

**Appendix A-1, Services to be Provided  
by  
Episcopal Community Services  
Housing First Hotels – Support Services**

**I. Purpose of Grant**

The purpose of the grant is to provide support services to formerly homeless and income-eligible adults. The goals of these services are to help participants improve their health and retain their housing, or move to other appropriate housing.

**II. Served Population**

Grantee shall serve formerly homeless and income-eligible adults and older adults. An adult is defined as an individual or couple 18 years old or older without the custody of minors below 18 years of age. Couples consist of two adult individuals who are married, in a domestic partnership, or who can provide documentation of an established partnership. An older adult is defined as an individual aged 55 or older.

**III. Referral and Prioritization**

All new tenants will be referred by the Department of Homelessness and Supportive Housing (HSH) via the Coordinated Entry System, which organizes the City's Homelessness Response System (HRS) with a common, population-specific assessment, centralized data system, and prioritization method.

Eligibility criteria may include meeting a definition of homelessness at the time of referral and placement, enrollment in specific benefits programs, income criteria and/or the ability to live independently within the structure of the housing program. Tenants who meet eligibility criteria for Permanent Supportive Housing programs are prioritized based on various criteria, such as levels of vulnerability, length and history of homelessness, and severity of housing barriers.

**IV. Description of Services**

Grantee shall provide Support Services to program participants who reside in 463 units during the term of this grant. Support Services are voluntary and shall be available to all tenants of the building. Support Services shall include, but are not limited to the following:

- A. Outreach: Grantee shall actively engage with participants to provide information about available Support Services and invite them to participate. Outreach methods shall include in-person interactions, written messages, phone calls, voice mail, and emails, as available and appropriate to reach individual participant. Grantee shall contact each participant at least three times during the first 60 days following placement in housing to engage the participant in services.
- B. Intake and Assessment: Grantee shall coordinate the initial intake with applicants for vacant units with Property Management, and if possible, begin establishing a rapport with participants prior to move-in. Grantee shall attempt to coordinate with an incoming participant's current Case Manager(s) (e.g., at the shelter, agency or Coordinated Entry Access Point where a participant is currently receiving services) to

ensure a warm hand-off and transition into housing. This may include an exchange of information about challenges the participant is experiencing and/or and current services being accessed in the community.

- C. Case Management: Grantee shall provide ongoing meetings and counseling for participants to establish goals, develop Individualized Service Plans, and track progress toward achieving those goals. Grantee shall document Case Management meetings, engagement, and status of participants at least once per month to ensure they are doing well and are receiving the support they need to maintain housing.
- D. Benefits Advocacy and Assistance: Grantee shall assist participants with obtaining or maintaining benefits. Grantee shall provide referrals for and solve problems preventing a participant's enrollment in county, state and federal benefits programs. Grantee may help participants identify, apply for and establish appointments for available services such as cash aid, food programs, medical clinics and/or in-home support.
- E. Referrals and Coordination of Services: Grantee shall help participants identify and access services available within the community that meet specific needs or support progress toward identified goals. This may include providing information about services, calling to help establish appointments, assisting with applications, providing appointment reminders, following up/checking in with participants regarding the process, and, as necessary, re-referral. Grantee shall also communicate and coordinate with outside service providers and mental health clinics to support existing linkages that participants may have.
- F. Coordination with Property Management: Grantee shall assist participants in communicating with, responding to and meeting with Property Management. This may include helping a participant understand the meaning of messages, letters, and/or warnings from Property Management, helping a participant write requests, responses or complaints, and attending meetings between the participant and Property Management to facilitate communication.  
  
Grantee shall coordinate with Property Management and external agencies to find creative ways to engage with participants, as necessary. This may be the case if a participant is experiencing challenges with their housing and is not inclined to proactively engage.
- G. Wellness Checks: Grantee shall conduct Wellness Checks in accordance with HSH policy to assess a participant's safety when there is a reason to believe the participant is at immediate and substantial risk due to a medical and/or psychiatric emergency.
- H. Support Groups, Social Events and Organized Activities:
  - i. Grantee shall provide participants with opportunities to participate in organized gatherings for peer support, to gain information from presenters and each other, to form social connections with other participants and staff, or to celebrate

significant individual, holiday and community events. These events may be planned with or based on input from participants and shall be held on site at least once per week. Grantee shall post and provide to participants with a monthly calendar of events. When appropriate, events should be open to all building tenants.

