



Department of Benefits
and Family Support

Department of Disability
and Aging Services

Office of Early Care
and Education

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London Breed
Mayor

Trent Rhorer
Executive Director

MEMORANDUM

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

FROM: JOAN MILLER, DEPUTY DIRECTOR FCS
ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS

DATE: MARCH 25, 2021

SUBJECT: NEW GRANT: **ALTERNATIVE FAMILY SERVICES**
(NON-PROFIT) EMERGENCY PLACEMENT PROGRAM
FOR FOSTER CHILDREN AND YOUTH

GRANT TERM: 3/1/2021 – 6/30/2025

DS
EB

	<u>Total</u>	<u>Contingency</u>				<u>Total</u>
TOTAL AMOUNT	\$5,200,000	\$520,000				\$5,720,000
	<u>FY 20/21</u>	<u>FY 21/22</u>	<u>FY 22/23</u>	<u>FY 23-24</u>	<u>FY 24/25</u>	
ANNUAL AMOUNT	\$400,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	
	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>	
FUNDING:	\$5,200,000			\$520,000	\$5,720,000	
PERCENTAGE:	100%				100%	

The Department of Human Services (DHS) requests authorization to enter into a new grant agreement with Alternative Family Services (AFS) for the time period beginning March 1, 2021 and ending June 30, 2025, in the amount of \$5,200,000 plus a 10% contingency of \$520,000, for a total not to exceed amount of \$5,720,000. The purpose of this grant is to provide an emergency placement program for children and youth entering foster care.

Background

In 2017, through Assembly Bill 403, the California Department of Social Services instituted comprehensive policy changes for placement and treatment options for California youth in foster care. This policy change, known as the Continuum of Care (CCR) Reform, is based on research that supports the belief that when children are not able to remain with their birth parents, providing a family, home-based structure enables youth to develop more successfully, thus improving outcomes for them. A primary goal of CCR is that children should not remain in group living environments.

To comply with CCR, FCS piloted two emergency placement systems in 2019, while at the same time, phasing out Child Protection Center (CPC) at the Edgewood campus. Both systems were piloted, evaluated for utilization, and then fully implemented while the CPC remained open. The AFS Emergency Placement Program has been highly successful in providing immediate placement with emergency resource families for children with no identified special needs or disabilities. The second emergency placement initiative went live in September 2019, and continues to serve our youth with higher needs by providing them with emergency beds and coordinated care. Seneca Family of Agencies holds this program. With both programs up and running, the CPC was finally closed in November 2019.

Services to be Provided

AFS coordinates, provides, and supports emergency short-term placements for children in immediate need of out-of-home care with local resource families. AFS does this by partnering with up to ten resource families at any time, each with a minimum of one room dedicated to taking in foster youth. The San Francisco Emergency Placement Collaborative (EPC) is an emergency shelter program designed to provide a minimum capacity of ten immediate placements within approved and licensed resource family homes. Currently, there are 10 resource families on standby with a capacity to flex-up to 22 beds when needed.

AFS has identified specific resource families who, for a monthly reservation fee, available within a two-hour timeframe (30 minutes during after-hours) to respond to an emergency placement need from FCS. AFS trains all of their resource families. AFS also maintains all legal and placement agreements with participating resource families. The placements are designed to be short term, in most cases, less than 72 hours. An AFS staff member is available 24/7 to

coordinate placement details upon referral and an AFS staff member is present to greet the child at the home of the resource family.

AFS provides 24/7 crisis management to the families and intensive case management to all children in placement.

Pilot Utilization

From the inception of the AFS pilot, March 1, 2019 to December 31, 2020, there were 288 placements of 359 children and youth (this number includes sibling groups). The average response time was 49 minutes. The average time to placement was 120 minutes. The average length of stay was 8 days, with the shortest stay being less than one day and the longest stay being 77 days. An average of 4 youth were placed daily. The average age of placed youth was 11 years old, with the youngest being an infant and the oldest being 19 years old.

The AFS Emergency Placement Program has been well received and the feedback from placement workers and families has been extremely positive.

The resource parents have been incredible during the Covid-19 pandemic. There are those who have willingly received youth who have tested positive for or been exposed to Covid-19 while their test results are pending.

