

1. Program Name: Delivering Innovation in Supportive Housing (DISH)
 Property Management Services at Direct Access to Housing sites
 232 Eddy Street, San Francisco, CA 94102
 (415) 776-3474 x100
 (415) 771-3474 FAX

Direct Access to Housing (DAH) Sites: **DAH Health Clinic** (through FY2012–13)
 234 Eddy Street (Windsor Hotel commercial space)
 San Francisco, CA 94102
 (415) 353-5095; (415) 292-5048 FAX

Windsor Hotel
 238 Eddy Street, San Francisco, CA 94102
 (415) 345-0210; (415) 885-1600 FAX

Camelot Hotel
 124 Turk Street, San Francisco, CA 94102
 (415) 359-9404; (415) 440-1165 FAX

Empress Hotel
 144 Eddy Street, San Francisco, CA 94102
 (415) 674-8100; (415) 674-9513 FAX

LeNain Hotel
 730 Eddy Street, San Francisco, CA 94109
 (415) 353-5652; (415) 673-1266 FAX

Pacific Bay Inn
 520 Jones Street, San Francisco, CA 94102
 (415) 674-0765; (415) 674-0763 FAX

Star Hotel
 2176 Mission Street, San Francisco, CA 94110
 (415) 503-4143; (415) 252-1085 FAX

2. Nature of Document (select one)
 New Renewal Modification

3. Goal Statement
 The goal of this contract is to provide quality, custom property management services at six (6) Direct Access to Housing sites, and the DAH Health Clinic (through FY2012–13) resulting in safe, clean, and stable housing for formerly homeless tenants with special needs.

4. Target Population
 The target population is homeless, very low-income residents of the City and County of San Francisco, whose income is less than 30% of area median income, who are struggling with at least one of these specific, disabling conditions: mental illness, HIV/AIDS, substance use, physical disabilities and limited experience living independently. The Empress has more stringent criteria as determined by HUD which mandates that residents must be chronically homeless to be eligible. The clients must be at least 18 years of age and will include lesbian, bisexual, transgender individuals, gay men and people of color. Due to the facilities' specific nature of the services for the property management of the DAH Health Clinic located in the Windsor commercial space, there is no target population. (through FY2012-2013 only)

5. Modalities
 One (1) Unit of Service (UOS) is defined as one (1) **Property Management Day** (service category Supportive Housing, Property Management modality) providing property management services for one Single Room Occupancy (SRO) unit. The total number of property management days is based on a 10% vacancy rate due to turnover and move-in time. For the Windsor commercial space/Direct Access to Housing Health Clinic (through FY2012–13,) one unit of *Property Management Services* is an average 30 days, or one month, of services which include, but are not limited to, payment of utilities and other bills; janitorial, and maintenance services.

FY 2010–2011	Units of Service (UOS)	Number of Clients/Rooms	Unduplicated Clients (UDC)
Unit of Service Description by Funding Source			
General Fund — 6 Properties Management Days 386 units x 365 days - 10% vacancy rate = 126,801	126,801	386	392*
HUD — Property Management Days 35 units x 365 days - 10% vacancy rate = 11,497	11,497	35	35*
MHSA/Prop 63 — Property Management Days 28 units x 365 days - 10% vacancy rate = 9,198	9,198	28	31*
DOJ — Property Management Days	N/A	N/A	N/A
Total Units of Service:	147,496	449	
Total Unduplicated Clients/Rooms:			458

Unit of Service Description	Units of Service (UOS)
FQHC — DAH Health Clinic Program 1 unit Property Management Services x 12 months	12

FY 2011–2012	Units of Service (UOS)	Number of Clients/Rooms	Unduplicated Clients (UDC)
Unit of Service Description by Funding Source			
General Fund — 6 Properties Management Days 386 units x 365 days - 10% vacancy rate = 126,801	126,801	386	392*
HUD — Property Management Days 35 units x 365 days - 10% vacancy rate = 11,497	11,497	35	35*
MHSA/Prop 63 — Property Management Days 28 units x 365 days - 10% vacancy rate = 9,198	9,198	28	31*
DOJ — Property Management Days	N/A	N/A	N/A
Total Units of Service:	147,496	449	
Total Unduplicated Clients/Rooms:			458

Unit of Service Description	Units of Service (UOS)
FQHC — DAH Health Clinic Program 1 unit Property Management Services x 12 months	12