- ii. Grantee shall conduct monthly community meetings for participants, in coordination with Property Management, during which participants may discuss building concerns and program ideas with representatives from both Support Services and Property Management staff.
- iii. Grantee shall provide appropriate programming for the population served.

I. Housing Stability Support: Grantee shall outreach to and offer on-site services and/or referrals to all participants who display indications of housing instability. Such indications include but are not limited to discontinuance from benefits, non-payment of rent, lease violations or warnings from Property Management, and conflicts with staff or other participants. Grantee shall assist with the de-escalation and resolution of conflicts as needed.

J. Supervision: Grantee shall ensure that on-site Support Services staff has access to bi-monthly case conferencing and ongoing supervision. This allows staff to provide appropriate case management, counseling and referral services to participants with emerging and ongoing mental health issues.

K. Exit Planning and After-Care Services: If a participant is moving out of the building, Grantee shall outreach to the participant to engage in exit planning and support the participant’s successful transition out of the program, and coordinate with Property Management, as necessary. The exit plan shall depend on the participant’s needs and preferences but may include establishing a link to outpatient case management as well as access to services in the community. Grantee shall provide and/or coordinate aftercare services following a participant’s exit from the program for up to 90 days or as indicated by participant need.

**V. Location and Time of Services**

Grantee shall provide services at the addresses below. Grantee shall provide services Monday through Friday, during posted business hours. Grantee may also provide services evenings and weekends, and at other times when necessary to best serve participants.

Grantee shall work with the Property Management staff to coordinate after-hours emergency backup, which will include the ability to reach Property Management by phone. Grantee shall implement policies and procedures pertaining to emergency backup and will train staff accordingly.

<b>Location</b>	<b>Address</b>	<b>Units</b>
1. Alder Hotel	175 6 <sup>th</sup> Street	116
2. Crosby on O’Farrell Hotel	516 O’Farrell Street	124
3. Elm Hotel	364 Eddy Street	80

Location	Address	Units
4. Hillsdale Hotel	51 6 <sup>th</sup> Street	75
5. Mentone Hotel	387 Ellis Street	68
Total		463

## VI. Service Requirements

- A. Possession of Licenses/Permits: Grantee warrants the possession of all licenses and/or permits required by the laws and regulations of the United States, the State of California, and the City to provide the Services. Failure to maintain these licenses and permits shall constitute a material breach of this Agreement.
- B. Language and Interpretation Services: Grantee shall ensure that interpreter and translation services are available to address the needs of those within the served population who primarily speak language(s) other than English.
- C. Health Screening and Certifications: Grantee shall obtain and maintain all required staff health screenings and certifications required by law.
- D. Case Conferences: Grantee shall initiate and participate in individual case conferences and team coordination meetings with HSH-approved programs, as needed, to coordinate and collaborate regarding participants' progress.
- E. Admission Policy: Admission policies for the services shall be in writing and available to the public. Except to the extent that the services are to be rendered to a specific population as described in the programs listed herein, such policies must include a provision that participants are accepted for care without discrimination on the basis of race, color, creed, religion, sex, age, national origin, ancestry, sexual orientation, gender identification, disability, or HIV/AIDS status.
- F. Grievance Procedure: Grantee shall establish and maintain a written Grievance Procedure for participants, which shall include the following elements, as well as others that may be appropriate to the services:
1. The name or title of the person or persons authorized to make a determination regarding the grievance;
  2. The opportunity for the aggrieved party to discuss the grievance with those who will be making the determination;
  3. The amount of time required for each step, including when a participant can expect a response; and
  4. HSH Program Manager's contact information for the participant to contact after the participant has exhausted Grantee's internal Grievance Procedure.

Grantee shall, at program entry, review and provide a copy of this procedure, and any amendments, to each participant and obtain a signed copy of the form from the participant, which must be maintained in the participant's file. Additionally, Grantee

shall post the policy at all times and provide a copy of the procedure and any amendments to the HSH Program Manager or his/her designated agent.

G. Feedback, Complaint and Follow-up Policies:

Grantee shall provide means for participants to provide input into the program, including the effectiveness and satisfaction. Feedback methods shall include:

1. A written process informing the participants on how to request services; and
2. A written annual survey, which shall be offered to participants to gather feedback, satisfaction, and assess the effectiveness of services and systems within the program. Grantees shall offer assistance to participants regarding completion of the survey if the written format presents any problem.