Location and Time of Services

Services can be anywhere in San Francisco where children are located and in the homes of approved Resource Families. Services will be available 24/7/365.

Selection

Grantee has been designated as a sole source because AFS is one of only two Foster Family Agencies operating in San Francisco, and the only one with the capacity to provide this program.

Funding

Funding for this grant is provided by local City general funds. An additional \$2,078,655 will be provided outside the grant agreement through foster care placement funds.

ATTACHMENTS

Appendix A-Services to be Provided

Appendix B-Calculation of Charges

Appendix A – Services to be Provided
Alternative Family Services
Emergency Placement Collaborative (EPC)
March 1, 2021 to June 30, 2025

I. Purpose of Grant

The purpose of this program is to coordinate, provide and support up to 10 emergency short-term placements for children in immediate need of out-of-home care with resource families. The San Francisco Emergency Placement Collaborative (EPC) is an emergency shelter program designed to provide a minimum capacity of ten immediate placements within approved and licensed Intensive Services Foster Care (ISFC) approved resource family homes. The goal of the program will be to provide immediate emergency placement for foster children who have no identified special need or disability in family care, in alignment with the goals of CCR.

II. Definitions

CCR	Continuum of Care reform outlined in Assembly Bill 403, based on research that indicates family care is essential for foster children to develop successfully and improve outcomes.
CARBON	Contracts Administration Reporting, and Billing Online, the online billing system used by HSA
CCL	Community Care Licensing, a division of the California State Department of Social Services.
CPM	Core Practice Model
CFT	Child and Family Team Meetings
EPC	Emergency Placement Collaborative
FFA	Foster Family Agency
FCS	Family and Children’s Services Division, Human Services Agency
Grantee	Alternative Family Services
HSA	Human Services Agency, City and County of San Francisco
ISFC	Intensive Services Foster Care
Resource Family	California caregivers who provide out-of-home care for children in foster care
PSW	Protective Services Worker

III. Target Population

San Francisco children 0-18 who have been removed from their families by FCS due to abuse and/or neglect and are in need of immediate out-of-home care with a resource family. All referrals will come from FCS. At time of referral, FCS and Grantee will vet all referrals to ensure child meets target population as defined by the criteria below.

Eligibility criteria: Placement will not be appropriate for children whose recent clinical presentation includes:

- A. History of fire setting
- B. Active and current substance issue with risk for physical withdrawal symptoms

- C. Physically aggressive/danger to others
- D. Actively suicidal/danger to self
- E. A threat to family/community
- F. Weapons possession
- G. Psychosis, Acute mental health issues
- H. Sexual abuser/any child who poses a substantial security or safety risk to themselves and Resource Family
- I. History of significant property destruction
- J. Medically Fragile
- K. Non-Ambulatory
- L. Intellectual or developmental disability that significantly interferes with the ability to perform ADLs (activities of daily living) or ability to take direction.

If disagreements arise, final decision on youth and child placement to be made by respective program directors.

IV. Description of Services

Develop and maintain adequate resource home capacity by creating and maintaining a large and flexible pool of San Francisco-based families. AFS will provide capacity for a minimum of 10 beds but have the availability to ‘flex up’ to 18 beds if needed. AFS will retain all documentation legally required by CCL. The majority of these beds are to be in San Francisco or close proximity, such as South San Francisco, Daly City and Pacifica. If outside the direct area, FCS Program Director is required. AFS agrees to all transportation under those conditions. All placements shall be made based on the needs of the child.

1. Availability homes

- a. These primary resource family homes will meet ISFC and specialized emergency shelter training requirements. These homes will be on-call 24 hours per day/7 days per week. Homes will be selected according to their ability to work with a diversity of children and youth, presenting a wide range of behaviors. Availability homes may be AFS certified resource families or other participating FFAs.
- b. All homes must have at least one stay-at-home parent to be available when child is in placement to be eligible for program. Parents must be able to:
 - Be reachable 24/7 via cell phone while on duty
 - Be available for placement within 30 minutes 8 pm to 8 am, Monday to Friday within 2 hours 8 am to 8 pm, Monday through Friday and no more than 30 minutes on holidays and weekends.
 - Agree to all necessary transports (school, therapy, medical/dental, court, visitation)
 - Obtain medical clearance if placement continues beyond 14 days

