

Department of Benefits and Family Support

MEMORANDUM

Department of Disability and Aging Services										
Office of Early Care	TO:	HUMAN SER	VICES C	OMMISSION						
and Education	THROUGH:	TRENT RHO	TRENT RHORER, EXECUTIVE DIRECTOR							
	FROM:	DAN KAPLAN, DEPUTY DIRECTOR ADMINISTRATION AND FINANCE								
P.O. Box 7988 San Francisco, CA 94120-7988		ESPERANZA ZAPIEN, DIRECTOR OF CONTRACTS								
www.SFHSA.org	DATE:	JUNE 18, 2021								
	SUBJECT:	NEW GRANTS: <b>MULTIPLE PROVIDERS</b> (see table below) FOR PROVISION OF THE TRANSITIONAL EMPLOYMENT SUPPORT SERVICES (TESS) PROGRAM								
	GRANT TERMS:	7/01/2021 - 6/	/30/2024							
AND COUNTY AND	GRANT AMOUNTS	See Table Pag								
	<b>Funding Source</b>	County	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>				
London Breed Mayor	FUNDING:	\$840,000		\$660,000	\$150,000	\$1,650,000				
<b>Trent Rhorer</b> Executive Director	PERCENTAGE:	56%		44%		100%				

The Department of Benefits and Family Support requests authorization to enter to a new grant for the provision of the Transitional Employment Support Services (TESS) program with Arriba Juntos for the period of July 1, 2021 to June 30, 2024 in an amount of \$750,000 plus a 10% contingency for a total amount not to exceed \$825,000. The Department of Benefits and Family Support requests authorization to enter to a new grant for the provision of the Transitional Employment Support Services (TESS) program with Young Community Developers for the period of July 1, 2021 to June 30, 2024 in an amount of \$750,000 plus a 10% contingency for a total amount not to exceed \$825,000. The purpose of these grants is to provide Transitional

	FY22	FY23	FY24	Contract Total	Contingency	Total
Arriba Juntos	\$250,000	\$250,000	\$250,000	\$750,000	\$75,000.00	\$825,000.00
Young Community Developers	\$250,000	\$250,000	\$250,000	\$750,000	\$75,000.00	\$825,000.00
Total	\$500,000	\$500,000	\$500,000	\$1,500,000	\$150,000	\$1,650,000

Employment Support Services (TESS) for participants in the Public Service Trainee (PST) program.

#### Background

The Department of Benefits and Family Support, in collaboration with 14 other city departments, operates a transitional subsidized employment program, known as the Public Services Trainee (PST) program. The PST program was designed to provide opportunities for trainees, with various levels of job and soft skills, to get training and work experience. PST participants are assigned to work at host sites under the supervision of City Departments. The Transitional Employment Support Services (TESS) program was developed in order to increase the success of PST participants at their host sites and move towards unsubsidized employment.

#### Services to be Provided

The TESS program provides the opportunity for PSTs to receive training and employment services during their PST work experience. The Grantees will provide job readiness classes, barrier remediation, and employment support services to program participants including:

- 6 4-hour job readiness workshops with topics such as resume writing, workplace guidelines, digital literacy, and effective communication
- Job coaching to participants to train them on skills to be able to retain and excel at their work sites
- Case management and barrier remediation
- Job search and job placement services

Each provider will serve 170 participants annually. Arriba Juntos will provide services at 1850 Mission Street, San Francisco. Young Community Developers will provide services at 1715 Yosemite Ave and 1201 Mendell Street.

#### Selection

Grantees were selected through Request for Proposals #891, which was competitively bid in May 2021.

# Funding

Funding for this grant is provided by a combination of Federal and Local funds.

#### ATTACHMENTS

Arriba Juntos - Appendix A – Services to be Provided Arriba Juntos - Appendix B – Budget

Young Community Developers - Appendix A – Services to be Provided Young Community Developers - Appendix B – Budget

# Appendix A Services to be Provided Arriba Juntos Transitional Employment Support Services (TESS) for PST Participants July 1, 2021 – June 30, 2024

## I. Purpose of Grant

The San Francisco Human Services Agency (HSA), in collaboration with 14 other city departments, operates a transitional subsidized employment program, known as the Public Services Trainee (PST) program. The PST program was designed to provide opportunities for trainees, with various levels of job and soft skills, to get training and work experience. The Transitional Employment Support Services (TESS) program was developed in order to increase the success of PST participants at their host sites and move towards unsubsidized employment. The Grantee will provide job readiness classes, barrier remediation, and employment support services to program participants.

