelter Referrals, Contractor will:**

- i)** Only accept clients who have been referred by County via CES. The only exception to this is if the shelter has received approval from the County for a modified referral process for a specific number of beds, as listed below or as updated by the County in writing.

#### **c) Contracted Shelter Beds/ Units, Contractor will:**

- i) Provide 87 family units, of which up to 78 will be “General Units” and 9 units will be “Restricted” units as described below.
- ii) Provide Emergency Shelter (ES) beds and Transitional Shelter (TH) beds to fulfill the role of interim housing, which is short-term shelter program where people are assisted with connecting to permanent housing as quickly as possible. Contractor must obtain approval from County in advance to modify the number of shelter units.
- iii) General units are units that are available only for homeless families in San Mateo County referred by Coordinated Entry System (CES), or referred under the CFS Shelter Bed Protocol that HSA will issue to contractor. The CFS (Children and Family Services) Shelter Bed Protocol will list the maximum number of CFS units and the tracking, reporting and referral process.
- iv) Contractor is authorized to utilize a separate referral process for the following restricted beds/contracted units: up to 9 units to the Department of Veteran Affairs to serve veteran families experiencing homelessness, as shown in the table below.

**(1) Table: Veterans Referral Process**

Shelter	Unit # and Type	CES Units	Restricted Units	Funder	Population
First Step for Families	39 ES*	39	0	N/A	N/A
Family Crossroads	15 TH**	15	0	N/A	N/A
Haven Family House	23 TH	14	Up to 9	VA (HCHV)	Homeless families with at least one member who is a Veteran
Redwood Family House	10 TH	10		N/A	n/a
<b>Totals</b>	<b>87</b>	<b>78</b>	<b>Up to 9</b>		

\*ES=Emergency Shelter

\*\*TH= Transitional Housing

- v) Contractor may not contract any beds/units other than the restricted units listed in the table above, without prior written approval from HSA.
- vi) For the 78 beds identified as general units in the table above, Contractor will only accept clients for those units as referred by the County’s CES or referred via Children and Family Services (CFS) special needs MOU that HSA will issue to contractor.

- vii) Contractor will accept all clients referred by CES and, for the beds under the CFS Shelter Bed Protocol, by CFS, unless there is a specific safety concern with that client or the client is ineligible.
- viii) Contractor will track and report daily on families who were referred in accordance with the special needs MOU between CFS and COH.
- ix) Contractor may also provide some or all of the beds in an alternate location, if approved in writing by County.

**d) Housing Focused Case Management and Service linkages, Contractor will:**

Provide intensive housing-focused case management to all clients to address barriers to housing, resolve current crises, and help each client develop and implement a plan to move into permanent housing as quickly as possible.

- i) Provide effective, housing-focused case management and service linkage to all clients.
- ii) Provide case managers who will engage with and develop a rapport with each client and offer assistance that is relevant and useful to addressing the needs the client has identified as part of their housing plan. Case managers will provide linkages to appropriate services and supports, as well as continued monitoring and follow-up regarding client progress and ongoing needs.
- iii) Provide intensive case management to each client at a ratio of case managers to clients that maximizes the number of clients who will exit to permanent housing and maintain short lengths of stay in shelter.
- iv) Employ a person-centered, strengths-based approach that tailors case management to each client. Effective case management is not a one-size-fits-all model; instead, case managers actively work to identify the unique needs and goals of each client.
- v) Establish a housing plan with the client within 2 weeks of program entry and continue ongoing intensive support to assist the client in implementing the housing plan, and modifying the plan as needed.
- vi) Implement Housing First principles, focusing on addressing each client's housing needs and goals. This means that Contractor shall not deny admission based on sobriety and/or an expressed commitment to becoming sober, participation in supportive services or other programming, proof of employment, etc.
- vii) Use motivational interviewing techniques and other evidence-based practices to engage clients in their housing plans.
- viii) Promote a safe, healthy environment for all clients at all times.
- ix) Maintain a low-barrier program and employ harm-reduction and trauma-informed care to tailor services to each client's needs.
- x) Respond to each client's immediate and short-term service needs, completing an initial housing needs assessment and developing a housing plan with each.
- xi) Work collaboratively with any other programs/staff that provide services to the client while at the shelter (in compliance with client confidentiality and consents) (e.g., a rapid re-housing program case manager, mental health counselor).

- xii)** If a client's care is being transitioned from one case manager to another, the program will make efforts to ensure a smooth transition and continuity of care with the client's new case manager.
- xiii)** Provide linkages to appropriate services and supports, as well as continued monitoring and follow-up regarding the client's progress and ongoing needs.
- xiv)** Offer case management services during regular business hours, as well as during evening and weekend hours, so that clients who have jobs or other daytime commitments will still receive intensive case management services.
- xv)** Offer housing location services to assist clients in identifying and moving into permanent housing. Housing location staff will have knowledge of housing location support and experience related to housing search, landlord recruitment, lease negotiations, and other housing search-related topics. Housing location services identify and assist clients in identifying and locating potential housing options by providing clients with housing leads, training clients on how to find information about housing opportunities, training clients on landlord communication, and tips for submitting applications and providing support to clients in talking to landlords and submitting applications. If a client is enrolled in another program concurrently that includes housing location services (such as a rapid re-housing program or a permanent supportive housing program), staff will collaborate with that other program and ensure no duplication of services.
- xvi)** Strongly encourage clients who are matched with a housing voucher to accept the housing opportunity and assist them with the application process as applicable. Use information regarding housing opportunity rejection or acceptance as part of evaluation of shelter extension requests.

**e) Shelter Operations, Facility Safety, and Disability Accommodations, Contractor will:**

- i)** Provide shelter and homeless services at the following facilities:
  - 1. First Step for Families
  - 2. Family Crossroads
  - 3. Haven Family House
  - 4. Redwood Family House
- ii)** Ensure 24/7 on-site staffing to provide oversight of the site, respond to client situations, and ensure the safety and well-being of all clients.
- iii)** Maintain the ability to receive referrals during weekday business hours from CES and during business hours and nights/weekends for any specialized referral processes established by HSA (such as nighttime one-night bed referrals from a homeless outreach program).
- iv)** Fill vacancies quickly as they become available and as referrals are received by CES.
- v)** Comply with health and safety standards to ensure shelter residents are provided a safe, decent, habitable environment to stay until they find permanent housing.
- vi)** Create and maintain an environment where the safety of clients, staff, and others on-site is prioritized at all times.

- vii)** Embed de-escalation techniques and trauma-centered approaches into all client services.
- viii)** Ensure janitorial services are provided on a regular basis and processes are in place to address time-sensitive janitorial needs that emerge outside of regular hours of janitorial services. Conduct maintenance of the shelter facility and grounds, including regular upkeep, and address any facility items that develop.
- ix)** Maintain appropriate staffing levels at all times to ensure ongoing safety and security of the program, provide oversight of the site, respond to client situations and needs, ensure safety and well-being of all clients, conduct de-escalation, and conduct intakes for new clients.
- x)** Conduct referral intakes during weekday business hours, nights, and weekends.
- xi)** Clients may be encouraged to spend time off-site in the community on housing search activities, employment, and other activities; however, there are no hours that clients have to leave the shelter.
- xii)** Provide the physical site for the shelter and all supplies, furniture, fixtures, and equipment necessary for shelter services, including bedding, sheets, furniture for clients, furniture for staff offices, etc.
- xiii)** Ensure that the physical setup of the site maximizes client well-being, including providing as much privacy as possible in sleeping areas, secure storage of personal possessions, and sufficient space to meet the needs of clients (including sufficient space for clients during sleeping hours and daytime hours).
- xiv)** Ensure sufficient space to provide individual and small group meetings on site.
- xv)** Accommodate service animals and emotional support animals of clients.
- xvi)** Employ Housing First principles and avoid program entry requirements that act as barriers to shelter services.
- xvii)** Operate in compliance with the Department of Housing and Urban Development's (HUD) Equal Access to Housing Final Rule, ensuring that all individuals have equal access and accommodations to shelter, regardless of gender, gender identity, sexual orientation, and/or marital status.
- xviii)** Operate in compliance with the Violence Against Women Act (VAWA), ensuring that all survivors of domestic violence, dating violence, sexual assault, and/or stalking have equal access to protections and shelter, regardless of gender, gender identity, and/or sexual orientation.
- xix)** Conduct regular visual inspections of all areas of the site to ensure safety and security of all clients and staff, and to identify and respond to any possible client or facility issues.
- xx)** Adhere to all applicable local, state, and federal safety and health guidelines.
- xxi)** Maintain shelter policies to minimize risk of COVID-19 exposure for clients and staff. Ensure policies comply with all applicable COVID-19 Public Health protocols. Current San Mateo County Health guidance is that shelters should follow California Department of Public Health guidance for homeless shelters, available at <https://www.cdph.ca.gov/Programs/CID/DCDC/Pages/COVID-19/infection-control-guidance-clients-congregate-shelter-including->

homelessness.aspx. These guidelines may change over time, and shelters must comply with current guidelines at all times.

- xxii)** Ensure all staff are qualified and trained for their position.
- xxiii)** Provide ongoing supervision and oversight of all program staff to ensure consistency and quality of services.
- xxiv)** Provide ongoing, comprehensive staff training on job functions and responsibilities, client-centered services, and emergency response protocol.
- xxv)** Use involuntary exits as a last resort strategy. Instead of involuntary exits, program staff should support clients to manage conflict and/or any other problems that may be presented during their program stay.
- xxvi)** Provide adequate staff training on health and safety measures to promote a comfortable, welcoming, safe environment for all shelter residents. This includes training on emergencies, de-escalation, and crisis prevention.
- xxvii)** Ensure there are staff who can speak English and Spanish. Contractor will have processes in place to provide services to clients who speak languages other than English and Spanish.
- xxviii)** Involve people with lived experience of homelessness as staff and/or in other roles. Establish and maintain structures for people with lived experience of homelessness, including past and current shelter clients, to provide input on program and agency operations, policies, and services, and on quality improvement strategies.
- xxix)** Maintain written documentation of policies and procedures and update the documents as necessary.
- xxx)** Provide voluntary opportunities for on-site group activities and events to foster a sense of community and provide opportunities for connections between clients (while maintaining compliance with all Public Health guidelines).

**f) Food Services, Contractor will:**

Offer nutritious meals for breakfast, lunch, and dinner for all clients.

- i)** Provide three meals a day, 7 days a week, 365 days a year to all clients. Food will be made available via food pantries for units that have access to a kitchen to prepare their own meals.
- ii)** Provide nutritious food and be responsive to preferences and dietary restrictions to ensure that there are food options for all clients.
- iii)** Adhere to all applicable local, state, and federal safety and health guidelines surrounding food handling.

**g) Quality Assurance and Continuous Quality Improvement, Contractor will:**

- i)** Conduct quality assurance and continuous quality improvement, including ongoing training, coaching, and internal review to ensure quality and consistency of services, and adherence to policies and procedures.

- ii) Conduct ongoing reviews of services and documentation of services (file reviews), and data quality.
- iii) Implement systematic processes to collect ongoing feedback from clients and other stakeholders.