- Meet all supervision needs of child unless otherwise approved time away.
 - Attend regular AFS Support/Training meetings as needed. If family misses due to child related supervision commitments, AFS can train individually.
- c. Average length of stay is predicted to be up to 72 hours; however, children may remain in home for up to 30 days at discretion of FCS.
- d. Rooms will be approved for a minimum of one child, but under certain circumstances, may be approved for two or more children.
- e. Overall capacity during full implementation will include (at a minimum)
- 1 rooms for 0-2 year old infants (this includes crib in foster parent room)
 - 7 rooms for 3-17 year olds (this includes as broad a spectrum age, language, race, gender as possible)
 - 1 room for 3-17 year olds (Spanish speaking clients)
 - 1 room for large sibling groups (three or more siblings)
- f. Active available families may not refuse a placement that meets the target population criteria unless the safety of the household is endangered.
- g. If a child can no longer be maintained at this level of placement, AFS will contract FCS on a case-by-case basis to arrangement for placement change. AFS can move an emergency placement and inform FCS of the move.

2. Backup Fee for Service (BFFS) Homes

- a. These secondary homes will constitute a waiting list of resource families to accept emergency placement when “Availability Homes” take vacation or become unavailable. BFFS homes may also be activated when Availability homes reach capacity.
- b. All BFFS homes receive both ISFC and Shelter training from Grantee.
- c. When activated, meet all the parental requirements of Availability homes.
- d. When utilized, BFFS homes will receive an Augmented Emergency Placement Fee of \$160 per day. Once activated with a placement, BFFS homes maintain same responsibilities as Availability homes

3. Collaborating FFAs

- a. At FCS direction, contractor may include resource family homes from other Foster Family Agencies. All included homes must meet state licensing requirements and all requirements specified in this Agreement.
- b. All fees due to this externally utilized Foster Family Agency except for the payment to that agency for actual nights of care will be negotiated between that agency and contractor and will come from the Contractor's funds under this agreement.
- c. Placement of children into the externally utilized Foster Family Agency will be made directly by FCT to the externally utilized Foster Family Agency.
- d. Payment to the externally utilized Foster Family Agency for actual nights of care for foster children will be made directly by FCS to the externally utilized Foster Family Agency.

4. Training

AFS will provide both Availability and BFFS homes with

- a. Training that meets ISFC requirements for families who are not already ISFC approved.
- b. Training specific to specialized emergency shelter.
- c. AFS will provide regular support and training meetings.
- d. Families approved for infant care will be required to go through the SF County infant care-training program prior to infant placement.
- e. AFS will provide both AFS and Non-AFS families with ISFC and Shelter training on an ongoing basis

5. Referral Process

- a. FCS staff will contact an AFS ESC Program Director when a child is in need of placement. AFS team to be available **24 hours a day/7 days a week/365 days** per year to receive call.
- b. AFS will identify and contact available resource family and send FFA emergency/intake placement staff to the home for the placement transfer.
- c. FCS will provide all placement paperwork to AFS.

6. Case Management/Crisis Intervention

- a. AFS Case Managers will provide intensive case management services with families caring for emergency shelter children including:
- b. Placement stabilization and transition planning services.
- c. Crisis response and referral services.
- d. CFT meeting participation when appropriate.

- e. Client documentation information/reports/documents as requested in order to facilitate a smooth transition both to the AFS emergency home and the next placement.
- f. Case Managers will meet with families within 24 hours of placement (assuming child is still in placement) and be available to resource families 24 hours a day/7 days a week.
 - i. Grantee may recruit and approve Resource Families for these services.