## **II. Definitions**

Definitions	
City Departments	Adult Probation Department (APD), Department of Public Health (DPH), Department of Public Works (DPW), Office of Economic and Workforce Development (OEWD), Recreation and Parks Department (RPD), San Francisco Police Department (SFPD), SF Metropolitan Transportation Agency (MTA), SF Public Utilities Commission (SFPUC), and others.
Grantee	Arriba Juntos
HSA, also Department	Human Services Agency of the City and County of San Francisco
Launchpad	A client database tracking system used by HSA
PST	Public Service Trainee
PST Liaison	Public Service Trainee Liaison – HSA staff responsible for PST host site monitoring and HSA payroll and Employee Relations
TESS	Transitional Employment Support Services

## **III.** Target Population

The target population for this program is Public Service Trainees (PSTs) who are in their 2nd month or further in the PST program.

## **IV. Description of Services**

Grantee shall provide the following services during the term of this grant:

## A. Intake and Enrollment of Participants Referred by HSA

Arriba Juntos TESS PST FY21-24

- 1. Conduct orientations and intake of PST participants. Report, within one business day of occurrence, to PST Liaisons which participants attended and didn't attend the orientation.
- 2. Serve an average of 35 participants at any given time. Actual number of enrollments could be more or less than the total of 35 as long as the average is maintained over the term of the grant.
- 3. Conduct monthly meetings with HSA staff and partner agencies for case conferencing and coordination of services.
- 4. Communicate with partner agencies to work closely together to coordinate services for optimal outcomes for clients.
- 5. Participants will be paid wages for attendance to TESS workshops and services through their PST assignment.

## **B.** Job Readiness Services

- 1. Provide 6 four-hour Job Readiness Training workshops to all participants in the following areas:
  - a. Career planning/goal setting
  - b. Effective communication practices/conflict resolution/problem solving
  - c. Workplace rules and guidelines (appropriate work behavior/sexual harassment; tardiness/drugs & alcohol, etc.)
  - d. Resume writing/interviewing Skills
  - e. Business writing such as letters, emails, memos
  - f. Typing and computer skills, including at minimum basic word processing and spreadsheet basics
  - g. Digital literacy, including at minimum navigating the internet and managing communications via technology including email and video.
- 2. Schedule attendance to workshops within the first two months of the PST assignment.
- 3. Provide Job Coaching to participants that will give them the skills needed to retain their jobs and excel at their work sites.

# C. Case Management and one-on-one assistance for any employment/ vocational barrier remediation, including but not limited to,

- 1. Meet with participants a minimum of twice a month
- 2. Develop a customized service delivery plan and share with HSA staff
- 3. Driver license restoration
- 4. Possible criminal history expungement
- 5. Referral to short-term behavioral health services
- 6. Coordinate with Child Support Services to resolve outstanding child support issues
- 7. Address the lack of GED, or low foundational skills
- 8. Address housing instability
- 9. Tools, uniforms, transportation, etc.

#### **D.** Job Search and Job Placement Services

1. Provide Job Search and Job Placement services to participants. Place participants in unsubsidized employment after they successfully complete program activities

- 2. Assist participants in developing master employment application and resumes to use in post-program job search
- 3. Prepare participants to conduct their own effective job search
- 4. Refer participants to other vocational training providers
- 5. Coordinate with employers to develop job opportunities for participants
- 6. Connect participants to other employment programs and opportunities funded through the City's workforce development system
- 7. Connect participants with other City or private sector union pre-apprentice or apprentice programs

#### E. Virtual Services

Ensure continued delivery of services during COVID-19 pandemic. Respondent must be able to provide services remotely including the following:

- 1. Conduct intake and orientations via phone, email, and video conference
- 2. Offer online Job Readiness workshops, and other distance learning opportunities
- 3. Connect job ready participants via phone or video conference to JobsNOW! remote hiring events.
- 4. Provide options to access virtual Case Management, Job Coaching, and Supportive Services including phone, text, email, or video conferencing.
- 5. Provide technology and internet access as needed to support remote/virtual learning, case management, and supportive services.