**h) Program Policies, Procedures, and Training, Contractor will:**

- i) Maintain all policies, procedures, and tools for staff, and ensure that they are updated to be in alignment with current HUD guidance as appropriate, CES best practices, and County's CES structure as determined by the County.
- ii) Continually review shelter policies, manuals, and procedures. Contractor will review all policies, manuals, and procedures at least once per Fiscal Year (FY), defined as July 1 through June 30, to ensure alignment with housing first principles, housing-focused services, County's CES structure, equal access, fair housing/accommodations, mandated reporting, incident reporting, HMIS data entry, and other key topics for shelter operations (or more often per Contractor internal plans or per County's request).
- iii) Review onboarding training for all shelter staff to ensure alignment with Housing First principles, housing-focused services, County's CES structure, equal access, fair housing/accommodations, mandated reporting, incident reporting, HMIS data entry, de-escalation techniques and crisis response, and other key topics for shelter operations.

**i) Additional Responsibilities, Contractor will:**

- i) Maintain compliance with AB1991.
- ii) Provide services that are culturally appropriate to the populations served.
- iii) Maintain policies, procedures, and tools for staff and update as needed to align with Housing First principles and enable shelter staff to identify and serve the hardest-to-serve.
- iv) Provide low-barrier services, meaning that participants are not screened out or discharged from the program based on having too little or no income, an active or history of substance abuse, a criminal record, or perceived "lack of motivation" or lack of participation in shelter services/programs.
- v) All client records will be entered into Clarity/ HMIS database.
- vi) Monitor to ensure all client information is entered in a timely, complete, and accurate manner, as soon as possible after a service is provided. Under all circumstances, data entry will be completed within two business days of the service provision.
- vii) Train staff on data entry processes and conduct quality assurance reviews.
- viii) Ensure internal processes and procedures to train its staff who have access to Clarity on the security and confidentiality principles and on the Clarity HMIS Privacy Policy documents.
- ix) Share and protect information in the Clarity system as set forth in the Clarity HMIS Privacy Policy documents and as required by law.

- x)** Share and protect information in the Clarity system as set forth in the Clarity HMIS Privacy Policy documents and as required by law.
- xi)** Regularly run reports in Clarity to review the data and outcomes of the program.
- xii)** Apply for/pursue existing and additional funding from a variety of potential funding sources, including private foundations, individual donations, corporate giving, grants, and public funding opportunities, in order to maintain a diverse mix of funding sources.
- xiii)** Maintain process to thoroughly investigate any alleged incident involving clients.
- xiv)** Identify and address any staffing, staff training, facility improvement, policy/protocol/procedure, or other changes necessary to address the incident and prevent future incidents.
- xv)** Submit reports of all critical incidents to HSA within 24 hours. Critical incidents include any of the following: death, suicide attempt, assault of a client or staff member, potential communicable disease exposure, and any significant incident. Contractor will also provide copies of incident reports to HSA for additional non-critical incidents weekly.
- xvi)** Participate in County's Homeless System Redesign/strategic plan implementation and CES.
- xvii)** Participate in point-in-time counts and surveys.
- xviii)** Participate in Continuum of Care meetings and HSA Homeless and Safety Net provider meetings.
- xix)** Provide a budget summarizing how the contract funds will be spent. Contractor will need approval from HSA for any budget change requests.

**Revised Exhibit B- Payments and Rates**

In consideration of the services provided by Contractor described in Exhibit A and subject to the terms of the Agreement, County shall pay Contractor based on the following fee schedule and terms:

**1) Contractor will:**

- a) Invoice County for actual costs incurred based on the budget below for services shown in Exhibit A.
- b) Invoice County on a quarterly basis for services shown in Exhibit A based on the budget provided in Exhibit B. The invoice will include, at a minimum, the following information:
  - i) Vendor Address
  - ii) HSA Administrative Address: 500 County Center, 1<sup>st</sup> Floor, Redwood City, CA 94063
  - iii) Remit payment address
  - iv) Agreement number
  - v) Service location
  - vi) Description of service
  - vii) Shelter name
  - viii) Cost of service
  - ix) Term/Dates of service
- c) Submit separate itemized invoices for each shelter accompanied by a line-item accounting for quarterly expenditures and evidence of work performed, costs incurred, and methodology for calculating billed expenditures. County may request additional backup documents for expenses incurred for invoice processing. County reserves the right to withhold payment if the County determines there was insufficient backup documentation provided.
- d) Submit quarterly invoices electronically to Jenel Lim at [jclim@smcgov.org](mailto:jclim@smcgov.org), or designee by the 20th of the following month, as outlined in the table below. Due to the County’s year-end close, the invoice for services rendered in June is due by June 20th (unless HSA provides a different due date in writing).

i) Invoicing Period

Invoicing Period	Due Date
Q1 (July - September)	October 20th
Q2 (October - December)	January 20th
Q3 (January - March)	April 20th
Q4 (April - June)	June 20th

ii) Budget per Fiscal Year

One Invoice for each program	Allowable Costs	Budget FY 2023-24	Budget FY 2024-25	Budget FY 2025-26	Budget FY 2026-27	Budget FY 2027-28
First Step for Families	Operating Expenses, Direct Client Support, Salaries and Wages, and Administration Costs	\$ 639,263	\$ 652,048	\$ 698,371	\$ 726,327	\$ 726,327
Family Crossroads	Operating Expenses, Direct Client Support, Salaries and Wages, and Administration Costs	\$ 581,134	\$ 592,757	\$ 634,867	\$ 660,282	\$ 660,282
Haven Family House	Operating Expenses, Direct Client Support, Salaries and Wages, and Administration Costs	\$ 458,190	\$ 467,354	\$ 500,556	\$ 520,593	\$ 520,593
Redwood Family House	Operating Expenses, Direct Client Support, Salaries and Wages, and Administration Costs	\$ 447,518	\$ 456,468	\$ 488,896	\$ 508,468	\$ 508,468
<b>Total FY Budget</b>		<b>\$ 2,126,105</b>	<b>\$ 2,168,627</b>	<b>\$ 2,322,690</b>	<b>\$ 2,415,670</b>	<b>\$ 2,415,670</b>

2) County will:

- a. Pay contractor upon receipt and approval of invoices, including backup documentation and required reports.
- b. Have the right to withhold payment if the County determines that the quantity or quality of the work performed is unacceptable. If County finds that the quantity or quality of work is unacceptable, County shall notify Contractor in writing with a detailed statement and plan to correct the performance. Contractor shall respond to County within fifteen (15) days of receipt of the statement with a plan to confirm what steps will be taken to correct performance.
- c. Have the option to adjust costs, including annual allocation amounts and across each year, each service or shelter, to meet service goals as agreed upon by both parties and approved by County in writing, so long as it does not exceed the total Agreement obligation.
- d. County shall have the option to adjust, modify, or add related services to meet its project/program goals, and adjust costs accordingly, as long as it does not exceed the total agreement obligation and is not restricted by any grant or specific funding agreements.

## Revised Exhibit B1 – Budgets

### 1) Haven Family House

#### a) Fiscal Year 2023 -24

Program: Haven Family House					
FY 23-24					
Line Item	Total Program Budget	Funding Request		DOH Grants	HSA Funding
<b>Revenue</b>					
Funding being requested via this RFP		\$ 544,255			
<i>List any other funding planned</i>					
First Five	\$ 4,500				
S/MC ESG Shelter Ops	\$ 85,729				
VA Families	\$ 360,000				
City of Menlo Park	\$ 20,000				
Private Revenue (Restricted to S/MC Shelters)	\$ 75,000				
<b>Total Revenue</b>	<b>\$ 545,229</b>	<b>\$ 544,255</b>		<b>\$ 86,065</b>	<b>\$ 458,190</b>
<b>Expense</b>					
<b>Personnel Expense</b>			<b>FTE</b>		
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs	Total Salary Costs		Total Salary Costs	Total Salary Costs
Program Directors	\$ 81,577	\$ 40,789	1.0		\$ 40,789
Assistant Program Directors	\$ -	\$ -	0.0		\$ -
Case Managers	\$ 121,409	\$ 42,773	2.0	\$ 36,412	\$ 6,361
Child Services Coordinators	\$ 111,009	\$ 55,505	2.0		\$ 55,505
Residential Services Coordinators	\$ 62,332	\$ 35,427	1.4		\$ 35,427
Associate Director	\$ 13,047	\$ 13,047	0.1		\$ 13,047
Programs VP	\$ 7,123	\$ 7,123	0.1		\$ 7,123
MSW Director	\$ 4,914	\$ 4,914	0.1		\$ 4,914
BPH Director	\$ 6,026	\$ 6,026	0.1		\$ 6,026
Sr. Director W&E	\$ 9,407	\$ 9,407	0.1		\$ 9,407
Director of Ed	\$ 2,352	\$ 2,352	0.1		\$ 2,352
Education Programs Coordinator	\$ 2,129	\$ 2,129	0.1		\$ 2,129
Education Initiatives Manager	\$ 2,866	\$ 2,866	0.1		\$ 2,866
Benefits (Direct Labor)	\$ 176,039	\$ 92,278	0.0	\$ 10,811	\$ 81,467
					\$ -
<b>subtotal personnel</b>	<b>\$ 600,230</b>	<b>\$ 314,635.00</b>	<b>7.2</b>	<b>\$ 47,223.00</b>	<b>\$ 267,412.00</b>
<b>Direct Expenses</b>					
Safety/Security	\$ 3,456	\$ 3,456		\$ -	\$ 3,456
Utilities	\$ 78,000	\$ 30,000		\$ 30,000	\$ -
Phones	\$ 840	\$ -		\$ -	\$ -
Client assistance	\$ 825	\$ -		\$ -	\$ -
Maintenance/Repairs	\$ 80,480	\$ 32,400		\$ -	\$ 32,400
Equipment & Furniture	\$ 28,601	\$ 16,385		\$ -	\$ 16,385
Equip. Leases	\$ 6,220	\$ 4,000		\$ -	\$ 4,000
Rent	\$ -	\$ -		\$ -	\$ -
Food	\$ 12,000	\$ 2,000		\$ -	\$ 2,000
Transportation	\$ 2,400	\$ 2,400		\$ -	\$ 2,400
Property Taxes	\$ 15,000	\$ -		\$ -	\$ -
<b>subtotal direct expenses</b>	<b>\$ 227,822</b>	<b>\$ 90,641</b>		<b>\$ 30,000</b>	<b>\$ 60,641</b>
<b>Operating Expenses</b>					
Maintenance Staff	\$ 49,123	\$ 23,026		\$ -	\$ 23,026
Benefits (Indirect Labor)	\$ 20,386	\$ 9,556			\$ 9,556
Maintenance Supplies	\$ 12,500	\$ 949		\$ -	\$ 949
Corp Ops/Insurance	\$ 168,452	\$ 45,570		\$ -	\$ 45,570
IT	\$ 43,231	\$ 10,400		\$ -	\$ 10,400
Miscellaneous	\$ 10,000	\$ -			\$ -
<b>subtotal operating expenses</b>	<b>\$ 308,692</b>	<b>\$ 89,501</b>		<b>\$ -</b>	<b>\$ 89,501</b>
<b>Admin Expense</b>					
Administrative Expense	\$ 192,396	\$ 49,478		\$ 8,842	\$ 40,636
<b>subtotal admin expense</b>	<b>\$ 192,396</b>	<b>\$ 49,478</b>		<b>\$ 8,842</b>	<b>\$ 40,636</b>
<b>Total Expenses</b>	<b>\$ 1,324,140</b>	<b>\$ 544,255</b>		<b>\$ 86,065</b>	<b>\$ 458,190</b>