FY 2012–2013	Units of Service (UOS)	Number of Clients/Rooms	Unduplicated Clients (UDC)
Unit of Service Description by Funding Source			
General Fund — 6 Properties Management Days 386 units x 365 days - 10% vacancy rate = 126,801	126,801	386	392*
HUD — Property Management Days 35 units x 365 days - 10% vacancy rate = 11,497	11,497	35	35*
MHSA/Prop 63 — Property Management Days 28 units x 365 days - 10% vacancy rate = 9,198	9,198	28	31*
Total Units of Service:	147,496	449	
Total Unduplicated Clients/Rooms:			458

Unit of Service Description	Units of Service (UOS)
FQHC — DAH Health Clinic Program 1 unit Property Management Services x 12 months	12

FY 2013–2014	Units of Service (UOS)	Number of Clients/Rooms	Unduplicated Clients (UDC)
Unit of Service Description by Funding Source			
General Fund — 6 Properties Management Days 386 units x 365 days - 10% vacancy rate = 126,801	126,801	386	392*
HUD — Property Management Days	11,497	35	35*

* The tenant UDC is based on a 10% turnover rate by the end of the contract year. The number of DAH clients is based on the maximum number of DAH tenants that can be accommodated at the site at any given time.

35 units x 365 days - 10% vacancy rate = 11,497			
MHSA/Prop 63 — Property Management Days 28 units x 365 days - 10% vacancy rate = 9,198	9,198	28	31*
Total Units of Service:	147,496	449	
Total Unduplicated Clients/Rooms:			458

FY 2014–2015	Units of Service (UOS)	Number of Clients/Rooms	Unduplicated Clients (UDC)
Unit of Service Description by Funding Source			
General Fund — 6 Properties Management Days 386 units x 365 days - 10% vacancy rate = 126,801	126,801	386	392†
HUD — Property Management Days 35 units x 365 days - 10% vacancy rate = 11,497	11,497	35	35†
MHSA/Prop 63 — Property Management Days 28 units x 365 days - 10% vacancy rate = 9,198	9,198	28	31†
Total Units of Service:	147,496	449	
Total Unduplicated Clients/Rooms:			458

FY 2015–2016	Units of Service (UOS)	Number of Clients/Rooms	Unduplicated Clients (UDC)
Unit of Service Description by Funding Source			
General Fund — 6 Properties Management Days 386 units x 365 days - 10% vacancy rate = 126,801	126,801	386	392†
HUD — Property Management Days 35 units x 365 days - 10% vacancy rate = 11,497	11,497	35	35†
MHSA/Prop 63 — Property Management Days 28 units x 365 days - 10% vacancy rate = 9,198	9,198	28	31†
Total Units of Service:	147,496	449	
Total Unduplicated Clients/Rooms:			458

FY 2016–2017	Units of Service (UOS)	Number of Clients/Rooms	Unduplicated Clients (UDC)
Unit of Service Description by Funding Source			
General Fund — 6 Properties Management Days 386 units x 365 days - 10% vacancy rate = 126,801	126,801	386	392†
HUD — Property Management Days 35 units x 365 days - 10% vacancy rate = 11,497	11,497	35	35†
MHSA/Prop 63 — Property Management Days 28 units x 365 days - 10% vacancy rate = 9,198	9,198	28	31†
Total Units of Service:	147,496	449	
Total Unduplicated Clients/Rooms:			458

FY 2017–2018	Units of Service (UOS)	Number of Clients/Rooms	Unduplicated Clients (UDC)
Unit of Service Description by Funding Source			
General Fund — 6 Properties Management Days 386 units x 365 days - 10% vacancy rate = 126,801	126,801	386	392†
HUD — Property Management Days 35 units x 365 days - 10% vacancy rate = 11,497	11,497	35	35†
MHSA/Prop 63 — Property Management Days 28 units x 365 days - 10% vacancy rate = 9,198	9,198	28	31†
Total Units of Service:	147,496	449	
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† The tenant UDC is based on a 10% turnover rate by the end of the contract year. The number of DAH clients is based on the maximum number of DAH tenants that can be accommodated at the site at any given time

Contractor: Tides Center

Appendix A-1

Program: Delivering Innovation in Supportive Housing (DISH)