#### F. Health and Safety in COVID-19 Environment

- a. Follow relevant guidance and protocols from the San Francisco Department of Public Health. See <u>https://www.sfcdcp.org/infectious-diseases-a-to-z/coronavirus-2019-novel-coronavirus/</u>
- b. Observe social distancing protocols and must wear masks and/or other personal protective equipment appropriate to the activity.
- c. Ensure that participants receive personal protective equipment as needed in order to engage in TESS activities.

#### G. Information and Referral

Through Grantee's connections to the community, Grantee will refer potential CalWORKs clients to HSA to be screened for CalWORKs eligibility.

#### V. Location and Time of Services

Grantee services are provided at 1850 Mission Street. Work experience sites are with RPD, DPW, HSA, and other City Departments. Services will be Sunday through Saturday except on the following holidays: New Year's Day, Martin Luther King Jr. Day, President's Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving Day, Day after Thanksgiving, and Christmas Day.

#### VI. Service Objectives

On an annual basis, the Grantee will meet the following Service Objectives: A. Enroll and serve a minimum of 170 participants for the workshops

# VII. Outcome Objectives

On an annual basis, the Grantee will meet the following Outcome Objectives:

- A. A minimum of 80% of participants will complete the 6 Job Readiness Workshops.
- B. A minimum of 60% of participants who complete the 6 Job Readiness Workshops will be connected to the City's workforce system or receive job placement services.

# **VIII. Reporting Requirements**

- A. Communicate immediately via e-mail or telephone with HSA PST Liaison when a client is not participating. At a minimum, Grantee must report when a client has two unexcused absences, if attendance falls below 80% of the total program hours, or if the participant is being terminated from the program.
- B. Report Orientation Attendance within one business day after it occurs.
- C. Monthly Reports. HSA will generate monthly reports from Launchpad database by the 10th day following the reporting month. Grantee must review and make Launchpad data corrections in a timely manner.
  - 1. Reports shall contain the following data:
    - Number of enrollments
    - Number of participants completing all workshops
    - Number of participants placed in an unsubsidized job
    - Number of positive and negative program exits
    - Number active or currently enrolled as of the last day of the month
    - Job placement information--job title, employer, wage, hours per week and benefit information (health, dental) for all participants placed unsubsidized employment
    - Demographic information on enrolled participants as prescribed by HSA
  - 2. Supporting documentation for the numbers presented in the reports must be maintained by the Grantee for a period of three years and must be available for auditing by the Department. Participant files shall be kept in a secure and confidential location at all times.
- D. Ad Hoc Reports. Grantee will develop and deliver ad hoc reports as requested by HSA.
- E. Grantee will collect SOGI data and enter data results twice per year in CARBON.
- F. Written communication that contains client confidential information shall be transmitted through a secured method approved by using ZixCorp.
- G. Annual Reports summarizing the contract activities referencing the tasks as described in the Service and Outcome Objectives will be submitted to HSA staff by Grantee. This report will also include accomplishments and challenges encountered by the Grantee.
- H. For assistance with reporting requirements or submission of reports, contact:
  - Andy Beetley-Hagler, Community Services Specialist, E306 andy.beetley@sfgov.org or

 Leslie Lau, Contract Manager, GB11 leslie.lau1@sfgov.org

## **IX.** Monitoring Activities

- A. <u>Program Monitoring</u>: Program monitoring will include review of client eligibility, and back-up documentation for reporting progress towards meeting service and outcome objectives, participant case files, training curricula, and program policies and procedures.
- B. <u>Fiscal Compliance and Contract Monitoring</u>: 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.

# Appendix A Services to be Provided Young Community Developers Transitional Employment Support Services (TESS) for PST Participants July 1, 2021 – June 30, 2024

## I. Purpose of Grant

The San Francisco Human Services Agency (HSA), in collaboration with 14 other city departments, operates a transitional subsidized employment program, known as the Public Services Trainee (PST) program. The PST program was designed to provide opportunities for trainees, with various levels of job and soft skills, to get training and work experience. The Transitional Employment Support Services (TESS) program was developed in order to increase the success of PST participants at their host sites and move towards unsubsidized employment. The Grantee will provide job readiness classes, barrier remediation, and employment support services to program participants.