**b) Fiscal Year 2024 -25**

Program: Haven Family House					
FY 24-25					
Line Item	Total Program Budget	Funding Request		Funding from DOH Grants or Other County Funds	HSA Funding
<b>Revenue</b>					
Funding being requested via this RFP		\$ 555,255			
<i>list any other funding planned</i>					
First Five	\$ 4,500				
SMC ESG Shelter Ops	\$ 85,729				
VA Families	\$ 360,000				
City of Menlo Park	\$ 20,000				
Private Revenue (Restricted to SMC Shelters)	\$ 75,000				
<b>Total Revenue</b>	<b>\$ 545,229</b>	<b>\$ 555,255</b>		<b>\$ 87,901</b>	<b>\$ 467,354</b>
<b>Expense</b>					
<b>Personnel Expense</b>			<b>FTE</b>		
<i>List all staff positions, their salary, and the FTE for this program</i>	<b>Program Costs</b>	<b>Total Salary Costs</b>		<b>Total Salary Costs</b>	<b>Total Salary Costs</b>
Program Directors	\$ 84,024	\$ 40,789	1.0	\$ -	\$ 40,789
Assistant Program Directors	\$ -	\$ -	0.0	\$ -	\$ -
Case Managers	\$ 125,051	\$ 42,775	2.0	\$ 37,140	\$ 5,633
Child Services Coordinators	\$ 114,339	\$ 55,505	2.0	\$ -	\$ 55,505
Residential Services Coordinators	\$ 64,202	\$ 35,427	1.4	\$ -	\$ 35,427
Associate Director	\$ 13,438	\$ 13,047	0.1	\$ -	\$ 13,047
Programs VP	\$ 7,337	\$ 7,123	0.1	\$ -	\$ 7,123
MSW Director	\$ 5,061	\$ 4,914	0.1	\$ -	\$ 4,914
BPH Director	\$ 6,207	\$ 6,026	0.1	\$ -	\$ 6,026
Sr. Director W&E	\$ 9,689	\$ 9,407	0.1	\$ -	\$ 9,407
Director of Ed	\$ 2,423	\$ 2,352	0.1	\$ -	\$ 2,352
Education Programs Coordinator	\$ 2,193	\$ 2,129	0.1	\$ -	\$ 2,129
Education Initiatives Manager	\$ 2,952	\$ 2,866	0.1	\$ -	\$ 2,866
Benefits (Direct Labor)	\$ 181,320	\$ 92,278	0.0	\$ 11,027	\$ 81,251
<b>subtotal personnel</b>	<b>\$ 618,236</b>	<b>\$ 314,635.00</b>	<b>7.2</b>	<b>\$ 48,167.46</b>	<b>\$ 266,467.54</b>
<b>Direct Expenses</b>					
Safety/Security	\$ 3,456	\$ 3,456		\$ -	\$ 3,456
Utilities	\$ 78,000	\$ 30,000		\$ 30,000	\$ -
Phones	\$ 840	\$ -		\$ -	\$ -
Client assistance	\$ 825	\$ -		\$ -	\$ -
Maintenance/Repairs	\$ 80,480	\$ 32,400		\$ -	\$ 32,400
Equipment & Furniture	\$ 28,601	\$ 16,385		\$ -	\$ 16,385
Equip. Leases	\$ 6,220	\$ 4,000		\$ -	\$ 4,000
Rent	\$ -	\$ -		\$ -	\$ -
Food	\$ 12,000	\$ 2,000		\$ -	\$ 2,000
Transportation	\$ 2,400	\$ 2,400		\$ -	\$ 2,400
Property Taxes	\$ 15,000	\$ -		\$ -	\$ -
<b>subtotal direct expenses</b>	<b>\$ 227,822</b>	<b>\$ 90,641</b>		<b>\$ 30,000</b>	<b>\$ 60,641</b>
<b>Operating Expenses</b>					
Maintenance Staff	\$ 50,597	\$ 23,026		\$ -	\$ 23,026
Benefits (Indirect Labor)	\$ 20,998	\$ 9,556		\$ -	\$ 9,556
Maintenance Supplies	\$ 12,500	\$ 949		\$ -	\$ 949
Corp Ops/Insurance	\$ 168,452	\$ 45,570		\$ -	\$ 45,570
IT	\$ 43,231	\$ 20,400		\$ -	\$ 20,400
Miscellaneous	\$ 10,000	\$ -		\$ -	\$ -
<b>subtotal operating expenses</b>	<b>\$ 305,778</b>	<b>\$ 99,501</b>		<b>\$ -</b>	<b>\$ 99,501</b>
<b>Admin Expense</b>					
Administrative Expense	\$ 195,812	\$ 50,478		\$ 9,734	\$ 40,744
<b>subtotal admin expense</b>	<b>\$ 195,812</b>	<b>\$ 50,478</b>		<b>\$ 9,734</b>	<b>\$ 40,744</b>
<b>Total Expenses</b>	<b>\$ 1,347,648</b>	<b>\$ 555,255</b>		<b>\$ 87,901</b>	<b>\$ 467,354</b>

**c) Fiscal Year 2025-26**

Program: Haven Family House Shelter Ops			
FY 25-26			
Line Item	Total Program Budget	SMC HSA	
<b>Revenue</b>			
<b>Total HSA Funding</b>		\$500,555	
<i>list any other funding planned below</i>			
VA Families	\$360,000		
City of Menlo Park	\$15,000		
First Five	\$4,500		
San Mateo County DOH SESG	\$80,952		
San Mateo County DOH PLHA	\$109,968		
Private Revenue (Restricted to SMC Shelters)	\$44,644		
<b>Total Revenue</b>	<b>\$615,064</b>	<b>\$500,555</b>	
<b>Expense</b>			
Personnel Expense			<b>FTE</b>
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs		
Program Directors	\$97,760	\$75,788	1.0
Assistant Program Directors			0.0
Case Managers	\$145,059	\$27,601	2.0
Child Services Coordinators	\$128,960	\$33,505	2.0
Residential Services Coordinators	\$69,888	\$60,506	1.4
Director SMC Shelters & Services	\$14,270		0.1
Programs VP	\$7,557		0.1
Director of Social Work Services	\$5,213	\$4,914	0.1
BPH Director	\$6,393		0.1
Senior Director Clinical Services and Training	\$9,979	\$9,407	0.1
Director of Ed	\$2,496	\$2,352	0.1
Education Programs Coordinator	\$2,259	\$600	0.1
Manager of Children and Family Services	\$3,041		0.1
Maintenance Staff	\$52,115	\$34,026	
Benefits (Direct Labor)	\$223,446	\$101,967	
<b>subtotal personnel</b>	<b>\$768,436</b>	<b>\$350,666</b>	<b>7.2</b>

Direct Expenses			
Client Subsidies	\$500	\$500	
Client Supplies	\$400		
Client Food	\$12,000	\$1,000	
Client Food Supplies	\$2,000	\$500	
Utilities	\$78,000	\$16,000	
Service Repairs & Maint.	\$80,480	\$32,400	
Program/Maint. Supplies	\$12,500	\$3,949	
Phone/Internet/TV	\$28,000	\$5,800	
Mileage	\$400	\$200	
Automobile Fleet Management	\$2,000	\$670	
Equip. & Furniture	\$28,601	\$16,385	
Prop Tax,Permit,Lic	\$15,000		
Contracted Services	\$3,456	\$3,456	
Equip. Lease and Rental	\$6,220	\$4,000	
<b>subtotal direct expenses</b>	<b>\$269,557</b>	<b>\$84,860</b>	
Admin Expense			
Administrative Expense	\$190,295	\$65,029	
<b>subtotal admin expense</b>	<b>\$190,295</b>	<b>\$65,029</b>	
<b>Total Expenses</b>	<b>\$1,497,845</b>	<b>\$500,555</b>	

**d) Fiscal Year 2026-27**

<b>Program: Haven Family House Shelter Ops</b>		
<b>FY 26-27</b>		
Line Item	<b>Total Program Budget</b>	<b>SMC HSA</b>
<b>Revenue</b>		
<b>Total HSA Funding</b>		\$520,593
VA Families	\$360,000	
City of Menlo Park	\$15,000	
First Five	\$4,500	
San Mateo County DOH SESG	\$80,952	
San Mateo County DOH PLHA	\$109,968	
Private Revenue (Restricted to SMC Shelters)	\$44,644	
<b>Total Revenue</b>	<b>\$615,064</b>	<b>\$520,593</b>

Expense			
Personnel Expense			FTE
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs		
Program Directors	\$100,693	\$78,062	1.0
Assistant Program Directors			0.0
Case Managers	\$149,411	\$13,277	2.0
Child Services Coordinators	\$132,829	\$34,510	2.0
Residential Services Coordinators	\$71,985	\$62,321	1.4
Director SMC Shelters & Services	\$14,698		0.1
Programs VP	\$7,784		0.1
Director of Social Work Services	\$5,369	\$5,061	0.1
BPH Director	\$6,585		0.1
Senior Director Clinical Services and Training	\$10,278	\$9,689	0.1
Director of Ed	\$2,571	\$2,423	0.1
Education Programs Coordinator	\$2,327	\$618	0.1
Manager of Children and Family Services	\$3,132		0.1
Maintenance Staff	\$53,678	\$35,047	
Benefits (Direct Labor)	\$230,149	\$98,813	
<b>subtotal personnel</b>	<b>\$791,489</b>	<b>\$339,821</b>	<b>7.2</b>
Direct Expenses			
Client Subsidies	\$560	\$560	
Client Supplies	\$412		
Client Food	\$12,360	\$1,000	
Client Food Supplies	\$2,060	\$500	
Utilities	\$80,340	\$52,866	
Service Repairs & Maint.	\$82,894	\$37,738	
Program/Maint. Supplies	\$12,875	\$4,067	
Phone/Internet/TV	\$28,840	\$5,974	
Mileage	\$412	\$206	
Automobile Fleet Management	\$2,060	\$690	
Equip. & Furniture	\$29,459	\$16,877	
Prop Tax,Permit,Lic	\$15,450		
Contracted Services	\$3,560	\$3,560	
Equip. Lease and Rental	\$6,407	\$4,120	
<b>subtotal direct expenses</b>	<b>\$277,689</b>	<b>\$128,158</b>	

Admin Expense			
Administrative Expense	\$196,387	\$52,614	
<b>subtotal admin expense</b>	<b>\$196,387</b>	<b>\$52,614</b>	
<b>Total Expenses</b>	<b>\$1,543,253</b>	<b>\$520,593</b>	