V. Grantee Responsibilities

- A. Ensure that all known or suspected instances of child abuse and neglect are reported as required by law. Employees are mandated reporters for suspected child abuse or neglect.
- B. Report significant incidents immediately including but not limited to mental health crisis, incarcerations, and hospitalizations and work as necessary with FCS to ensure appropriate assessment and intervention.
- C. Follow FCS AWOL procedures.
- D. Grantee will ensure all confidentiality requirements regarding client information are maintained.
- E. Grantee is responsible for collecting and managing client data in a secure, encrypted database and must be able to accurately report on services provided.
- F. Ensure all employees are TB tested and retain information on tests in their personnel files.
- G. Provide culturally and linguistically competent services to meet the diverse needs of San Francisco families.
- H. Be familiar with FCS practices and policies such as the California Core Practice model. Information on the CPM can be found here: <http://calswec.berkeley.edu/California-child-welfare-core-practice-model>.
- I. Conduct criminal background checks/fingerprinting on all employees interacting with clients and arrange to receive subsequent criminal notifications if the employee is convicted of a crime during the time of his or her employment.
- J. Ensure legal and placement agreements between AFS and all participating Resource Families are completed, signed and documented.

VI. HSA Responsibilities

- A. HSA is responsible for all referrals and providing medical release for treatment through City Form 107.
- B. Initiate, schedule and facilitate regular meetings with Grantee as needed to evaluate and fine-tune model.
- C. Ensure all placements meet placement eligibility requirements.
- D. Provide alternative placement resource for clients whose behavior escalates outside program eligibility parameters within 12 hours of notification.

VII. Service Objectives

During the term of the grant, Grantee will report on progress towards achievement of the following service objectives. Service Objectives are annual goals unless specified.

- A. Accept all referrals within agreed timeframes; except if referral does not meet agreed upon eligibility criteria.
- B. Be available 24 hours a day/7 days a week/365 days per year.
- C. Maintain 10-child capacity for emergency placement, with the ability to flex up to 18.

VIII. Outcome Objectives

- A. Place 90% of children referred within agreed on timeframes.
- B. Maintain children successfully in placement until more permanent placement is secured.

IX. Grantee Reporting Requirements

- A. Grantee will provide a daily occupancy report to designated FCS Placement staff, with both child information and number of available beds. This report is to be sent by secure email.
- B. Grantee will provide monthly reports for the number of referrals received and completed. Grantee will submit monthly reports on CARBON by the 15th of the month following the end of the reporting period.
- C. Grantee will submit quarterly reports on CARBON. The report will include, but not limited, to a summary of progress towards achieving grant activities per the reporting period as well as cumulatively for the grant year to date, for each service and outcome objective listed in Section IV, Description of Services; Section VII, Service Objectives; and Section VIII, Outcome Objectives.
- D. Quarterly reports are due 15 days after the close of the reporting period.
- E. Quarterly reports will capture progress toward identified numerical and outcome objectives as well as challenges and successes during pilot and implementation phase.
- F. Grantee will maintain supporting documentation for reports.
- G. Grantee will submit an annual report at the end of each fiscal year covering July 1 through June 30. This report shall provide cumulative results for each objective as outlined above as well as a narrative describing accomplishments and challenges encountered during the fiscal year and 1-2 client vignettes highlighting examples of the services provided during the fiscal year. The final cumulative report is due no later than 30 days after the end of each fiscal year and should be uploaded to Carbon and sent by secure email to the FCS staff listed in IX. H. below. The client vignette should not include any personally identifying information. Do not upload any client personally identifying information to Carbon.
- H. Quarterly and Final Reports will be entered into the CARBON System. For assistance with reporting requirements or submission of reports, contact:

Liz Crudo
Program Director
Family & Children's Services
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Johanna Gendelman
Senior Contract Manager
Office of Contract Management
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Vanetta Dunlap
Program Support Analyst
Family & Children's Services
Vanetta.Dunlap@sfgov.org

X. Monitoring Activities

- A. **Program Monitoring**: Program monitoring will include a review of documentation to demonstrate completion of service and outcome objectives. Program monitoring may also include surveys and interviews with clients, county social workers, and other service providers regarding their experiences with the program's services.
- B. **Fiscal Compliance and Contract Monitoring**: Fiscal monitoring will 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 will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance

