



Mark Farrell, Mayor

Department of Human Services
 Department of Aging and Adult Services
 Office of Early Care and Education

Trent Rhorer, Executive Director

MEMORANDUM

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

FROM: SYLVIA DEPORTO, DEPUTY DIRECTOR
 JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS *247*

DATE: MAY 18, 2018

SUBJECT: GRANT RENEWAL: **HOMELESS PRENATAL PROGRAM** (NON-PROFIT) TO IMPLEMENT BRINGING FAMILIES HOME (BFH): A RAPID RE-HOUSING FAMILY UNIFICATION PROGRAM

| | | | | | |
|---------------------|-----------------------------------|----------------------------------|--------------------|--------------------|--------------|
| GRANT TERM: | <u>Current</u> 7/1/12 –6/30/18 | <u>Renewal</u> 7/1/18-6/30/19 | <u>Contingency</u> | <u>Total</u> | |
| TOTAL GRANT AMOUNT: | \$3,494,009 | \$993,867 | \$99,387 | \$1,093,254 | |
| ANNUAL AMOUNT: | <u>FY 17/18</u> | <u>FY 18/19</u> | | | |
| | \$954,905 | \$993,867 | | | |
| Funding Source | <u>County</u> | <u>State</u> | <u>Federal</u> | <u>Contingency</u> | <u>Total</u> |
| RENEWAL FUNDING: | \$407,211 | \$586,656 | | \$99,387 | \$1,093,254 |
| PERCENTAGE: | 40% | 60% | | | 100% |

The Department of Human Services (DHS) requests authorization to renew the grant agreement with Homeless Prenatal Program for the period of July 1, 2018 through June 30, 2019 for the amount of \$993,867 plus a 10% contingency of \$99,387 for a total grant amount not to exceed amount of \$1,093,254. The purpose of the grant is to provide housing case management, navigation and broker services including housing search, lease-up, short and long term subsidies and aftercare support for child welfare families who are identified as being at risk of or homelessness.

Background

Building on lessons learned from the Families Moving Forward Federal 5-year Demonstration Grant, HSA applied for state grant funds as part of a statewide housing initiative intended to reduce the number of families in the child welfare system experiencing homelessness and to promote family reunification and prevent foster care placement.

In April of 2017, San Francisco was awarded \$1,873,933 for two years to implement San Francisco's (SF) BFH Program. SF-BFH is Rapid Re-Housing program that embodies a Housing First approach utilizing Family Unification Program (FUP) Section 8 vouchers to provide a permanent housing option for child welfare families.

The Housing First approach recognizes a homeless family must first be able to access a decent, safe place to live that does not limit the length of stay before stabilizing, improving health, reducing harmful behaviors, or increasing income. Under the auspices of the Housing First approach, anyone experiencing homelessness should be connected to a permanent home as quickly as possible, and programs should be designed to remove any barriers.

The Section 8 Housing Choice Voucher Program is a component of the Department of Housing and Urban Development (HUD) portfolio of housing options set-aside for child welfare families who, but for housing, would re-unify. They are also designed to prevent the imminent removal of children from their families. HPP collaborates with the San Francisco Housing Authority to disseminate the vouchers.

The Grantee will provide housing case management that includes search, systems navigation (Section 8 application and porting processes), lease-up and aftercare – linkages to community based services as well as subsidy and move-in support. Additionally, families who have an immediate need for housing have the option to reside at 538 Holloway – SF-BFH transitional “bridge” housing during the search and lease-up process with their children.

Services to be Provided

The Grantee will provide the following services to a total of 51 families, of which 20 will be housed during the course of this one-year agreement. Please see Appendix A, Services to be Provided for a full description.

A. Housing Support, Navigation, Lease-Up and Pre-Housing Direct Services

Grantee will provide Housing Support and Navigation services that includes assessing housing needs, enrollment in housing readiness workshops to prepare families for Housing application processes, Housing Search, Landlord engagement, completion of paperwork and submission of required documents, for the lease up process (i.e. inspection, acquisition of the home or apartment unit, move-in) and access to temporary bridge housing at Holloway House, a facility managed by Hamilton Family Services.