**e) Fiscal Year 2027-28**

<b>Program: Haven Family House Shelter Ops</b>			
<b>FY 27-28</b>			
Line Item	<b>Total Program Budget</b>	<b>SMC HSA</b>	
<b>Revenue</b>			
<b>Total HSA Funding</b>		\$520,593	
<i>list any other funding planned below</i>			
VA Families	\$360,000		
City of Menlo Park	\$15,000		
First Five	\$4,500		
San Mateo County DOH SESG	\$80,952		
San Mateo County DOH PLHA	\$109,968		
Private Revenue (Restricted to SMC Shelters)	\$44,644		
<b>Total Revenue</b>	<b>\$615,064</b>	<b>\$520,593</b>	
<b>Expense</b>			
<b>Personnel Expense</b>			<b>FTE</b>
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs		
Program Directors	\$103,714	\$78,062	1.0
Assistant Program Directors			0.0
Case Managers	\$153,893	\$13,277	2.0
Child Services Coordinators	\$136,814	\$34,510	2.0
Residential Services Coordinators	\$74,144	\$62,321	1.4
Director SMC Shelters & Services	\$15,139		0.1
Programs VP	\$8,017		0.1
Director of Social Work Services	\$5,530	\$5,061	0.1
BPH Director	\$6,782		0.1
Senior Director Clinical Services and Training	\$10,587	\$9,689	0.1
Director of Ed	\$2,648	\$2,423	0.1

Education Programs Coordinator	\$2,397	\$618	0.1
Manager of Children and Family Services	\$3,226		0.1
Maintenance Staff	\$55,289	\$35,047	
Benefits (Direct Labor)	\$237,054	\$98,813	
<b>subtotal personnel</b>	<b>\$815,234</b>	<b>\$339,821</b>	<b>7.2</b>
Direct Expenses			
Client Subsidies	\$577	\$560	
Client Supplies	\$424		
Client Food	\$12,731	\$1,000	
Client Food Supplies	\$2,122	\$500	
Utilities	\$82,750	\$52,866	
Service Repairs & Maint.	\$85,381	\$37,738	
Program/Maint. Supplies	\$13,261	\$4,067	
Phone/Internet/TV	\$29,705	\$5,974	
Mileage	\$424	\$206	
Automobile Fleet Management	\$2,122	\$690	
Equip. & Furniture	\$30,343	\$16,877	
Prop Tax,Permit,Lic	\$15,914		
Contracted Services	\$3,666	\$3,560	
Equip. Lease and Rental	\$6,599	\$4,120	
<b>subtotal direct expenses</b>	<b>\$286,019</b>	<b>\$128,158</b>	
Admin Expense			
Administrative Expense	\$201,884	\$52,614	
<b>subtotal admin expense</b>	<b>\$201,884</b>	<b>\$52,614</b>	
<b>Total Expenses</b>	<b>\$1,589,157</b>	<b>\$520,593</b>	

## 2) First Step for Families

### a) Fiscal Year 2023-24

Program: First Step for Families					
FY 23-24					
Line Item	Total Program Budget	Funding Request		DOH Grants	HSA Funding
<b>Revenue</b>					
Funding being requested via this RFP		\$ 940,603			
<i>list any other funding planned</i>					
H.S.A. Special Needs	\$ 91,050				
FirstFive	\$ 4,500				
Cityof San Mateo CDBG	\$ 12,800				
Cityof Burlingame	\$ 8,300				
Cityof San Carlos	\$ 25,000				
Town of Colma	\$ 4,000				
FEMA(SMC) FSF	\$ 157,353				
Cityof Foster City	\$ 10,000				
SMC Shelter OPS. DoHCDBG	\$ 42,800				
PLHA	\$ 125,000				
Private Revenue (Restricted to SMC Shelters)	\$ 75,000				
<b>Total Revenue</b>	<b>\$ 555,803</b>	<b>\$ 940,603</b>		<b>\$ 301,340</b>	<b>\$ 639,263</b>
<b>Expense</b>					
<b>Personnel Expense</b>			<b>FTE</b>		
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs	Total Salary Costs			
Program Directors	\$ 81,577	\$ 40,789	1.0		\$ 40,789
Assistant Program Directors	\$ 71,663	\$ 35,832	1.0		\$ 35,832
Case Managers	\$ 182,113	\$ 64,159	3.0	\$ 64,159	\$ -
Child Services Coordinators	\$ 111,009	\$ 55,505	2.0		\$ 55,505
Residential Services Coordinators	\$ 382,895	\$ 133,568	8.6	\$ 71,913	\$ 61,655
Associate Director	\$ 39,140	\$ 39,140	0.3		\$ 39,140
Programs VP	\$ 7,123	\$ -	0.1		\$ -
MSW Director	\$ 4,914	\$ -	0.1		\$ -
BPH Director	\$ 6,026	\$ -	0.1		\$ -
Sr. Director W&E	\$ 9,407	\$ -	0.1		\$ -
Director of Ed	\$ 2,352	\$ -	0.1		\$ -
Education Programs Coordinator	\$ 2,129	\$ -	0.1		\$ -
Education Initiatives Manager	\$ 2,866	\$ -	0.1		\$ -
Benefits (Direct Labor)	\$ 374,834	\$ 153,132	0.0	\$ 29,285	\$ 123,847
<b>subtotal personnel</b>	<b>\$ 1,278,048</b>	<b>\$ 522,124</b>	<b>16.6</b>	<b>\$ 165,357</b>	<b>\$ 356,767</b>
<b>Direct Expenses</b>					
Safety/Security	\$ 7,872	\$ 3,000		\$ 1,340	\$ 1,660
Utilities	\$ 110,000	\$ 50,000		\$ 10,335	\$ 39,665
Phones	\$ 5,040	\$ -			\$ -
Client assistance	\$ 5,000	\$ -			\$ -
Maintenance/Repairs	\$ 134,755	\$ 42,000		\$ 14,502	\$ 27,498
Equipment & Furniture	\$ 24,876	\$ 14,251		\$ 3,457	\$ 10,794
Equip. Leases	\$ 11,208	\$ 11,208		\$ 1,560	\$ 9,648
Rent	\$ -	\$ -			\$ -
Food	\$ 14,000	\$ 2,000		\$ 2,000	\$ -
Transportation	\$ 2,632	\$ 2,632		\$ 674	\$ 1,958
Property Taxes	\$ 50,000	\$ 20,000		\$ 4,768	\$ 15,232
<b>subtotal direct expenses</b>	<b>\$ 365,383</b>	<b>\$ 145,091</b>		<b>\$ 38,636</b>	<b>\$ 106,455</b>
<b>Operating Expenses</b>					
Maintenance Staff	\$ 63,850	\$ 29,930		\$ 11,283	\$ 18,647
Benefits (Indirect Labor)	\$ 26,498	\$ 12,421		\$ 12,421	\$ -
Maintenance Supplies	\$ 26,765	\$ 2,031			\$ 2,031
Corp Ops/Insurance	\$ 218,811	\$ 83,577		\$ 27,890	\$ 55,687
IT	\$ 129,694	\$ 52,200		\$ 17,391	\$ 34,809
Miscellaneous	\$ 20,000	\$ 8,000			\$ 8,000
<b>subtotal operating expenses</b>	<b>\$ 485,618</b>	<b>\$ 188,159</b>		<b>\$ 68,985</b>	<b>\$ 119,174</b>
<b>Admin Expense</b>					
Administrative Expense	\$ 36,1938	\$ 85,229		\$ 28,362	\$ 56,867
<b>subtotal admin expense</b>	<b>\$ 36,1938</b>	<b>\$ 85,229</b>		<b>\$ 28,362</b>	<b>\$ 56,867</b>
<b>Total Expenses</b>	<b>\$ 2,490,987</b>	<b>\$ 940,603</b>		<b>\$ 301,340</b>	<b>\$ 639,263</b>

**b) Fiscal Year 2024-25**

Program: First Step for Families					
FY 24-25					
Line Item	Total Program Budget	Funding Request		Funding from DOH Grants Or Other County Funds	HSA Funding
<b>Revenue</b>					
Funding being requested via this RFP		\$ 957,873			
<i>List any other funding planned</i>					
H.S.A. Special Needs	\$ 91,050				
First Five	\$ 4,500				
City of San Mateo CDBG	\$ 12,800				
City of Burlingame	\$ 8,300				
City of San Carlos	\$ 25,000				
Town of Colma	\$ 4,000				
FEMA(SMC) FSF	\$ 157,353				
City of Foster City	\$ 10,000				
SMC Shelter OPS, DoH CDBG	\$ 42,800				
PLHA	\$ 125,000				
Private Revenue (Restricted to SMC Shelters)	\$ 75,000				
<b>Total Revenue</b>	<b>\$ 555,803</b>	<b>\$ 957,873</b>		<b>\$ 305,825</b>	<b>\$ 652,048</b>
<b>Expense</b>					
<b>Personnel Expense</b>			<b>FTE</b>		
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs	Total Salary Costs			
Program Directors	\$ 84,024	\$ 40,789	1.0	\$ -	\$ 40,789
Assistant Program Directors	\$ 73,813	\$ 35,832	1.0	\$ -	\$ 35,832
Case Managers	\$ 187,576	\$ 64,159	3.0	\$ 64,159	\$ -
Child Services Coordinators	\$ 114,339	\$ 55,505	2.0	\$ -	\$ 55,505
Residential Services Coordinators	\$ 394,382	\$ 133,568	8.6	\$ 73,351	\$ 60,217
Associate Director	\$ 40,314	\$ 39,140	0.3	\$ -	\$ 39,140
Programs VP	\$ 7,337	\$ -	0.1	\$ -	\$ -
MSW Director	\$ 5,061	\$ -	0.1	\$ -	\$ -
BPH Director	\$ 6,207	\$ -	0.1	\$ -	\$ -
Sr. Director W&E	\$ 9,689	\$ -	0.1	\$ -	\$ -
Director of Ed	\$ 2,423	\$ -	0.1	\$ -	\$ -
Education Programs Coordinator	\$ 2,193	\$ -	0.1	\$ -	\$ -
Education Initiatives Manager	\$ 2,952	\$ -	0.1	\$ -	\$ -
Benefits (Direct Labor)	\$ 386,079	\$ 153,132	0.0	\$ 29,871	\$ 123,261
<b>subtotal personnel</b>	<b>\$ 1,316,389</b>	<b>\$ 522,124</b>	<b>16.6</b>	<b>\$ 167,381</b>	<b>\$ 354,743</b>
<b>Direct Expenses</b>					
Safety/Security	\$ 7,872	\$ 3,000		\$ 1,367	\$ 1,633
Utilities	\$ 110,000	\$ 50,000		\$ 10,542	\$ 39,458
Phones	\$ 5,040	\$ -		\$ -	\$ -
Client assistance	\$ 5,000	\$ -		\$ -	\$ -
Maintenance/Repairs	\$ 134,755	\$ 42,000		\$ 14,792	\$ 27,208
Equipment & Furniture	\$ 24,876	\$ 14,251		\$ 3,526	\$ 10,725
Equip. Leases	\$ 11,208	\$ 11,208		\$ 1,591	\$ 9,617
Rent	\$ -	\$ -		\$ -	\$ -
Food	\$ 14,000	\$ 2,000		\$ 2,000	\$ -
Transportation	\$ 2,632	\$ 2,632		\$ 687	\$ 1,945
Property Taxes	\$ 50,000	\$ 20,000		\$ 4,863	\$ 15,137
<b>subtotal direct expenses</b>	<b>\$ 365,383</b>	<b>\$ 145,091</b>		<b>\$ 39,369</b>	<b>\$ 105,722</b>
<b>Operating Expenses</b>					
Maintenance Staff	\$ 65,766	\$ 29,930		\$ 11,509	\$ 18,421
Benefits (Indirect Labor)	\$ 27,293	\$ 12,421		\$ 12,421	\$ -
Maintenance Supplies	\$ 26,765	\$ 2,031		\$ -	\$ 2,031
Corp Ops/Insurance	\$ 218,811	\$ 83,577		\$ 28,448	\$ 55,129
IT	\$ 129,694	\$ 67,900		\$ 17,739	\$ 50,161
Miscellaneous	\$ 20,000	\$ 8,000		\$ -	\$ 8,000
<b>subtotal operating expenses</b>	<b>\$ 488,329</b>	<b>\$ 203,859</b>		<b>\$ 70,116</b>	<b>\$ 133,743</b>
<b>Admin Expense</b>					
Administrative Expense	\$ 368,917	\$ 86,799		\$ 28,959	\$ 57,840
<b>subtotal admin expense</b>	<b>\$ 368,917</b>	<b>\$ 86,799</b>		<b>\$ 28,959</b>	<b>\$ 57,840</b>
<b>Total Expenses</b>	<b>\$ 2,539,018</b>	<b>\$ 957,873</b>		<b>\$ 305,825</b>	<b>\$ 652,048</b>