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Grantee	Young Community Developers
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Young Community Developers TESS PST FY21-24

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# C. Case Management and one-on-one assistance for any employment/ vocational barrier remediation, including but not limited to,

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#### F. Health and Safety in COVID-19 Environment

- a. Follow relevant guidance and protocols from the San Francisco Department of Public Health. See <u>https://www.sfcdcp.org/infectious-diseases-a-to-z/coronavirus-2019-novel-coronavirus/</u>
- b. Observe social distancing protocols and must wear masks and/or other personal protective equipment appropriate to the activity.
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    - Job placement information--job title, employer, wage, hours per week and benefit information (health, dental) for all participants placed unsubsidized employment
    - Demographic information on enrolled participants as prescribed by HSA
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- B. <u>Fiscal Compliance and Contract Monitoring</u>: 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.

	Α	В	С	D	E				
1				Appendix B, Page					
2				Document Date: 6/18/21					
3	HUMAN SERVICES AGE	ENCY CONTRAC	T BUDGET SUN	<b>/MARY</b>					
4		BY PROGR	AM						
5	Contractor's Name	•		Contract Term	l				
6	Arriba J	untos		July 1, 2021	- June 30, 2024				
7	(Check One) New 🗹 Renewal	_ Modification	-						
8	If modification, Effective Date of Mod.	No. of Mod.							
9	Program: TESS-PST								
10	Budget Reference Page No.(s)								
	Program Term	7/1/21-6/30/22	7/1/22-6/30/23	7/1/23-6/30/24	Total				
12	Expenditures								
13	Salaries & Benefits	\$156,083	\$156,083	\$156,083	\$468,249				
	Operating Expense	\$61,304	\$61,304	\$61,304	\$183,912				
	Subtotal	\$217,387	\$217,387	\$217,387	\$652,161				
16	Indirect Percentage (%)	15%	15%	15%	15%				
17	Indirect Cost (Line 16 X Line 15)	\$32,613	\$32,613	\$32,613	\$97,839				
18	Capital Expenditure								
19	Total Expenditures	\$250,000	\$250,000	\$250,000	\$750,000				
20	HSA Revenues								
21	General Fund	\$140,000	\$140,000	\$140,000	\$420,000				
22	Federal	\$110,000	\$110,000	\$110,000	\$330,000				
23									
24									
25									
26									
27 28									
	TOTAL HSA REVENUES	\$250,000	\$250,000	\$250,000	\$750,000				
30	Other Revenues	<i>\</i> 200,000	φ200,000	\$200,000	\$100,000				
31									
32									
33									
34									
35									
36	Total Revenues	\$250,000	\$250,000	\$250,000	\$750,000				
37									
39	Prepared by:		Telephone No.:		Date				
40	HSA-CO Review Signature:								
41	HSA #1				11/15/2007				

	A	В	С	D	E	F	G	Н	I
1								Appendix B, Page	2
2 3								44,365	
4	Program Name: TESS-PST								
5	(Same as Line 9 on HSA #1)								
6									
7			Salarie	es & Ber	nefits Deta	ail			
8									
9									
10						7/1/21-6/30/22	7/1/22-6/30/23	7/1/23-6/30/24	
11		Agency T Annual Full	otals	For HS/	A Program	For DHS Program	For DHS Program	For DHS Program	TOTAL
		TimeSalary	Total %		Adjusted				
12	POSITION TITLE	for FTE	FTE	% FTE	FTE	Budgeted Salary	Budgeted Salary	Budgeted Salary	
13	Director of Programs	\$54,080	100%	10%	10%	\$5,408	\$5,408	\$5,408	\$16,224
14	Program Coordinator	\$49,920	100%	50%	50%	\$24,960	\$24,960	\$24,960	\$74,880
15	Case Manager/Employment Specialist	\$40,560	100%	100%	100%	\$40,560	\$40,560	\$40,560	\$121,680
16	Case Manager-Work Readiness/Barrier R	\$40,560	100%	100%	100%	\$40,560	\$40,560	\$40,560	\$121,680
17									
18									
19									
20									
21									
22									
23									
24									
25									
26									
27									
28									
29									
30	TOTALS		4.00	2.60	2.60	111,488	111,488	111,488	\$334,464
31 32	FRINGE BENEFIT RATE	40%							
	EMPLOYEE FRINGE BENEFITS					\$44,595	\$44,595	\$44,595	\$133,785
34 35									
36	TOTAL SALARIES & BENEFITS					\$156,083	\$156,083	\$156,083	\$468,249
37	HSA #2								11/15/2007