B. Housing Stabilization / Retention / After-Care Case Management / Linkage to Services (Post Housing)

Upon housing acquisition and move-in, the HPP housing specialist will provide families with direct case management stabilization and housing retention services, which include on-going assessments, coordinated case plan progress reviews, and goal identification that promotes housing stability.

Post six months of housing stabilization case management services and improved assessment scores in housing and well-being domains, a family can transition to “check-in” status.

Indicators of readiness to graduate include:

- Frequency of Home visits decrease,
- Income increases and ability to pay rent independently occurs
- Child welfare case is closed
- Family is connected to services for post-BFH support
- Transition from services plan is finalized
- Assessment scores indicate no or very low risk factors

C. Housing Subsidy Management

Grantee will assess housing resource need for allocation of short and long term housing subsidies; managing funds to ensure maximum benefit through a progressive engagement approach (i.e. resources are augmented based on documented increasing need starting with the minimal amount of resources to address identified need).

D. Co-Location and Programming at Holloway House

BFH program participants who are in need of immediate housing have the option of residing at 538 Holloway. This accommodation serves as bridge housing in which families can transition from homelessness and housing instability situations to temporary stable housing with their children within San Francisco. Many families residing at Holloway House are in reunification and supportive programming provides an opportunity to connect with assigned PSWs, community based services, and to experience trial visits with their children. On-site programming and case management with the assigned HPP Housing Specialist creates a stable environment for parents and their children on their journey toward acquiring permanent housing.

E. Data Collection & Reporting

Grantee will maintain a database HENRI and ensure timely and accurate submission of certain BFH required data fields, including barriers to housing, housing event data, expenditures, and exits for monthly reporting to the California Department of Social Services (CDSS) for all families receiving program services and subsidies.

Location of Services

Services will be provided at Grantee's offices at 2500 18th Street, during normal business hours as well as via phone or in the home of the program participant (home visiting).

Performance

To date, HPP has enrolled 70 families and 47% of those families have achieved permanent housing. A final Demonstration grant evaluation report will be available December 2018. The Department is very pleased with the performance and had no issues identified at program monitorings.

Selection

The Grantee is a named sub-recipient to the Bringing Families Home program from the California Department of Social Services (CDSS).

Funding

Funding is provided through a combination of State grant and local funding. A match is required and will be met through a combination of local general funds, the value of the FUP upon lease-up and HSA and FCS staff time studies.

ATTACHMENTS

Appendix A-Services to be Provided

Appendix B-Program Budget

**Appendix A: Services to Be Provided
Homeless Prenatal Program (HPP)
Bringing Families Home Program
July 1, 2018 to June 30, 2019**

I. Purpose of Grant

The BFH grant is a Rapid Re-Housing Initiative that embodies a Housing First approach to assist families who have been identified as being homeless, at risk of homelessness, or experiencing housing instability, that are involved in the FCS child welfare system.

The Housing First approach recognizes a homeless family must first be able to access a decent, safe place to live, that does not limit the length of stay (permanent housing) before stabilizing, improving health, reducing harmful behaviors, or increasing income. Under the auspices of the Housing First approach, anyone experiencing homelessness should be connected to a permanent home as quickly as possible, and programs should remove barriers to housing i.e. substance abuse, mental health treatment or other services designed to promote protective capacity.

The grantee will utilize Family Unification Program Section 8 Housing Choice Vouchers to offer one option for acquiring permanent housing. The Section 8 Housing Choice Voucher Program is a component of the Department of Housing and Urban Development (HUD) portfolio of housing options set-aside for child welfare families who but for housing would re-unify. They are also designed to prevent the imminent removal of children from their families.

The Grantee will also provide housing navigation, linkages to community based services, and housing case management services, resources and support including but not limited to assessment, case planning and follow-up and subsidy resource management.

The overarching goal of the BFH grant is to improve the well-being of high-risk families.

II. Description of Services

A. Housing Support, Navigation, Lease-Up and Pre-Housing Direct Services

Grantee will provide Housing Support and Navigation services that include assessing housing needs, enrollment in housing readiness workshops to prepare families for the FUP and other Housing application processes, Housing Search, Landlord engagement, completion of paperwork and submission of required documents, for the lease up process (i.e. inspection, acquisition of the home or apartment unit, move-in) and access to temporary bridge housing at Holloway House, a facility managed by Hamilton Family Services.