1 **HUMAN SERVICES AGENCY BUDGET SUMMARY**

Appendix B, Page 1

2

3/8/2021

3 **ALTERNATIVE FAMILY SERVICES, INC.**

4

5 (Check One) New Renewal Modification

6 If modification, Effective Date of Mod. No. of Mod.

Term

7 Program: Emergency Placement Collaborative (EPC)

3/1/2021-6/30/25

8	Budget Reference Page No.(s)	Emergency Placement Collaborative	Emergency Placement Collaborative Approved Budget	Emergency Placement Collaborative Approved	Emergency Placement Collaborative Variance	Emergency Placement Collaborative Approved Budget	TOTAL
9	Program Term	3/1/2021-6/30/2021	7/1/2021-6/30/2022	7/1/2022-6/30/2023	7/1/2023-6/30/2024	7/1/2024 - 6/30/25	3/1/2021-6/30/25
10	Expenditures						
11	Salaries & Benefits	\$180,583	\$544,501	\$547,253	\$547,253	\$547,253	\$2,366,845
12	Operating Expense	\$164,637	\$496,368	\$493,617	\$496,226	\$496,227	\$2,147,075
13	Subtotal	\$345,220	\$1,040,870	\$1,040,870	\$1,043,480	\$1,043,480	\$4,513,920
14	Indirect Percentage (%)	15%	15%	15%	15%	15%	
15	Indirect Cost (Line 13 X Line 14)	\$51,780	\$156,130	\$156,130	\$156,520	\$156,520	\$677,080
16	Capital Expenditure	\$3,000	\$3,000	\$3,000	\$0	\$0	\$9,000
17	Total Expenditures	\$400,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$5,200,000
18	HSA Revenues						
19							
20	H.S.A.General Fund	\$400,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$5,200,000
21							
22							
23	TOTAL HSA REVENUES	\$400,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$5,200,000
24							
25	Foster Care Rate Revenue	\$127,760	\$383,280	\$463,769	\$551,923	\$551,923	\$2,078,655
26	Total Revenues	\$527,760	\$1,583,280	\$1,663,769	\$1,751,923	\$1,751,923	\$7,278,655
27	Full Time Equivalent (FTE)						
28							
29	Prepared by:	Martha E. Duarte, CFO; Jay Berlin CEO					Date:
30	HSA-CO Review Signature:						3/8/2021
31	HSA #1						
32							

	A	B	C	D	E	F	G	H	I	J	K	L
1												
2	SF CITY & COUNTY HUMAN SERVICES AGENCY											
3	ALTERNATIVE FAMILY SERVICES, INC.											
4	Program Name: Emergency Foster Care Placement Collaborative											
5												
6	SALARY AND BENEFIT DETAILS											
7							3/1/2021-6/30/2021	7/1/2021-6/30/2022	7/1/2022-6/30/2023	7/1/2023-6/30/2024	7/1/2024 -6/30/25	3/1/2021-6/30/25
8		Agency Totals		HSA Program		ANNUAL	Emergency Placement Collaborative	Emergency Placement Collaborative	Emergency Placement Collaborative	Emergency Placement Collaborative	Emergency Placement Collaborative	TOTAL
9	POSITION TITLE	Annual Full Time Salary for FTE	Total FTE	% FTE funded by HSA (Max 100%)	Adjusted FTE	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary	Budgeted Salary
10	Chief Program Officer	\$152,400	0.25	100%	0.25	38,100	12,700	38,100	38,100	38,100	38,100	165,100
11	Director of Resource Family Approval, Intake & Adoptions	-	-	100%	-	-	-	-	-	-	-	-
12	Shelter Services Coordinator	\$95,000	0.80	100%	0.80	76,000	25,333	76,000	76,000	76,000	76,000	329,333
13	Assistant Shelter Services Coordinator	\$73,500	1.00	100%	1.00	73,500	24,500	73,500	73,500	73,500	73,500	318,500
14	Case Manager	\$58,240	1.00	100%	1.00	58,240	19,413	59,114	59,987	59,987	59,987	258,489
15	On-Call Intake	\$58,240	1.50	100%	1.50	87,360	29,120	88,670	89,981	89,981	89,981	387,733
16	Clinical Services Specialist	\$47,840	0.75	100%	0.75	35,880	11,960	35,880	35,880	35,880	35,880	155,480
17	Administrative Assistant	\$48,880	1.00	100%	1.00	48,880	16,293	48,880	48,880	48,880	48,880	211,813
18	Recruiter/Approver	\$60,000	0.20	100%	0.20	12,000	4,000	12,000	12,000	12,000	12,000	52,000
19												
20	TOTALS		6.50		6.50	429,960	143,320	432,144	434,328	434,328	434,328	1,878,448
21												
22	FRINGE BENEFIT RATE	26%										
23	EMPLOYEE FRINGE BENEFITS					111,790	37,263	112,357	112,925	112,925	112,925	488,396
24	TOTAL SALARIES & BENEFITS					541,750	180,583	544,501	547,253	547,253	547,253	2,366,844
25	HSA #2											