	A	В	С	D	E	F G	Н	J	K
1		_				· 1 · · ·	Appendix B, Pag	e 3	
2							Document Date:		
3									
4	Program Name								
5 6	(Same as Line	9 on HSA #1)							
7				Ope	rating Expension	se Detail			
8	1			-	5 1				
9									
10 11									
	Expenditure C	ategory		TERM	7/1/21-6/30/22	7/1/22-6/30/23	7/1/23-6/30/24		TOTAL
13	Rental of Prop	erty							
14	Utilities(Elec, V	Vater, Gas, Ph	none, Scavenge	er)	\$9,872	\$9,872	\$9,872	\$	29,616
15	Office Supplies	s, Postage			\$4,036	\$4,036	\$4,036	\$	12,108
16	Building Mainte	enance Supplie	es and Repair		\$5,737	\$5,737	\$5,737	\$	17,211
17	Printing and R	eproduction			\$1,668	\$1,668	\$1,668	\$	5,004
18	Insurance				\$3,669	\$3,669	\$3,669	\$	11,007
19	Staff Training							\$	-
20	Staff Travel-(L	ocal & Out of T	ōwn)		\$1,019	\$1,019	\$1,019	\$	3,057
21	Rental of Equip	oment			\$5,503	\$5,503	\$5,503	\$	16,509
	CONSULTANT/SI	JBCONTRACTOF	R DESCRIPTIVE T	TTLE					
23				-			- <u> </u>		
24 25				-			<u> </u>		
25				_					
27				-					
28	OTHER			_					
29	Ancilliary Supp	ort Services		_	\$25,000	\$25,000	\$25,000	\$	75,000
30	Client Support	ive-Food CFET	Ineligible	_	\$4,800	\$4,800	\$4,800	\$	14,400
31				_					
32				_					
33				-					
34 35	TOTAL OPER		ISE		\$61,304	\$61,304	\$61,304		\$183,912
36					ψ01,004	ψο1,004	φ01,004		φ100,01Z
	HSA #3								11/15/2007
01									. 17 13/2007

	В	С	D	E	F									
2				Appendix B: Page 1										
3				Document Date:	6/16/2021									
4	HUMAN SERVICES AG	Revised Date:	6/16/2021											
5		BY PROG												
6	Program Name: Clean Streets Transitiona	Term												
7	Young Community Developers, Inc.	7/1/21 - 6/30/24												
8	(Check One)  Renewal Modification													
9	If modification													
10	Program: YCD- Transitional Employment Support Services (TESS) for PST													
	Budget Reference Page No.(s)			7/4/00 0/00/04	<b>T</b> ( )									
12 13	Program Term	7/1/21-6/30/22	7/1/22-6/30/23	7/1/23-6/30/24	Total									
	Expenditures Salaries & Benefits	¢107 155	¢107 155	¢197 155	\$561 A6A									
	Operating Expense	\$187,155 \$30,237	\$187,155 \$30,236	\$187,155 \$30,236	\$561,464 \$90,709									
	Subtotal	\$217,391	\$217,391	\$217,391	\$652,174									
	Indirect Percentage (%)	15%		15%	15%									
	Indirect Cost (Line 16 X Line 15)	\$32,609	\$32,609	\$32,608	\$97,826									
	Capital Expenditure	,	<i>+,</i>	+,	+,									
20	Total Expenditures	\$250,000	\$250,000	\$250,000	\$750,000									
21	HSA Revenues													
22	General Fund	\$140,000	\$140,000	\$140,000	\$420,000									
	Federal	\$110,000	\$110,000	\$110,000	\$330,000									
24														
25														
26														
27 28														
29														
	TOTAL HSA REVENUES	\$250,000	\$250,000	\$250,000	\$750,000									
31	Other Revenues				. ,									
32														
33														
34														
35 36														
37	Total Revenues	\$250,000	\$250,000	\$250,000	\$750,000									
	Full Time Equivalent (FTE)	÷200,000	<i>\</i>	<i>\</i>										
	Prepared by: Timothy Waters		Telephone No.: 41	5-822-3491										
	HSA-CO Review Signature:													
	-													
42	HSA #1				6/16/2021									