Families will be expected to participate in a monthly or bi-monthly family team meeting to facilitate coordinated case planning with PSWs and other identified collateral providers.

An evidence-based or evidence-informed assessment will be utilized to determine needs and progress towards achievement of coordinated case plan identified goals.

HPP may make recommendations for community based services to PSWs. PSWs will be responsible for ensuring families are referred to, receive assistance to access and are participating in services that are court ordered or agreed upon and documented in treatment / case plans as long as child welfare case is active.

HPP will maintain consistent and timely communication with the assigned PSWs throughout the housing search process, changes in well-being, and risk and results of assessments completed.

B. Housing Stabilization / Retention / After-Care Case Management / Linkage to Services (Post Housing)

1. **Stabilization Phase**

Upon housing acquisition and move-in the HPP housing specialist will provide families with direct case management stabilization and housing retention services, which include ongoing assessments, coordinated case plan progress reviews, and goal identification that promotes housing stability. Direct services, referrals and linkage to community-based resources will promote housing stability and will be provided in home, at HPP or other appropriate sites, contacts may also be via phone. Frequency of engagement will minimally occur 2 or 3 times per month.

2. **Maintenance (Check-In) Phase**

Post six months of housing stabilization case management services and improved assessment scores in housing and well-being domains, a family can transition to “check-in” status.

Indicators of readiness to graduate include:

- Frequency of Home visits decrease,
- Income increases and ability to pay rent independently occurs
- Child welfare case is closed
- Family is connected to services for post BFH support
- Transition from services plan is finalized
- Assessment scores indicate no or very low risk factors

When the “check-in” phase ends and the family successfully “graduates” from the BFH program, the families are welcome to re-connect to HPP services based on their eligibility for participation.

C. Housing Subsidy Management

Grantee will assess housing resource need for allocation of short and long term housing subsidies; managing funds to ensure maximum benefit through a progressive engagement approach (i.e. resources are augmented based on documented increasing need starting with the minimal amount of resources to address identified need).

D. Co-Location and Programming at Holloway House

BFH program participants who are in need of immediate housing have the option of residing at 538 Holloway. This accommodation serves as bridge housing in which families can transition from homelessness and housing instability situations to temporary stable housing with their children within San Francisco. Many families residing at Holloway House are in reunification and supportive programming provides an opportunity to connect with assigned PSWs, community based services, and to experience trial visits with their children. On site programming and case management with the assigned HPP Housing Specialist creates a stable environment for parents and their children on their journey toward acquiring permanent housing.

E. Data Collection & Reporting

Grantee will maintain a database HENRI and ensure timely and accurate submission of certain BFH required data fields, including barriers to housing, housing event data, expenditures, and exits for monthly reporting to the California Department of Social Services (CDSS) for all families receiving program services and subsidies.

F. Sub-grantee Chapin Hall

Chapin Hall will provide the data development, implementation support, program monitoring, and rapid cycle testing for the BFH program.

III. Definitions

| | |
|--------------------------|--|
| Acquisition | Within the context of BFH, acquiring, or gaining knowledge and resources for successful attainment of stable housing |
| BFH | Bringing Families Home, a program of SFHSA, SF-FCS |
| CDSS | California Department of Social Services |
| CQI | Continuous Quality Improvement |
| CWS-CMS | The Database: Child Welfare Services – Case Management System |
| FUP | Family Unification Program – Section 8 Housing Choice Vouchers |
| Grantee | Homeless Prenatal Program |
| Hamilton Family Services | Housing and Facilities Management |
| Holloway House | Temporary Bridge Housing location managed by Hamilton family Services for the BFH program |
| HOM | Department of Homelessness and Supportive Housing |
| HPP | Homeless Prenatal Program |
| PSW | Protective Service Worker |
| SF-FCS | Family & Children’s Services Division of SFHSA |
| SFHA | San Francisco Housing Authority |
| SFHSA | Human Services Agency of the City and County of San Francisco |
| Sub-Grantee | Chapin Hall |

IV. Target Population

The target population is families that are homeless or at risk of being homeless, who have an active SFHSA FCS Case Plan.