Contract Term: 7/1/2008–6/30/2019

Funding Sources: General Fund, MHSAs, GF-FQHC, HUD, DOJ, Rental Income

<u>FY 2018–2019</u> Unit of Service Description by Funding Source	Units of Service (UOS)	Number of Clients/Rooms	Unduplicated Clients (UDC)
General Fund — 6 Properties Management Days 386 units x 365 days - 10% vacancy rate = 126,801	126,801	386	392‡
HUD — Property Management Days 35 units x 365 days - 10% vacancy rate = 11,497	11,497	35	35†
MHSA/Prop 63 — Property Management Days 28 units x 365 days - 10% vacancy rate = 9,198	9,198	28	31†
Total Units of Service:	147,496	449	
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‡ The tenant UDC is based on a 10% turnover rate by the end of the contract year. The number of DAH clients is based on the maximum number of DAH tenants that can be accommodated at the site at any given time

6. Methodology

A. Outreach, recruitment, promotion, and advertisement

Homelessness and Supportive Housing – Adult Housing Programs, (HSH-AHP) administers the allocation and application process for the DAH hotels and accepts referrals from community agencies deemed appropriate for referral by the DAH gatekeepers.

B. Admission, enrollment and/or intake criteria and process

In order to apply for housing at a DAH site, the applicant must meet the following eligibility criteria:

- Be a homeless resident of San Francisco, including persons living on the streets, in emergency and/or domestic violence shelters, in abandoned buildings, in hospital or forensic settings, or in transitional psychiatric and/or substance use treatment; (All applicants for the Empress have to meet the HUD definition of chronic homelessness, which states that “a chronically homeless person is an unaccompanied homeless individual who has either been continuously homeless for a year or more OR has had at least four (4) episodes of homelessness in the past three (3) years. To be considered chronically homeless, persons must have been sleeping in a place not meant for human habitation (e.g., living on the streets) and/or in an emergency homeless shelter during that time.”)
- Be at or below 30% of the area median income as determined by HUD;
- Have medical, mental health, and/or substance use issues;
- Pay part of her/his income in rent via a third party rent payment program;
- Be capable of independent living with supportive services in a community setting.

The DAH Placement Manager notifies the appropriate access point when a vacancy occurs. The Direct Access to Housing Referral Team (DART) reviews the applications received from access points for eligibility and completeness. If the application is complete and the applicant seems eligible, the packet is forwarded to the Support Services Manager and the General Manager. Support Service staff retains confidential protected information and conducts a separate interview with the applicant. Property Management staff conduct a background check of the applicant including eviction, credit, and criminal history. The decision for acceptance into the program is based on tenancy issues determined by the property management staff. Applicants are not automatically rejected on the basis of poor rental history or criminal conviction. Clear guidelines are provided by DART in coordination with support services and property management on reasons for rejecting an application.

DART returns ineligible and denied applications to the access point. Because of the interview process, a referral to the buildings does not guarantee housing.

C. Service delivery model, hours of operation, locations of service delivery, frequency and duration of service, strategies for service delivery.

Property Management services are provided which include rent collection, annual client re-certification, lease management/eviction prevention, tenant move-in and move-out, unit make ready work, maintenance, 24-hour front desk coverage and janitorial services, not only in the unit, but in all public, storage and office areas as well. Tenants are required to sign a lease, but are not required to sign a consent for services agreement due to the nature of the property management services. The Grievance Procedure is reviewed with all tenants at move in and is posted in the lobby to ensure compliance with the HSH standard.

The Tides Center provides infrastructure services and serves as fiscal sponsor for all DISH activities. DISH personnel are all employees of the Tides Center.

D. Exit criteria and process

Tenants are eligible to remain in housing permanently. The tenant must adhere to the provisions of the lease agreement to remain eligible for the housing. The property management staff actively collaborates with the onsite supportive services providers to ensure that tenants with housing retention challenges are offered services to increase their ability to comply with the lease. Tenants, who are evicted from the property, surrender their unit or move to a higher level of care work with the support services providers to smoothly transition to a new setting whenever possible.

E. Program staffing

Each site is staffed by a General Manager, an Assistant General Manager, 24 hour desk clerks, and a maintenance worker and janitor. Our maintenance approach is centralized, and our site-based staff is augmented by a Janitorial Supervisor, Maintenance Supervisor and the Facilities Director who are supported by the Facilities Assistant. In addition, there are two Co-Directors responsible for running the organization and supervising all of the properties, a Deputy Director, an Operations Manager and ½-time Project Manager. All positions are funded by the contract.

7. Objectives and Measurements

Outcome Objectives:

- 1) 90% of residents will retain their housing for more than one year.
- 2) 75% of residents who exit housing will secure housing appropriate to their needs (e.g., independent/unsubsidized housing, move-in with family or friends, transition to level of care appropriate for their needs, etc.).
- 3) 90% of inspected units will be in compliance with health and safety standards at the time of monitoring.
- 4) 85% of resident lease violations will be resolved without loss of housing to tenants.