**c) Fiscal Year 2025-26**

<b>Program: First Step for Families Shelter Ops</b>			
<b>FY 25-26</b>			
Line Item	Total Program Budget	SMC HSA	
<b>Revenue</b>			
<b>Total HSA Funding</b>		\$698,371	
<i>list any other funding planned below</i>			
San Mateo County DOH Federal ESG	\$109,426		
San Mateo County DOH PLHA	\$80,887		
Town of Colma	\$5,000		
City of San Mateo	\$16,400		
Private Revenue (Restricted to SMC Shelters)	\$33,000		
<b>Total Revenue</b>	<b>\$244,713</b>	<b>\$698,371</b>	
<b>Expense</b>			
<b>Personnel Expense</b>			<b>FTE</b>
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs		
Program Directors	\$97,760	\$74,789	1.0
Assistant Program Directors	\$81,910	\$53,832	1.0
Case Managers	\$187,200	\$15,000	3.0
Child Services Coordinators	\$120,640	\$24,505	2.0
Residential Services Coordinators	\$429,312	\$141,347	8.6
Director SMC Shelters & Services	\$42,813	\$27,140	0.3
Programs VP	\$7,557		0.1
Director of Social Work Services	\$5,213		0.1
BPH Director	\$6,393		0.1
Senior Director Clinical Services and Training	\$9,979		0.1
Director of Ed	\$2,496		0.1
Education Programs Coordinator	\$2,259		0.1
Manager of Children and Family Services	\$3,041		0.1
Maintenance Staff	\$34,000	\$18,191	
Benefits (Direct Labor)	\$422,535	\$145,470	
<b>subtotal personnel</b>	<b>\$1,453,108</b>	<b>\$500,274</b>	<b>16.6</b>

Direct Expenses			
Client Subsidies	\$2,000	\$500	
Client Supplies	\$6,000		
Client Food	\$30,000		
Client Food Supplies	\$10,000		
Utilities	\$155,855	\$38,812	
Service Repairs & Maint.	\$72,000	\$26,912	
Program/Maint. Supplies	\$30,500	\$8,031	
Phone/Internet/TV	\$27,000		
Mileage	\$1,600	\$1,131	
Automobile Fleet Management	\$1,400	\$800	
Equip. & Furniture	\$46,100	\$10,654	
Prop Tax,Permit,Lic	\$56,000	\$9,039	
Contracted Services	\$3,000	\$1,606	
Equip. Lease and Rental	\$11,208	\$9,585	
<b>subtotal direct expenses</b>	<b>\$452,663</b>	<b>\$107,070</b>	
Admin Expense			
Administrative Expense	\$345,545	\$91,027	
<b>subtotal admin expense</b>	<b>\$345,545</b>	<b>\$91,027</b>	
<b>Total Expenses</b>	<b>\$2,703,979</b>	<b>\$698,371</b>	

**d) Fiscal Year -2026-27**

<b>Program: First Step for Families Shelter Ops</b>		
<b>FY 26-27</b>		
Line Item	<b>Total Program Budget</b>	<b>SMC HSA</b>
<b>Revenue</b>		
<b>Total HSA Funding</b>		\$726,328
<i>list any other funding planned below</i>		
San Mateo County DOH Federal ESG	\$109,426	
San Mateo County DOH PLHA	\$80,887	
Town of Colma	\$5,000	
City of San Mateo	\$16,400	
Private Revenue (Restricted to SMC Shelters)	\$33,000	
<b>Total Revenue</b>	<b>\$244,713</b>	<b>\$726,328</b>

Expense			
Personnel Expense			FTE
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs		
Program Directors	\$100,693	\$77,032	1.0
Assistant Program Directors	\$84,367	\$55,447	1.0
Case Managers	\$192,816	\$15,450	3.0
Child Services Coordinators	\$124,259	\$25,240	2.0
Residential Services Coordinators	\$442,191	\$124,447	8.6
Director SMC Shelters & Services	\$44,097	\$27,954	0.3
Programs VP	\$7,784		0.1
Director of Social Work Services	\$5,369		0.1
BPH Director	\$6,585		0.1
Senior Director Clinical Services and Training	\$10,278		0.1
Director of Ed	\$2,571		0.1
Education Programs Coordinator	\$2,327		0.1
Manager of Children and Family Services	\$3,132		0.1
Maintenance Staff	\$35,020	\$18,737	
Benefits (Direct Labor)	\$435,211	\$141,166	
<b>subtotal personnel</b>	<b>\$1,496,701</b>	<b>\$485,473</b>	<b>16.6</b>
Direct Expenses			
Client Subsidies	\$2,060	\$500	
Client Supplies	\$6,180		
Client Food	\$30,900		
Client Food Supplies	\$10,300		
Utilities	\$160,531	\$96,204	
Service Repairs & Maint.	\$74,160	\$27,719	
Program/Maint. Supplies	\$31,415	\$8,272	
Phone/Internet/TV	\$27,810		
Mileage	\$1,648	\$1,165	
Automobile Fleet Management	\$1,442	\$824	
Equip. & Furniture	\$47,483	\$10,974	
Prop Tax,Permit,Lic	\$57,680	\$9,310	
Contracted Services	\$3,090	\$1,654	
Equip. Lease and Rental	\$11,544	\$9,872	
<b>subtotal direct expenses</b>	<b>\$466,243</b>	<b>\$166,494</b>	

Admin Expense			
Administrative Expense	\$357,828	\$74,361	
<b>subtotal admin expense</b>	<b>\$357,828</b>	<b>\$74,361</b>	
<b>Total Expenses</b>	<b>\$2,787,015</b>	<b>\$726,328</b>	

**e) Fiscal Year 2027-28**

<b>Program: First Step for Families Shelter Ops</b>			
<b>FY 27-28</b>			
Line Item	<b>Total Program Budget</b>	<b>SMC HSA</b>	
<b>Revenue</b>			
<b>Total HSA Funding</b>		\$726,328	
<i>list any other funding planned below</i>			
San Mateo County DOH Federal ESG	\$109,426		
San Mateo County DOH PLHA	\$80,887		
Town of Colma	\$5,000		
City of San Mateo	\$16,400		
Private Revenue (Restricted to SMC Shelters)	\$33,000		
<b>Total Revenue</b>	<b>\$244,713</b>	<b>\$726,328</b>	
<b>Expense</b>			
Personnel Expense			<b>FTE</b>
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs		
Program Directors	\$103,714	\$77,032	1.0
Assistant Program Directors	\$86,898	\$55,447	1.0
Case Managers	\$198,600	\$15,450	3.0
Child Services Coordinators	\$127,987	\$25,240	2.0
Residential Services Coordinators	\$455,457	\$124,447	8.6
Director SMC Shelters & Services	\$45,420	\$27,954	0.3
Programs VP	\$8,017		0.1

Director of Social Work Services	\$5,530		0.1
BPH Director	\$6,782		0.1
Senior Director Clinical Services and Training	\$10,587		0.1
Director of Ed	\$2,648		0.1
Education Programs Coordinator	\$2,397		0.1
Manager of Children and Family Services	\$3,226		0.1
Maintenance Staff	\$36,071	\$18,737	
Benefits (Direct Labor)	\$448,267	\$141,166	
<b>subtotal personnel</b>	<b>\$1,541,602</b>	<b>\$485,473</b>	<b>16.6</b>
Direct Expenses			
Client Subsidies	\$2,122	\$500	
Client Supplies	\$6,365		
Client Food	\$31,827		
Client Food Supplies	\$10,609		
Utilities	\$165,347	\$96,204	
Service Repairs & Maint.	\$76,385	\$27,719	
Program/Maint. Supplies	\$32,357	\$8,272	
Phone/Internet/TV	\$28,644		
Mileage	\$1,697	\$1,165	
Automobile Fleet Management	\$1,485	\$824	
Equip. & Furniture	\$48,907	\$10,974	
Prop Tax,Permit,Lic	\$59,410	\$9,310	
Contracted Services	\$3,183	\$1,654	
Equip. Lease and Rental	\$11,891	\$9,872	
<b>subtotal direct expenses</b>	<b>\$480,230</b>	<b>\$166,494</b>	
Admin Expense			
Administrative Expense	\$368,562	\$74,361	
<b>subtotal admin expense</b>	<b>\$368,562</b>	<b>\$74,361</b>	
<b>Total Expenses</b>	<b>\$2,870,624</b>	<b>\$726,328</b>	