	В	С	D	Е	F	G	Н		J					
2	Young Community Developers, Inc. Appendix B: Page 2 Document Date: 6/16/202													
3	Document Date: 6/16/2021 Revised Date: 6/16/2021													
4	Program Name: Clean Streets Tran	sitional Employ	ment Sunn	ort				Revised Date:	6/16/2021					
6	(Same as Line 9 on HSA #1)													
7	,													
8			Salarie	es & Ben	efits Detai	il								
9														
10														
11	7/1/21-6/30/22 7/1/22-6/30/23 7/1/23-6/30/24 7/1/21 - 6/30/24													
12		Agency T	otals	For HSA	A Program	For DHS Program	For DHS Program	For DHS Program	TOTAL					
		Annual Full	Tatalor											
13	POSITION TITLE	TimeSalary for FTE	Total % FTE	% FTE	Adjusted FTE	Budgeted Salary	Budgeted Salary	Budgeted Salary	7/1/18-6/30/21					
	Program Coordinator			100%	100%									
		\$62,400				\$62,400	\$62,400	\$62,400	\$187,200					
	Case Manager	\$58,240		100%	100%	\$58,240	\$58,240	\$58,240	\$174,720					
16	Program Assistant	\$58,240	100%	100%	45.89%	\$26,726	\$26,726	\$26,726	\$80,178					
17														
18														
19														
20														
21														
22														
23														
24														
25														
26														
27														
28														
29														
30														
31 32	TOTALS		3.00	3.00	2.46	\$147,366	\$147,366	\$147,366	\$442,098					
	FRINGE BENEFIT RATE	27%				27%	27%	27%						
34	EMPLOYEE FRINGE BENEFITS					\$39,789	\$39,789	\$39,789	\$119,366					
35 36														
37	TOTAL SALARIES & BENEFITS					\$187,155	\$187,155	\$187,155	\$561,464					
38	HSA #2								6/16/2021					

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6/21/2021

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2					_				Appendix B, Pag	je 3	
3									Document Date:		6/16/2021
4 5	Program Name: Clean Stree	te Transitional	Employment	Support					Revised Date:		6/16/2021
6	(Same as Line 9 on HSA #1)		Employment	Support							
7	, , , , , , , , , , , , , , , , , , ,			_	_	_	_				
8				Ope	rating	Expense	Deta	il			
9 10											
11											
12											TOTAL
13	Expenditure Category			TERM	-	7/1/21-6/30/	22	7/1/22-6/30/23	7/1/23-6/30/24	7/1/	/18-6/30/21
14	Rental of Property				-	\$8,8	38	\$8,838	\$8,838	\$	26,514
15	Utilities(Elec, Water, Gas, Pl	hone, Scaveng	er)		-	\$3,8	00	\$3,800	\$3,800	\$	11,400
16	Office Supplies, Postage				-	\$2,6	46	\$2,646	\$2,646	\$	7,939
17	Building Maintenance Suppli	es and Repair			_	\$5	00	\$500	\$500	\$	1,500
18	Printing and Reproduction				_	\$1,2	78	\$1,277	\$1,277	\$	3,832
19	Insurance				_	\$2,2	50	\$2,250	\$2,250	\$	6,750
20	Staff Training					\$3	00	\$300	\$300	\$	900
21	Staff Travel-(Local & Out of T	Fown)				\$3	75	\$375	\$375	\$	1,125
22	Rental of Equipment				-	\$2,7	50	\$2,750	\$2,750	\$	8,250
23	CONSULTANT/SUBCONTRACTOF	R DESCRIPTIVE 1	TITLE								
24				_	-						
25				_	-						
26 27				_	-				·		
28				_	-				·		
29	OTHER			_	-						
30					_						
	Ancillary Support Services			_	-	\$7,5	00	\$7,500	\$7,500	\$	22,500
32				_	-				·		
33 34				_	-						
35				_	-						
36	TOTAL OPERATING EXPE	NSE			-	\$30,2	37	\$30,236	\$30,236		\$90,709
37					_						
38	HSA #3										6/16/2021
	-										