H. City Communications, Trainings and Meetings:

Grantee shall keep HSH informed of program operations and comply with HSH policies, training requirements, and participate in meetings, including, but not limited to:

1. Regular communication to HSH about the implementation of the program;
2. Attendance at all meetings as required by HSH. This shall include quarterly HSH meetings, as needed, such as, but not limited to: hearings on issues related to homelessness; and
3. Attendance at trainings, when required by HSH.

I. Coordination with Other Service Providers:

1. Grantee shall maintain a good working relationship with other service providers, HSH, and all other agencies involved in program operations to ensure communication and coordination that supports program goals.
2. When required by HSH, Grantee shall establish written Memoranda of Understanding (MOUs) with Property Management and Subcontractors.

J. Critical Incidents: Grantee shall report critical incidents in accordance with the HSH Program Manager instructions and any published HSH policies/procedures. Examples of critical incidents include death, fire, acts of violence, or any other incident, which require the involvement of emergency or Child Protective Services (CPS).

K. Disaster and Emergency Response Plan: Grantee shall develop and maintain an Agency Disaster and Emergency Response Plan containing Site Specific Emergency Response Plan(s) for each service site per HSH requirements. The Agency Disaster and Emergency Response Plan shall address disaster coordination between and among service sites. Grantee shall update the Agency/site(s) plan as needed and Grantee shall train all employees regarding the provisions of the plan for their Agency/site(s).

L. Good Neighbor Policies: Grantee shall maintain a good relationship with the neighborhood, including:

1. Collaboration with neighbors and relevant city agencies to ensure that neighborhood concerns about the facility are heard and addressed;

2. That Grantee management staff is available to respond to neighbors within 24 hours, if reasonable;
  3. Having a representative of the Grantee attend all appropriate neighborhood meetings; and
  4. Active discouragement of loitering in the area surrounding the building.
- M. Record Keeping and Files: Grantee shall maintain confidential participant files that document the services and supportive work provided for the purpose of tracking and reporting objectives and outcomes.
- N. Data Standards:
1. Records entered into the HSH Homeless Management Information System (HMIS) Online Navigation and Entry (ONE) System shall meet or exceed the ONE System Continuous Data Quality Improvement Process standards: <https://onesf.clarityhs.help/hc/en-us/articles/360001145547-ONE-System-Continuous-Data-Quality-Improvement-Process>.
  2. Grantee shall enter data into the ONE System, but may be required to report certain measures or conduct interim reporting in CARBON, via secure email, or through uploads to a File Transfer Protocol (FTP) site. When required by HSH, Grantee shall submit the monthly, quarterly and/or annual metrics into either the CARBON database, via secure email, or through uploads to an FTP site. HSH will provide clear instructions to all Grantees regarding the correct mechanism for sharing data. Changes to data collection or reporting requirements shall be communicated to Grantees via written notice at least one month prior to expected implementation.
  3. Any information shared between Grantee, HSH, and other providers about the served population shall be communicated in a secure manner, with appropriate release of consent forms and in compliance with Health Insurance Portability and Accountability Act (HIPAA) and privacy guidelines.

## **VII. Service Objectives**

Grantee shall achieve the Service Objectives listed below. Grantee understands that the Service Objectives listed in this Appendix A may be updated, revised, modified, and/or removed during the term of this grant through HSH's amendment or revision process.

- A. Grantee shall actively outreach to at least 95 percent of participants once every 30 days.
- B. Grantee shall offer assessment to 100 percent of participants for primary medical care needs within 90 days of move-in.
- C. Grantee shall offer assessment to 100 percent of participants for mental health and substance use treatment needs within 90 days of move-in.
- D. Grantee shall offer assessment to 100 percent of participants for benefits within 30 days of move-in.