V. Services to be provided

HPP will provide the following services under this grant agreement:

- A. Receive and enroll BFH Referrals from SF-FCS
- B. Conduct a comprehensive assessment for each adult caregiver, including a comprehensive client interview.
- C. Assign BFH families to an HPP Housing Specialist to assist families with pre and post housing direct services, e.g. readiness activities, search, lease-up and stable housing acquisition, and post housing support to sustain and retain housing.
- D. Maintain a minimum caseload of 1:12
- E. Document efforts (services, referrals provided, progress and follow-up) in case notes, coordinated case plans and HENRI database.

- F. Maintain HENRI database, collect and enter required data (timely and accurately) for monthly reporting to CDSS.
- G. Participate in Family Team Meetings to develop Housing coordinated case plan goals.
- H. Conduct Home Visits.
- I. Manage long and short-term housing subsidies provided to BFH participant families.
- J. Assign Housing Specialist Staffing Support to Holloway House.
- K. Conduct Activities and Support programming at Holloway House.
- L. Participate in the Continuous Quality Improvement Evaluation Framework (CQI/EF) to evaluate the implementation of the interventions, and the expected initiative outcomes.
- M. Coordinate contract reporting with Sub-Grantee, Chapin Hall.
- N. Participate in Committee and Workgroup implementation planning and evaluation activities, and other meetings as requested by SFHSA.

VI. Location and Time of Services

Services will be provided at Grantee's offices at 2500 18th Street during normal business hours and as needed for evenings and Saturdays. Services may be provided at SFHSA offices, at the facilities of partner agencies, in the field or in clients' homes.

VII. Grantee Responsibilities

- A. Grantee is a mandated reporter of child abuse.
- B. Grantee shall ensure documentation of annual TB screening for all employees and volunteers.
- C. Grantee shall attend all meetings required by FCS, including but not limited to, unit meetings, TDMs, worker orientations, etc.
- D. Grantee shall familiarize themselves with FCS practices and policies.
- E. Grantee shall conduct criminal background checks on all employees and shall arrange to receive subsequent criminal notifications if the employee is convicted of a crime during the time of his or her employment.
- F. Report child abuse and neglect as required by law.

VIII. Agency Responsibilities

SFHSA will:

- A. Provide initial assessment of families that become involved in the child welfare system to determine housing situation and other BFH program participation criteria.
- B. Document eligibility and participant information into the CWS-CMS.
- C. Refer families to HPP for enrollment in the BFH program.
- D. Ensure PSWs receive information regarding BFH program and expectations for coordinated case planning with HPP, and ongoing oversight of teaming efforts with BFH families.
- E. Project management and analyst support for ongoing program implementation, CQI/EF, evaluation and required BFH reporting.
- F. Maintain FUP tracker that captures FUPs awarded to BFH participating families.

IX. Service Objectives (all objectives are annual unless noted otherwise)

- A. Assess, enroll and engage 6 unduplicated families referred every 45 days to the BFH program.
- B. Provide a minimum of 25 families housing readiness, search, lease-up and stable housing acquisition, and post housing services. Reporting detail will be provided from HPP's HENRI database.
- C. Grantee will work with Chapin Hall, sub-grantee, to include their work into reports on key activities as presented here:
 - 1. Monthly transfer and processing of HENRI administrative data that include program enrollments, case management activities (including assessments and service referrals), housing events, and program transitions
 - 2. Development of analytic program files linking HENRI data to other public administrative data resources
 - 3. Monthly updates to the project and housing dashboards
 - 4. Regular participation in monthly CQI meetings and steering committee meetings
 - 5. Ad Hoc analysis, as indicated by CQI review
 - 6. Program dissemination activities, as indicated by CQI review.

X. Outcome Objectives (all objectives are annual unless noted otherwise):

- A. At least 65% of all of the clients who have received a full year of services will experience a one point decrease in the severity of their housing stability needs, as measured through the ANSA assessment.
- B. At least 65% of the clients who have received a full year of services will experience a one point improvement in their family functioning, as measured through the ANSA assessment.
- C. Lease-up 15 families actively participating in the BFH program.