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1	ALTERNATIVE FAMILY SERVICES, INC.						Appendix B, Page 3
2	Program: Emergency Placement Collaborative (EPC)						
3							
4	Operating Expense Detail						
5							
6	Expenditure Category	Emergency Placement Collaborative	Emergency Placement Collaborative	Emergency Placement Collaborative	Emergency Placement Collaborative	Emergency Placement Collaborative	Total
7		3/1/2021-6/30/2021	7/1/2021-6/30/2022	7/1/2022-6/30/2023	7/1/2023-6/30/2024	7/1/2024 - 6/30/25	3/1/2021-6/30/25
12	Guaranteed Availability Fee (payment to foster families)	80,000	240,000	264,000	288,000	288,000	1,160,000
13	Vacant Bed Fee direct to AFS	42,000	111,960	110,840	107,482	107,482	479,764
14	Filled Bed Foster Parent Stipend	-	-	-	-	-	-
15	Foster Parent In-Service Training Stipend	5,400	18,000	18,000	18,000	18,000	77,400
16	2nd Tier Emergency Bed Aug. Fee	640	4,000	4,000	4,000	4,000	16,640
17	Family Furnishings	4,000	12,000	8,000	3,000	2,000	29,000
18	Children & Family Placement Supplies	4,000	18,000	12,000	5,000	5,000	44,000
19	Resource Family Training Stipends and Trainers	-	-	-	-	-	-
20	Other Expenses:						
21	Rental of Property	15,000	46,350	47,741	49,173	50,649	208,912
22	Utilities(Elec, Water, Gas, Garbage)	160	500	500	500	500	2,160
23	Office Supplies, Postage	4,937	9,458	5,000	5,000	5,000	29,395
24	Building Maintenance Supplies and Repair	300	1,000	1,000	1,000	1,000	4,300
25	Expendable Equipment	-	-	-	-	-	-
26	Rental of Equipment (Copier & Postage)	1,000	3,000	3,000	3,000	3,000	13,000
27	Telecommunications	1,200	3,500	3,500	3,500	3,500	15,200
28	Staff Travel-(Local & Out of Town)	1,800	4,000	4,000	4,000	4,000	17,800
29	Ongoing Family Recruitment	4,000	24,000	11,436	3,972	3,497	46,904
30	Staff Training	200	600	600	600	600	2,600
31							
32	TOTAL OPERATING EXPENSE	164,637	496,368	493,617	496,226	496,227	2,147,075

	A	B	C	D	E	F	G	H
1	Alternative Family Services, Inc.							Appendix B, Page 4
2	Program Name: Emergency Foster Care Placement Collaborative							
3								
4	Program Expenditure Detail							
5								
6			Emergency Placement Collaborative	Emergency Placement Collaborative	Emergency Placement Collaborative	Emergency Placement Collaborative	Emergency Placement Collaborative	TOTAL
7	EQUIPMENT		3/1/2021-6/30/2021	7/1/2021-6/30/2022	7/1/2022-6/30/2023	7/1/2023-6/30/2024	7/1/2024 - 6/30/25	3/1/2021-6/30/25
8	No.	ITEM/DESCRIPTION						
9	1	Printer & computer peripherals	3,000	3,000	3,000		0	9,000
10								0
11								0
12								0
13								0
14								0
15								0
16								
17	TOTAL EQUIPMENT COST		3,000	3,000	3,000	0	0	9,000
18								
19	R E M O D E L I N G							
20	Description:							0
21								0
22								0
23								0
24								0
25								0
26	TOTAL REMODELING COST		0	0	0	0	0	0
27								
28	TOTAL CAPITAL EXPENDITURE		3,000	3,000	3,000	0	0	9,000
29	(Equipment and Remodeling Cost)							
30	HSA #4							