Performance Objectives:

- 1) Property Management will collect at least 90% of monthly rent from occupied units. *Disclaimer: Rent is not collected for occupied units undergoing an eviction process.*

8. Continuous Quality Improvement

Contract Compliance:

- The Tides Center/DISH will comply with Local, State, Federal and/or funding source policies and requirements such as Harm Reduction, Health Insurance Portability and Accountability Act (HIPAA), Cultural Competency, and Client Satisfaction
- A DISH TB policy and procedure will address that all on-site staff is tested and cleared for TB prior to employment or placement in compliance with the DPH TB policy. TB status is reviewed upon employment with the program and every 12 months thereafter.
- The Deputy Director will review progress towards contract objectives on a monthly basis and forward reports to HSH indicating our successes and areas for improvement.
- DISH uses a networked database tool to track most of the data used to evaluate the program. This tool allows DISH to compile reports that describe rental income by tenant and by building, the length of occupancy of each tenant or an average for the building, number and percentage of vacant units at any one time, length of time between vacancy and move in among other things. The General Manager and Assistant General Manager at each building enter the site specific data into the database and the DISH Central office staff, led by the Deputy Director, monitors the accuracy of the data and compiles reports based on the data. During each contract year, DISH will provide a set of reports for each building and submit

these reports to the HSH Program Manager at the end of each quarter of the contract year with the data and evaluation including 35 day turnover of vacant unit achievements, timely work order completion for Emergency Health and Safety issues and Routine Maintenance requests. The Deputy Director will lead this process and be responsible for compiling, analyzing and submitting the data and evaluation to the HSH Program Manager. DISH will use this data to help guide us as we try to achieve all of these important outcomes.

Tenant Satisfaction:

- DISH staff strives to exceed a minimum goal of 65% tenant participation in Satisfaction Survey completion.
- DISH staff will review annual tenant satisfaction surveys and create a work plan to address findings and report results to tenant community.
- The General Manager will attend Community Meetings monthly seeking input. The Directors will attend the Community Meeting at least two times per year.
- The Tenant Grievance Policy and Procedure will comply with Department guidelines. Management and staff will be trained on the procedure, and track grievances to assess areas for improvement.
- DISH Directors and Facilities Director will inspect each building on a regular basis to ensure that the highest standard of maintenance and cleanliness is upheld.

Staff Training:

- All staff will be oriented and trained at the time of employment and on an on-going basis. Additionally, training and staff development will be incorporated into the daily operating practices of property management. Documentation of all training and certifications will be permanently retained in each employee's personnel file.
- All staff will receive training on Universal Precautions Standards and TB precautions/treatment.
- All staff will receive annual training on relevant topics such as Harm Reduction, Cultural Competency, De-Escalation and Emergency Response.

Site Audit/Review of client records:

- Each site will have 2 site audits per year from DISH management staff reviewing adherence with various aspects of DISH policies and procedures.
- Annually, a sample of tenant files will be reviewed by DISH management staff. Repeat problems will be identified and discussed to develop consistent practices.

Review and updating of written policies and protocols and practices:

- Written employee policies will be reviewed, updated and approved by the DISH Directors in consultation with the Tides Center. All revisions to employee policies will be communicated to staff via staff meetings, and/or written documentation. Acknowledgement of significant new policies will be signed and dated by staff.
- Operating Policies and Procedures will be reviewed and updated as needed. All revisions to operating policies will be communicated to staff via staff meetings, and/or written documentation.

Staff supervision and performance review plan:

- The Directors will conduct regular one-on-one supervision with the General Managers to review rental income, expenditures, policies and procedures, staffing issues, collaboration, challenging tenant situations and other issues of on-site property management of the DAH site.
- The General Manager will conduct regular meetings with staff to review work, desk coverage, policies and procedures, etc. to improve site management, reduce vacancy rates and increase tenant stability.

Contractor: Tides Center

Appendix A-1

Program: Delivering Innovation in Supportive Housing (DISH)

Contract Term: 7/1/2008–6/30/2019

Funding Sources: General Fund, MHSa, GF-FQHC, HUD, DOJ, Rental Income

- The Facilities Director will meet with his crew leaders weekly to review unit turnover rates, work order completion and project management to ensure cost effective and timely completion of building maintenance.
- The Directors will oversee the completion of 90 day, mid-year and annual performance reviews for all staff.