XI. Reporting Requirements

- A. Grantee will provide a **quarterly** report of activities, referencing the tasks as described in Section IX and X, the Service and Outcome Objectives. Grantee will enter the quarterly metrics in the CARBON database by the 30th of the month following the end of the quarter for the objectives above.
- B. Grantee will provide Ad Hoc reports as required by the Department.
- C. For assistance with reporting requirements or submission of reports, the Grantee will contact:

Pamela Salsedo
Senior Administrative Analyst
Family & Children's Services
Human Services Agency
Pamela.Salsedo@sfgov.org

Robin Love,
Program Manager
Family & Children's Services
Human Services Agency
Robin.Love@sfgov.org

Johanna Gendelman, Contract Manager
Office of Contracts Management
Human Services Agency
Johanna.Gendelman@sfgov.org

XII. Monitoring Activities

Program Monitoring: will include review of client eligibility, and back-up documentation for: reporting progress towards meeting service and outcome objectives, staff coverage, including staff training and qualifications, process for orienting families to the program, and a review of any grievance reports. Program monitoring will also include the measures used to protect client information, and the review of survey instruments used to measure client satisfaction. The program monitor may observe the facilities and staff/client interactions to assess service quality.

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.

| | A | B | C | D | E | F |
|----|--|---|---|---|---|--------------------|
| 1 | | | | | | Appendix B, Page 1 |
| 2 | | | | | | 7/1/2018 |
| 3 | HUMAN SERVICES AGENCY CONTRACT BUDGET SUMMARY | | | | | |
| 4 | | | | | | |
| 5 | Contractor's Name | | | | | Contract Term |
| 6 | Homeless Prenatal Program | | | | | 7/1/18 - 6/30/19 |
| 7 | (Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/> | | | | | |
| 8 | If modification, Effective Date of Mod. No. of Mod. | | | | | |
| 9 | Program Name : Bringing Families Home (BFH) | | | | | |
| 10 | Budget Reference Page No.(s) | | | | | |
| 11 | Program Term | | | | | |
| 12 | Expenditures | | | | | |
| 13 | Salaries & Benefits | | | | | |
| 14 | Operating Expense | | | | | |
| 15 | Subtotal | | | | | |
| 16 | Indirect Percentage | | | | | |
| 17 | Indirect Cost | | | | | |
| 18 | Capital Expenditure | | | | | |
| 19 | Total Expenditures | | | | | |
| 20 | HSA Revenues | | | | | |
| 21 | | | | | | |
| 22 | Subsidies / Move In Costs | | | | | |
| 23 | | | | | | |
| 24 | Bringing Families Home State grant | | | | | |
| 25 | | | | | | |
| 26 | General Fund | | | | | |
| 27 | | | | | | |
| 28 | | | | | | |
| 29 | TOTAL HSA REVENUES | | | | | |
| 30 | Other Revenues | | | | | |
| 31 | | | | | | |
| 32 | | | | | | |
| 33 | | | | | | |
| 34 | | | | | | |
| 35 | | | | | | |
| 36 | | | | | | |
| 37 | | | | | | |
| 38 | Full Time Equivalent (FTE) | | | | | |
| 40 | Prepared by: Beverly Ashworth | | | | | Date 05/15/2018 |
| 41 | HSA-CO Review Signature: | | | | | updated 5/16/2018 |
| 42 | HSA #1 | | | | | |