### 3) Family Crossroads

#### a) Fiscal Year 2023-24

Program: Family Crossroads			
FY 23-24			
Line Item	Total Program Budget	Funding Request	
<b>Revenue</b>			
Funding being requested via this RFP		\$ 581,134	
<i>list any other funding planned</i>			
CDBG Daly City	\$ 18,000		
CDBG San Francisco	\$ 26,250		
Private Revenue (Restricted to SMC Shelters)	\$ 50,000		
<b>Total Revenue</b>	<b>\$ 94,250</b>	<b>\$ 581,134</b>	
<b>Expense</b>			
<b>Personnel Expense</b>			<b>FTE</b>
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs	Total Salary Costs	
Program Directors	\$ 40,789	\$ 40,789	0.5
Assistant Program Directors	\$ -	\$ -	0.0
Case Managers	\$ 60,704	\$ 21,386	1.0
Child Services Coordinators	\$ 55,504	\$ 51,956	1.0
Residential Services Coordinators	\$ 142,473	\$ 80,976	3.2
Associate Director	\$ 13,047	\$ 13,047	0.1
Programs VP	\$ 7,123	\$ 7,123	0.1
MSW Director	\$ 4,914	\$ 4,914	0.1
BPH Director	\$ 6,026	\$ 6,026	0.1
Sr. Director W&E	\$ 9,407	\$ 9,407	0.1
Director of Ed	\$ 2,352	\$ 2,352	0.1
Education Programs Coordinator	\$ 2,129	\$ 2,129	0.1
Education Initiatives Manager	\$ 2,866	\$ 2,866	0.1
Benefits (Direct Labor)	\$ 144,144	\$ 100,833	0.0
<b>subtotal personnel</b>	<b>\$ 491,478</b>	<b>\$ 343,804</b>	<b>6.5</b>
<b>Direct Expenses</b>			
Safety/Security	\$ 7,367	\$ 4,000	
Utilities	\$ 45,451	\$ 34,000	
Phones	\$ 840	\$ 840	
Client assistance	\$ 2,000	\$ 1,000	
Maintenance/Repairs	\$ 51,390	\$ 24,000	
Equipment & Furniture	\$ 14,711	\$ 8,427	
Equip. Leases	\$ 3,886	\$ 3,886	
Rent	\$ -	\$ -	
Food	\$ 9,000	\$ 4,000	
Transportation	\$ 4,000	\$ 2,000	
Property Taxes	\$ 5,000	\$ 2,000	
<b>subtotal direct expenses</b>	<b>\$ 143,645</b>	<b>\$ 84,153</b>	
<b>Operating Expenses</b>			
Maintenance Staff	\$ 31,475	\$ 14,754	
Benefits (Indirect Labor)	\$ 13,062	\$ 6,123	
Maintenance Supplies	\$ 6,192	\$ 470	
Corp Ops/Insurance	\$ 107,934	\$ 50,000	
IT	\$ 48,635	\$ 25,000	
Miscellaneous	\$ 10,000	\$ 4,000	
<b>subtotal operating expenses</b>	<b>\$ 217,298</b>	<b>\$ 100,347</b>	
<b>Admin Expense</b>			
Administrative Expense	\$ 144,912	\$ 52,830	
<b>subtotal admin expense</b>	<b>\$ 144,912</b>	<b>\$ 52,830</b>	
<b>Total Expenses</b>	<b>\$ 997,333</b>	<b>\$ 581,134</b>	

**b) Fiscal Year 2024-25**

Program: Family Crossroads			
FY 24-25			
Line Item	Total Program Budget	Funding Request	
<b>Revenue</b>			
Funding being requested via this RFP		\$ 592,757	
<i>list any other funding planned</i>			
CDBG Daly City	\$ 18,000		
CDBG San Francisco	\$ 26,250		
Private Revenue (Restricted to SMC Shelters)	\$ 50,000		
<b>Total Revenue</b>	<b>\$ 94,250</b>	<b>\$ 592,757</b>	
<b>Expense</b>			
<b>Personnel Expense</b>			<b>FTE</b>
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs	Total Salary Costs	
Program Directors	\$ 42,013	\$ 40,789	0.5
Assistant Program Directors	\$ -	\$ -	0.0
Case Managers	\$ 62,525	\$ 21,386	1.0
Child Services Coordinators	\$ 57,169	\$ 51,956	1.0
Residential Services Coordinators	\$ 146,747	\$ 80,976	3.2
Associate Director	\$ 13,438	\$ 13,047	0.1
Programs VP	\$ 7,337	\$ 7,123	0.1
MSW Director	\$ 5,061	\$ 4,914	0.1
BPH Director	\$ 6,207	\$ 6,026	0.1
Sr. Director W&E	\$ 9,689	\$ 9,407	0.1
Director of Ed	\$ 2,423	\$ 2,352	0.1
Education Programs Coordinator	\$ 2,193	\$ 2,129	0.1
Education Initiatives Manager	\$ 2,952	\$ 2,866	0.1
Benefits (Direct Labor)	\$ 148,468	\$ 100,833	0.0
<b>subtotal personnel</b>	<b>\$ 506,222</b>	<b>\$ 343,804</b>	<b>6.5</b>
<b>Direct Expenses</b>			
Safety/Security	\$ 7,367	\$ 4,000	
Utilities	\$ 45,451	\$ 34,000	
Phones	\$ 840	\$ 840	
Client assistance	\$ 2,000	\$ 1,000	
Maintenance/Repairs	\$ 51,390	\$ 24,000	
Equipment & Furniture	\$ 14,711	\$ 8,427	
Equip. Leases	\$ 3,886	\$ 3,886	
Rent	\$ -	\$ -	
Food	\$ 9,000	\$ 4,000	
Transportation	\$ 4,000	\$ 2,000	
Property Taxes	\$ 5,000	\$ 2,000	
<b>subtotal direct expenses</b>	<b>\$ 143,645</b>	<b>\$ 84,153</b>	
<b>Operating Expenses</b>			
Maintenance Staff	\$ 32,419	\$ 14,754	
Benefits (Indirect Labor)	\$ 13,454	\$ 6,123	
Maintenance Supplies	\$ 6,192	\$ 470	
Corp Ops/Insurance	\$ 107,934	\$ 50,000	
IT	\$ 48,635	\$ 35,000	
Miscellaneous	\$ 10,000	\$ 4,000	
<b>subtotal operating expenses</b>	<b>\$ 218,634</b>	<b>\$ 110,347</b>	
<b>Admin Expense</b>			
Administrative Expense	\$ 147,645	\$ 54,453	
<b>subtotal admin expense</b>	<b>\$ 147,645</b>	<b>\$ 54,453</b>	
<b>Total Expenses</b>	<b>\$ 1,016,146</b>	<b>\$ 592,757</b>	

**c) Fiscal Year 2025-26**

<b>Program: Family Crossroads Shelter Ops</b>			
<b>FY 25-26</b>			
Line Item	Total Program Budget	SMC HSA	
<b>Revenue</b>			
<b>Total HSA Funding</b>		\$634,867	
<i>list any other funding planned below</i>			
City of Daly City	\$18,000		
City of South San Francisco	\$26,250		
Private Revenue (Restricted to SMC Shelters)	\$45,000		
<b>Total Revenue</b>	<b>\$89,250</b>	<b>\$634,867</b>	
<b>Expense</b>			
Personnel Expense			<b>FTE</b>
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs		
Program Directors	\$47,642	\$47,642	0.5
Assistant Program Directors			0.0
Case Managers	\$65,520	\$24,814	1.0
Child Services Coordinators	\$58,240	\$52,995	1.0
Residential Services Coordinators	\$153,088	\$150,218	3.2
Director SMC Shelters & Services	\$15,000	\$15,000	0.1
Programs VP	\$7,557		0.1
Director of Social Work Services	\$12,557	\$4,500	0.1
BPH Director	\$6,393		0.1
Senior Director Clinical Services and Training	\$16,588	\$3,000	0.1
Director of Ed	\$11,729	\$4,000	0.1
Education Programs Coordinator	\$2,259		0.1
Manager of Children and Family Services	\$9,828	\$1,600	0.1
Maintenance Staff	\$34,000	\$25,049	
Benefits (Direct Labor)	\$180,564	\$134,815	
<b>subtotal personnel</b>	<b>\$620,965</b>	<b>\$463,633</b>	<b>6.5</b>

<b>Direct Expenses</b>			
Client Subsidies	\$1,600	\$1,520	
Client Supplies	\$500	\$500	
Client Food	\$8,000	\$4,080	
Client Food Supplies	\$1,000		
Utilities	\$46,000	\$34,680	
Service Repairs & Maint.	\$60,000	\$24,480	
Program/Maint. Supplies	\$13,000	\$2,884	
Phone/Internet/TV	\$27,000	\$6,857	
Mileage	\$240	\$240	
Automobile Fleet Management	\$1,400	\$800	
Equip. & Furniture	\$14,711	\$8,596	
Prop Tax,Permit,Lic	\$5,000	\$2,040	
Contracted Services	\$1,400	\$1,080	
Equip. Lease and Rental	\$3,886	\$1,464	
<b>subtotal direct expenses</b>	<b>\$183,737</b>	<b>\$89,221</b>	
<b>Admin Expense</b>			
Administrative Expense	\$147,610	\$82,013	
<b>subtotal admin expense</b>	<b>\$147,610</b>	<b>\$82,013</b>	
<b>Total Expenses</b>	<b>\$1,136,049</b>	<b>\$634,867</b>	

**d) Fiscal Year 2026-27**

<b>Program: Family Crossroads Shelter Ops</b>		
<b>FY 26-27</b>		
Line Item	<b>Total Program Budget</b>	<b>SMC HSA</b>
<b>Revenue</b>		
<b>Total HSA Funding</b>		\$660,281
<i>list any other funding planned below</i>		
City of Daly City	\$18,000	
City of South San Francisco	\$26,250	
Private Revenue (Restricted to SMC Shelters)	\$45,000	
<b>Total Revenue</b>	<b>\$89,250</b>	<b>\$660,281</b>

<b>Expense</b>			
Personnel Expense			<b>FTE</b>
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs		
Program Directors	\$49,071	\$42,853	0.5
Assistant Program Directors			0.0
Case Managers	\$67,486	\$25,558	1.0
Child Services Coordinators	\$59,987	\$54,585	1.0
Residential Services Coordinators	\$157,681	\$141,724	3.2
Director SMC Shelters & Services	\$15,450	\$15,450	0.1
Programs VP	\$7,784		0.1
Director of Social Work Services	\$12,934	\$4,635	0.1
BPH Director	\$6,585		0.1
Senior Director Clinical Services and Training	\$17,086	\$3,090	0.1
Director of Ed	\$12,081	\$4,120	0.1
Education Programs Coordinator	\$2,327		0.1
Manager of Children and Family Services	\$10,123	\$1,648	0.1
Maintenance Staff	\$35,020	\$25,800	
Benefits (Direct Labor)	\$185,981	\$130,980	
<b>subtotal personnel</b>	<b>\$639,594</b>	<b>\$450,443</b>	<b>6.5</b>
<b>Direct Expenses</b>			
Client Subsidies	\$1,648	\$1,566	
Client Supplies	\$515	\$515	
Client Food	\$8,240	\$4,202	
Client Food Supplies	\$1,030		
Utilities	\$47,380	\$47,380	
Service Repairs & Maint.	\$61,800	\$61,800	
Program/Maint. Supplies	\$13,390	\$3,246	
Phone/Internet/TV	\$27,810	\$7,063	
Mileage	\$247	\$247	
Automobile Fleet Management	\$1,442	\$824	
Equip. & Furniture	\$15,152	\$8,854	
Prop Tax,Permit,Lic	\$5,150	\$2,101	
Contracted Services	\$1,442	\$1,112	
Equip. Lease and Rental	\$4,003	\$1,655	
<b>subtotal direct expenses</b>	<b>\$189,249</b>	<b>\$140,565</b>	
<b>Admin Expense</b>			
Administrative Expense	\$152,038	\$69,273	
<b>subtotal admin expense</b>	<b>\$152,038</b>	<b>\$69,273</b>	
<b>Total Expenses</b>	<b>\$1,170,130</b>	<b>\$660,281</b>	