- E. Grantee shall offer to develop Individualized Service Plans for 100 percent of participants within 90 days of service enrollment.
- F. Grantee shall update at minimum 80 percent of Individualized Service Plans at least once every six months, or as required by HSH.
- G. Grantee shall offer Support Services to 100 percent of all participants that showed housing instability (non-payment of rent, lease violations) at least once per incident.
- H. Grantee shall outreach to 100 percent of participants with planned exits from the program to engage in comprehensive discharge planning, that includes referrals for case management, housing, food, clothing, medical treatment, detox, and/or other services as necessary and appropriate.
- I. Grantee shall administer an annual written anonymous survey of participants to obtain feedback on the type and quality of program services. Grantee shall offer all participants the opportunity to take this survey.

#### **VIII. Outcome Objectives**

Grantee shall achieve the Outcome Objectives listed below. Grantee understands that the Outcome Objectives listed in this Appendix A may be updated, revised, modified, and/or removed during the term of this grant through HSH's amendment or revision process.

- A. Ninety percent of participants will maintain their housing for a minimum of 12 months, move to other permanent housing, or be provided with more appropriate placements.
- B. One hundred percent of participants housed for at least six months will have maximized their income and benefits for which they are eligible, or will be in the application process. The percentage requirement in this objective will be benchmarked over the first 12 months of service to ensure it is attainable, and may be adjusted accordingly.
- C. At least eighty-five percent of participant lease violations will be resolved without loss of housing to participants.
- D. At least seventy-five percent of residents who have an Individualized Service Plan will accomplish one or more goals.
- E. At least eighty percent of residents completing an annual resident satisfaction survey will be satisfied or very satisfied with program services.

#### **IX. Reporting Requirements**

Grantee shall input data into systems required by HSH, such as the ONE system and CARBON.

- A. When required by HSH, Grantee shall enter participant data in the ONE System.
- B. On a monthly basis, Grantee shall enter the required metrics, including any required templates to be uploaded, into the CARBON database by the 15<sup>th</sup> of the month following the month of service.
  - 1. The total number of unduplicated participants who resided at the site during the month and the number of unduplicated participants actively outreached to at least once during the month; and
  - 2. The number of lease/program rule violations issued for the month and the number of lease/program rule violations for which Support Services outreached to participants to offer support.
- C. On a quarterly basis, Grantee shall enter the required metrics, including any required templates and supporting documentation to be uploaded, into the CARBON database by the 15<sup>th</sup> of the month following the end of each quarter:
  - 1. The number and percentage of participants that had an Individualized Service Plan in place within 90 days of service enrollment;
  - 2. The number and percentage of participants assessed for primary medical care needs within 90 days of move-in;
  - 3. The number and percentage of participants assessed for mental health and substance use treatment needs within 90 days of move-in;
  - 4. The number and percentage of participants with planned exits to whom Grantee outreached to design an exit plan; and
  - 5. The number and percentage of lease violations that were resolved without loss of housing to participants.
- D. On an annual basis, Grantee shall enter the required metrics, including any required templates to be uploaded, into the CARBON database by the 15<sup>th</sup> of the month following the end of each year:
  - 1. The number and percentage of participants who maintained their housing for a minimum of 12 months, moved to other permanent housing, or were provided with more appropriate placements;
  - 2. The number and percentage of Individualized Services Plans that were updated at least once every six months;
  - 3. The number and percentage of participants who completed a written survey to provide feedback on the type and quality of program services;
  - 4. The number and percentage of participants to whom Grantee outreached to complete a benefits assessment within 30 days of move-in; and
  - 5. The number and percentage of participants who maximized their income and benefits for which they are eligible, or are in the application process.
- E. Grantee shall participate, as required by HSH, with City, State and/or Federal government evaluative studies designed to show the effectiveness of Grantee's services. Grantee agrees to meet the requirements of and participate in the evaluation program and management information systems of the City. The City agrees that any



final reports generated through the evaluation program shall be made available to Grantee within 30 working days of receipt of any evaluation report and such response will become part of the official report.

- F. Grantee shall provide Ad Hoc reports as required by HSH and respond to requests by HSH in a timely manner.

For assistance with reporting requirements or submission of reports, contact the assigned Contract and Program Managers.

## **X. Monitoring Activities**

- A. Program Monitoring: Grantee is subject to program monitoring and/or audits, such as, but not limited to, the following, participant files, review of the Grantee's administrative records, staff training documentation, postings, program policies and procedures, Disaster and Emergency Response Plan and training, personnel and activity reports, proper accounting for funds and other operational and administrative activities, and back-up documentation for reporting progress towards meeting service and outcome objectives.
  
- A. 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.