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| | A | B | C | I | M |
|----|--|---------------------------------|--------------|-----------------|-----------------|
| 1 | Appendix B | | | | |
| 2 | | | | | |
| 3 | | | | | |
| 4 | Program Name : Bringing Families Home (BFH) | | | | |
| 5 | (Same as Line 9 on HSA #1) | | | | |
| 6 | | | | | |
| 7 | Salaries & Benefits Detail | | | | |
| 8 | | | | | |
| 9 | | | | | |
| 10 | 7/1/18 - 6/30/19 | | | 7/1/18 -6/30/19 | |
| 11 | Agency Totals | | Annual Total | | |
| 12 | POSITION TITLE | Annual Full Time Salary for FTE | Total % FTE | Adjusted FTE | Budgeted Salary |
| 13 | Program Manager be | \$68,298 | 84% | 84% | \$57,370 |
| 14 | Housing Program Analyst tbd | \$54,590 | 100% | 50% | \$27,295 |
| 15 | Housing Specialist ar | \$51,000 | 100% | 0% | \$0 |
| 16 | Housing Broker / Navigator kw | \$50,000 | 100% | 100% | \$50,000 |
| 17 | Housing Broker / Navigator gu | \$46,350 | 100% | 100% | \$46,350 |
| 18 | Housing Specialist ra | \$46,350 | 100% | 100% | \$46,350 |
| 19 | Housing Specialist br | \$46,350 | 100% | 100% | \$46,350 |
| 20 | Housing Specialist nr | \$41,200 | 100% | 100% | \$41,200 |
| 21 | Housing Specialist jc | \$41,200 | 100% | 100% | \$41,200 |
| 22 | Housing Specialist Intern (NO fringe required) | \$20,500 | 100% | 100% | \$20,500 |
| 23 | Data and Evaluation | \$84,460 | 100% | 20% | \$16,892 |
| 24 | Mental Health Specialist | \$94,947 | 77% | 16% | \$15,192 |
| 25 | Housing Manager/ Director of Operations | \$94,760 | 100% | 10% | \$9,476 |
| 26 | Director of Programs | \$94,760 | 87% | 16% | \$15,162 |
| 27 | ChildCare | \$36,356 | 100% | 4% | \$1,454 |
| 28 | TOTALS | \$871,121 | | 9.00 | \$434,791 |
| 29 | | | | | |
| 30 | FRINGE BENEFIT RATE | 30% | | | |
| 31 | EMPLOYEE FRINGE BENEFITS | | | | \$124,287 |
| 32 | | | | | |
| 33 | | | | | |
| 34 | TOTAL SALARIES & BENEFITS | | | | \$559,078 |
| 35 | | | | | |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|---|------|---|---|----------------------|---|----------------------|--------------------|---|
| 1 | 8 | | | | | | | | Appendix B, Page 3 | |
| 2 | | | | | | | | | 7/1/2018 | |
| 3 | | | | | | | | | | |
| 4 | Program Name : Bringing Families Home (BFH) | | | | | | | | | |
| 5 | (Same as Line 9 on HSA #1) | | | | | | | | | |
| 6 | | | | | | | | | | |
| 7 | Operating Expense Detail | | | | | | | | | |
| 8 | | | | | | | | | | |
| 9 | | | | | | | | | | |
| 10 | | | | | | | | | | |
| 11 | | | | | | | | | | |
| 12 | Expenditure Category | | TERM | | | | | TOTAL | | |
| 13 | Utilities(Elec, Water, Gas, Phone, Scavenger) | | | | | 7/1/2018 - 6/30/2019 | | 7/1/2018 - 6/30/2019 | | |
| 14 | Office Supplies, Postage | | | | | \$6,921 | | \$6,921 | | |
| 15 | Building Maintenance Supplies and Repair | | | | | \$1,680 | | \$1,680 | | |
| 16 | Printing and Reproduction | | | | | \$2,715 | | \$2,715 | | |
| 17 | Insurance | | | | | \$2,025 | | \$2,025 | | |
| 18 | Staff Training | | | | | \$2,815 | | \$2,815 | | |
| 19 | Staff Travel-(Local & Out of Town) | | | | | \$2,000 | | \$2,000 | | |
| 20 | Telecommunications and Licensing for Data | | | | | \$3,000 | | \$3,000 | | |
| 21 | Subtotal Lines 13 - 20 | | | | | \$2,520 | | \$2,520 | | |
| 22 | CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE | | | | | \$23,676 | | \$23,676 | | |
| 23 | Evaluation and Data base | | | | | | | | | |
| 24 | Chapin Hall | | | | | | | | | |
| 25 | Subtotal Lines 24 | | | | | \$31,478 | | \$31,478 | | |
| 26 | OTHER | | | | | \$31,478 | | \$31,478 | | |
| 27 | | | | | | | | | | |
| 28 | Client Housing Subsidy & Rental Deposit | | | | | | | | | |
| 29 | BFH Move-In & Emergency Cost | | | | | \$200,000 | | \$200,000 | | |
| 30 | | | | | | \$50,000 | | \$50,000 | | |
| 31 | Subtotal Lines 28 - 29 | | | | | \$250,000 | | \$250,000 | | |
| 32 | | | | | | | | | | |
| 33 | | | | | | | | | | |
| 34 | TOTAL OPERATING EXPENSE | | | | | \$305,154 | | \$305,154 | | |
| 35 | Not used for Indirect Exp | | | | | | | | | |
| 36 | HSA #3 | | | | | | | | | |

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