**e) Fiscal Year 2027-28**

<b>Program: Family Crossroads Shelter Ops</b>			
<b>FY 27-28</b>			
Line Item	Total Program Budget	SMC HSA	
<b>Revenue</b>			
<b>Total HSA Funding</b>		\$660,281	
<i>list any other funding planned below</i>			
City of Daly City	\$18,000		
City of South San Francisco	\$26,250		
Private Revenue (Restricted to SMC Shelters)	\$45,000		
<b>Total Revenue</b>	<b>\$89,250</b>	<b>\$660,281</b>	
<b>Expense</b>			
Personnel Expense			<b>FTE</b>
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs		
Program Directors	\$50,543	\$42,853	0.5
Assistant Program Directors			0.0
Case Managers	\$69,510	\$25,558	1.0
Child Services Coordinators	\$61,787	\$54,585	1.0
Residential Services Coordinators	\$162,411	\$141,724	3.2
Director SMC Shelters & Services	\$15,914	\$15,450	0.1
Programs VP	\$8,017		0.1
Director of Social Work Services	\$13,322	\$4,635	0.1
BPH Director	\$6,782		0.1
Senior Director Clinical Services and Training	\$17,598	\$3,090	0.1
Director of Ed	\$12,443	\$4,120	0.1
Education Programs Coordinator	\$2,397		0.1
Manager of Children and Family Services	\$10,427	\$1,648	0.1
Maintenance Staff	\$36,071	\$25,800	
Benefits (Direct Labor)	\$191,561	\$130,980	
<b>subtotal personnel</b>	<b>\$658,782</b>	<b>\$450,443</b>	<b>6.5</b>

<b>Direct Expenses</b>			
Client Subsidies	\$1,697	\$1,566	
Client Supplies	\$530	\$515	
Client Food	\$8,487	\$4,202	
Client Food Supplies	\$1,061		
Utilities	\$48,801	\$47,380	
Service Repairs & Maint.	\$63,654	\$61,800	
Program/Maint. Supplies	\$13,792	\$3,246	
Phone/Internet/TV	\$28,644	\$7,063	
Mileage	\$255	\$247	
Automobile Fleet Management	\$1,485	\$824	
Equip. & Furniture	\$15,607	\$8,854	
Prop Tax,Permit,Lic	\$5,305	\$2,101	
Contracted Services	\$1,485	\$1,112	
Equip. Lease and Rental	\$4,123	\$1,655	
<b>subtotal direct expenses</b>	<b>\$194,927</b>	<b>\$140,565</b>	
<b>Admin Expense</b>			
Administrative Expense	\$156,600	\$69,273	
<b>subtotal admin expense</b>	<b>\$156,600</b>	<b>\$69,273</b>	
<b>Total Expenses</b>	<b>\$1,205,236</b>	<b>\$660,281</b>	

**4) Redwood Family House**

**a) Fiscal Year 2023-24**

Program: Redwood Family House			
FY 23-24			
Line Item	Total Program Budget	Funding Request	
<b>Revenue</b>			
Funding being requested via this RFP		\$ 447,518	
<i>list any other funding planned</i>			
City of Redwood City	\$ 34,800		
HUD Redwood Family House	\$ 133,750		
Private Revenue (Restricted to SMC Shelters)	\$ -		
<b>Total Revenue</b>	<b>\$ 168,550</b>	<b>\$ 447,518</b>	
<b>Expense</b>			
<b>Personnel Expense</b>			<b>FTE</b>
<i>List all staff positions, their salary, and the FTE for this program</i>			
	Program Costs	Total Salary Costs	
Program Directors	\$ 40,789	\$ 40,789	0.5
Assistant Program Directors	\$ -	\$ -	0.0
Case Managers	\$ 60,704	\$ -	1.0
Child Services Coordinators	\$ 55,504	\$ 27,752	1.0
Residential Services Coordinators	\$ 142,473	\$ 44,522	3.2
Associate Director	\$ 13,047	\$ 13,047	0.1
Programs VP	\$ 7,123	\$ 7,123	0.1
MSW Director	\$ 4,914	\$ 4,914	0.1
BPH Director	\$ 6,026	\$ 6,026	0.1
Sr. Director W&E	\$ 9,407	\$ 9,407	0.1
Director of Ed	\$ 2,352	\$ 2,352	0.1
Education Programs Coordinator	\$ 2,129	\$ 2,129	0.1
Education Initiatives Manager	\$ 2,866	\$ 2,866	0.1
Benefits (Direct Labor)	\$ 144,144	\$ 66,785	0.0
<b>subtotal personnel</b>	<b>\$ 491,478</b>	<b>\$ 227,712</b>	<b>6.5</b>
<b>Direct Expenses</b>			
Safety/Security	\$ 5,057	\$ 5,057	
Utilities	\$ 40,910	\$ 40,260	
Phones	\$ 840	\$ 840	
Client assistance	\$ 1,200	\$ 1,200	
Maintenance/Repairs	\$ 51,340	\$ 32,000	
Equipment & Furniture	\$ 19,092	\$ 10,937	
Equip. Leases	\$ 3,437	\$ 3,437	
Rent	\$ 4,800	\$ 4,800	
Food	\$ 10,000	\$ 10,000	
Transportation	\$ 1,000	\$ 1,000	
Property Taxes	\$ -	\$ -	
<b>subtotal direct expenses</b>	<b>\$ 137,676</b>	<b>\$ 109,531</b>	
<b>Operating Expenses</b>			
Maintenance Staff	\$ 15,552	\$ 7,290	
Benefits (Indirect Labor)	\$ 6,454	\$ 3,025	
Maintenance Supplies	\$ 13,104	\$ 994	
Corp Ops/Insurance	\$ 53,331	\$ 28,000	
IT	\$ 48,635	\$ 24,000	
Miscellaneous	\$ 10,000	\$ 8,000	
<b>subtotal operating expenses</b>	<b>\$ 147,076</b>	<b>\$ 71,309</b>	
<b>Admin Expense</b>			
Administrative Expense	\$ 131,959	\$ 38,966	
<b>subtotal admin expense</b>	<b>\$ 131,959</b>	<b>\$ 38,966</b>	
<b>Total Expenses</b>	<b>\$ 908,189</b>	<b>\$ 447,518</b>	

**b) Fiscal Year 2024-25**

Program: Redwood Family House			
FY 24-25			
Line Item	Total Program Budget	Funding Request	
<b>Revenue</b>			
<b>Funding being requested via this RFP</b>		\$ 456,468	
<i>list any other funding planned</i>			
City of Redwood City	\$ 34,800		
HUD Redwood Family House	\$ 133,750		
Private Revenue (Restricted to SMC Shelters)	\$ -		
<b>Total Revenue</b>	<b>\$ 168,550</b>	<b>\$ 456,468</b>	
<b>Expense</b>			
<b>Personnel Expense</b>			<b>FTE</b>
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs	Total Salary Costs	
Program Directors	\$ 42,013	\$ 40,789	0.5
Assistant Program Directors	\$ -	\$ -	0.0
Case Managers	\$ 62,525	\$ -	1.0
Child Services Coordinators	\$ 57,169	\$ 27,752	1.0
Residential Services Coordinators	\$ 146,747	\$ 44,522	3.2
Associate Director	\$ 13,438	\$ 13,047	0.1
Programs VP	\$ 7,337	\$ 7,123	0.1
MSW Director	\$ 5,061	\$ 4,914	0.1
BPH Director	\$ 6,207	\$ 6,026	0.1
Sr. Director W&E	\$ 9,689	\$ 9,407	0.1
Director of Ed	\$ 2,423	\$ 2,352	0.1
Education Programs Coordinator	\$ 2,193	\$ 2,129	0.1
Education Initiatives Manager	\$ 2,952	\$ 2,866	0.1
Benefits (Direct Labor)	\$ 148,468	\$ 66,785	0.0
<b>subtotal personnel</b>	<b>\$ 506,222</b>	<b>\$ 227,712</b>	<b>6.5</b>
<b>Direct Expenses</b>			
Safety/Security	\$ 5,057	\$ 5,057	
Utilities	\$ 40,910	\$ 40,260	
Phones	\$ 840	\$ 840	
Client assistance	\$ 1,200	\$ 1,200	
Maintenance/Repairs	\$ 51,340	\$ 32,000	
Equipment & Furniture	\$ 19,092	\$ 10,937	
Equip. Leases	\$ 3,437	\$ 3,437	
Rent	\$ 4,800	\$ 4,800	
Food	\$ 10,000	\$ 10,000	
Transportation	\$ 1,000	\$ 1,000	
Property Taxes	\$ -	\$ -	
<b>subtotal direct expenses</b>	<b>\$ 137,676</b>	<b>\$ 109,531</b>	
<b>Operating Expenses</b>			
Maintenance Staff	\$ 16,019	\$ 7,290	
Benefits (Indirect Labor)	\$ 6,648	\$ 3,025	
Maintenance Supplies	\$ 13,104	\$ 994	
Corp Ops/Insurance	\$ 53,331	\$ 28,000	
IT	\$ 48,635	\$ 34,000	
Miscellaneous	\$ 10,000	\$ 8,000	
<b>subtotal operating expenses</b>	<b>\$ 147,737</b>	<b>\$ 81,309</b>	
<b>Admin Expense</b>			
Administrative Expense	\$ 134,578	\$ 37,916	
<b>subtotal admin expense</b>	<b>\$ 134,578</b>	<b>\$ 37,916</b>	
<b>Total Expenses</b>	<b>\$ 926,213</b>	<b>\$ 456,468</b>	

**c) Fiscal Year 2025-26**

<b>Program: Redwood Family House Shelter Ops</b>			
<b>FY 25-26</b>			
Line Item	<b>Total Program Budget</b>	<b>SMC HSA</b>	
<b>Revenue</b>			
<b>Total HSA Funding</b>		\$488,897	
<i>list any other funding planned below</i>			
HUD	\$139,350		
City of Redwood City	\$34,800		
Private Revenue (Restricted to SMC Shelters)	\$22,500		
<b>Total Revenue</b>	<b>\$196,650</b>	<b>\$488,897</b>	
<b>Expense</b>			
<b>Personnel Expense</b>			<b>FTE</b>
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs		
Program Directors	\$47,642	\$41,604	0.5
Assistant Program Directors			0.0
Case Managers	\$67,704		1.0
Child Services Coordinators	\$65,499	\$28,307	1.0
Residential Services Coordinators	\$153,088	\$121,167	3.2
Director SMC Shelters & Services	\$14,270	\$5,000	0.1
Programs VP	\$7,557		0.1
Director of Social Work Services	\$5,213		0.1
BPH Director	\$6,393		0.1
Senior Director Clinical Services and Training	\$9,979	\$5,000	0.1
Director of Ed	\$2,496		0.1
Education Programs Coordinator	\$2,259		0.1
Manager of Children and Family Services	\$9,828	\$5,000	0.1
Maintenance Staff	\$16,500	\$16,500	
Benefits (Direct Labor)	\$167,455	\$91,257	
<b>subtotal personnel</b>	<b>\$575,883</b>	<b>\$313,835</b>	<b>6.5</b>

<b>Direct Expenses</b>			
Client Subsidies	\$8,000	\$1,224	
Client Supplies	\$600	\$600	
Client Food	\$9,000	\$9,600	
Client Food Supplies	\$1,000		
Rent	\$5,000	\$896	
Utilities	\$42,000	\$33,065	
Service Repairs & Maint.	\$55,000	\$32,640	
Program/Maint. Supplies	\$13,104	\$8,014	
Phone/Internet/TV	\$25,000	\$9,857	
Mileage	\$420	\$420	
Automobile Fleet Management	\$600	\$600	
Equip. & Furniture	\$19,092	\$7,203	
Prop Tax,Permit,Lic			
Contracted Services	\$5,158	\$5,158	
Equip. Lease and Rental	\$3,506	\$3,506	
<b>subtotal direct expenses</b>	<b>\$187,480</b>	<b>\$112,783</b>	
<b>Admin Expense</b>			
Administrative Expense	\$138,526	\$62,279	
<b>subtotal admin expense</b>	<b>\$138,526</b>	<b>\$62,279</b>	
<b>Total Expenses</b>	<b>\$1,089,369</b>	<b>\$488,897</b>	

**d) Fiscal Year 2026-27**

<b>Program: Redwood Family House Shelter Ops</b>		
<b>FY 26-27</b>		
<b>Line Item</b>	<b>Total Program Budget</b>	<b>SMC HSA</b>
<b>Revenue</b>		
<b>Total HSA Funding</b>		\$508,468
<i>list any other funding planned below</i>		
HUD	\$139,350	
City of Redwood City	\$34,800	
Private Revenue (Restricted to SMC Shelters)	\$22,500	
<b>Total Revenue</b>	<b>\$196,650</b>	<b>\$508,468</b>

<b>Expense</b>			
Personnel Expense			<b>FTE</b>
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs		
Program Directors	\$49,071	\$42,853	0.5
Assistant Program Directors			0.0
Case Managers	\$69,735		1.0
Child Services Coordinators	\$67,464	\$29,155	1.0
Residential Services Coordinators	\$157,681	\$110,002	3.2
Director SMC Shelters & Services	\$14,698	\$5,150	0.1
Programs VP	\$7,784		0.1
Director of Social Work Services	\$5,369		0.1
BPH Director	\$6,585		0.1
Senior Director Clinical Services and Training	\$10,278	\$5,150	0.1
Director of Ed	\$2,571		0.1
Education Programs Coordinator	\$2,327		0.1
Manager of Children and Family Services	\$10,123	\$5,150	0.1
Maintenance Staff	\$16,995	\$16,995	
Benefits (Direct Labor)	\$172,479	\$87,927	
<b>subtotal personnel</b>	<b>\$593,160</b>	<b>\$302,382</b>	<b>6.5</b>
<b>Direct Expenses</b>			
Client Subsidies	\$8,240	\$1,261	
Client Supplies	\$618	\$618	
Client Food	\$9,270	\$9,888	
Client Food Supplies	\$1,030		
Rent	\$5,150	\$923	
Utilities	\$43,260	\$43,260	
Service Repairs & Maint.	\$58,751	\$58,751	
Program/Maint. Supplies	\$13,497	\$8,254	
Phone/Internet/TV	\$25,750	\$16,508	
Mileage	\$433	\$433	
Automobile Fleet Management	\$618	\$618	
Equip. & Furniture	\$19,665	\$7,419	
Prop Tax,Permit,Lic			
Contracted Services	\$5,313	\$5,313	
Equip. Lease and Rental	\$3,611	\$3,611	
<b>subtotal direct expenses</b>	<b>\$195,205</b>	<b>\$156,857</b>	
<b>Admin Expense</b>			
Administrative Expense	\$143,073	\$49,229	
<b>subtotal admin expense</b>	<b>\$143,073</b>	<b>\$49,229</b>	
<b>Total Expenses</b>	<b>\$1,126,644</b>	<b>\$508,468</b>	

e) **Fiscal Year 2027-28**

<b>Program: Redwood Family House Shelter Ops</b>			
<b>FY 27-28</b>			
Line Item	<b>Total Program Budget</b>	<b>SMC HSA</b>	
<b>Revenue</b>			
<b>Total HSA Funding</b>		\$508,468	
<i>list any other funding planned below</i>			
HUD	\$139,350		
City of Redwood City	\$34,800		
Private Revenue (Restricted to SMC Shelters)	\$22,500		
<b>Total Revenue</b>	<b>\$196,650</b>	<b>\$508,468</b>	
<b>Expense</b>			
<b>Personnel Expense</b>			<b>FTE</b>
<i>List all staff positions, their salary, and the FTE for this program</i>	Program Costs		
Program Directors	\$50,543	\$42,853	0.5
Assistant Program Directors			0.0
Case Managers	\$71,827		1.0
Child Services Coordinators	\$69,488	\$29,155	1.0
Residential Services Coordinators	\$162,411	\$110,002	3.2
Director SMC Shelters & Services	\$15,139	\$5,150	0.1
Programs VP	\$8,017		0.1
Director of Social Work Services	\$5,530		0.1
BPH Director	\$6,782		0.1
Senior Director Clinical Services and Training	\$10,587	\$5,150	0.1
Director of Ed	\$2,648		0.1
Education Programs Coordinator	\$2,397		0.1
Manager of Children and Family Services	\$10,427	\$5,150	0.1
Maintenance Staff	\$17,505	\$16,995	
Benefits (Direct Labor)	\$177,654	\$87,927	
<b>subtotal personnel</b>	<b>\$610,955</b>	<b>\$302,382</b>	<b>6.5</b>

<b>Direct Expenses</b>			
Client Subsidies	\$8,487	\$1,261	
Client Supplies	\$637	\$618	
Client Food	\$9,548	\$9,888	
Client Food Supplies	\$1,061		
Rent	\$5,305	\$923	
Utilities	\$44,558	\$43,260	
Service Repairs & Maint.	\$60,514	\$58,751	
Program/Maint. Supplies	\$13,902	\$8,254	
Phone/Internet/TV	\$26,523	\$16,508	
Mileage	\$446	\$433	
Automobile Fleet Management	\$637	\$618	
Equip. & Furniture	\$20,255	\$7,419	
Prop Tax,Permit,Lic			
Contracted Services	\$5,472	\$5,313	
Equip. Lease and Rental	\$3,720	\$3,611	
<b>subtotal direct expenses</b>	<b>\$201,062</b>	<b>\$156,857</b>	
<b>Admin Expense</b>			
Administrative Expense	\$147,365	\$49,229	
<b>subtotal admin expense</b>	<b>\$147,365</b>	<b>\$49,229</b>	
<b>Total Expenses</b>	<b>\$1,160,443</b>	<b>\$508,468</b>	

**Revised Exhibit C – Performance and Reports**

Quarterly reporting is a requirement for payment. Delays in the submission of complete reports will delay payments of invoices to Contractor.

**1) Performance Measures, Contractor agrees to meet and report on the following**

<b>Measure</b>	<b>FY 23-24</b>	<b>FY 24-25</b>	<b>FY 25-26</b>	<b>FY 26-27</b>	<b>FY 27-28</b>
<b>Exits to Permanent Housing</b> Percentage of family/households who exit the program into a permanent situation	85%	85%	85%	85%	85%
<b>Length of Stay - Leavers</b> Average length of stay for program participants	120 days or less	120 days or less	120 days or less	120 days or less	120 days or less
<b>Length of Stay - Stayers</b> Average length of stay for program participants	120 days or less	120 days or less	120 days or less	120 days or less	120 days or less
<b>Increased Employment Income</b> Percentage of adult leavers who exited and stayers (who stayed for 12 months or more) with increased employment income	15%	15%	15%	15%	15%
<b>Increased Non-Employment Income</b> Percentage of adult leavers who exited and stayers (who stayed for 12 months or more) with increased non-employment income	10%	10%	10%	10%	10%

<p><b>Utilization Rate</b> The ratio of occupied units to the total number of units (includes off-line units)</p>	95%	95%	95%	95%	95%
<p><b>HMIS Data Quality</b> Percentage of null/missing and don't know/refused for each of these values: Name, Date of Birth, Race/Ethnicity, Veteran Status, Relationship to Head of Household, Project Start Date, Disabling Condition, Destination, Income and Sources at Start, Income and Sources at Annual Assessment, Income and Sources at Exit, Chronic Homelessness</p>	Less than 5%	Less than 5%	Less than 5%	Less than 5%	Less than 5%

**2) Reports, Contractor will:**

- a) In addition to the measures listed above, Contractor will track the returns to homelessness, with a goal of minimizing the number of people who return to homelessness after exiting to permanent housing.
- b) Submit quarterly and year-end reports and quarterly invoices to County. Reports will be submitted electronically to Jenel Lim at [jclim@smcgov.org](mailto:jclim@smcgov.org) or the designee. In addition to the measures listed above, Contractor will also report on the following:
  - i) Number of unduplicated clients served during the reporting period
  - ii) Detailed narrative for each shelter describing trends, successes, and challenges during the reporting period. This should not reiterate the reported data but instead explain the factors that led to the reported measures.
- c) Submit an annual program report within 20 days of the end of the fiscal year. Annual program report will provide information on the impact that shelter services had throughout the entire service year and annual results for each performance measure.
- d) Provide County with annual audited financial statements in accordance with generally accepted government auditing standards annually within nine months after the fiscal year-end.
- e) Provide County will additional data or reports requested, and/or retrieve reports from the County HMIS system, to understand client requests, services, and outcomes. Contractor will receive at least two weeks' advanced notice from County, unless County has an urgent programmatic need for expedited data/report.

i) Reporting Period

Reporting Period	Due Date
Q1 (July - September)	October 20th
Q2 (October - December)	January 20th
Q3 (January - March)	April 20th
Q4 (April - June)	June 20th
Fiscal Year-End (July-June)	July 20th

**3) Performance and Monitoring, Contractor will:**

- a) Participate in Site Review/Contract Compliance Visits with County designated staff. Visits will generally occur monthly with a formal compliance visit occurring once per year, with increased frequency if areas for program improvement arise. Contractor will receive at least two weeks' advanced notice for the formal compliance visit unless there is an urgent programmatic need to expedite the process.
- b) Participate in program evaluations and other analyses/evaluations of the homeless system conducted by County.

**4) Modification of Performance, Data or Reports, County will:**

- a) Have the option to modify or add related performance measures, goals, and targets to meet its program goals. County will provide at least two weeks advance written notice unless County has an urgent need programmatic need for expedited information.