

Appendix A – Services to be Provided
Brilliant Corners
Scattered Site Housing and Rental Subsidy Administration (SSHRSA)
July 1, 2018 – June 30, 2023

I. Purpose of Grant

The purpose of this grant is to administer the Scattered Site Housing and Rental Subsidy Administration (SSHRSA) program to facilitate independent community living for eligible residents within the City and County of San Francisco. Services include rental unit identification and acquisition, rental subsidy administration, tenant-landlord liaison services, housing retention services, unit habitability, and tenant well-being inspections, and management of unit modifications for reasonable accommodations. This grant is funded under the Community Living Fund administered through the Department of Aging and Adult Services (DAAS).

II. Definitions

CARBON	Contracts Administration, Reporting and Billing On Line System
City	City and County of San Francisco
CLF	Community Living Fund, created by the San Francisco Administrative Code, Section 10.100-12, to support aging in place and community placement alternatives for individuals who may otherwise require care within an institution.
Grantee	Brilliant Corners, a provider of scattered site housing and rental subsidy services
DAAS	Department of Aging and Adult Services
HSA	San Francisco Human Services Agency
HUD	U.S. Department of Housing and Urban Development
IOA	Institute on Aging, a CLF provider of intensive case management, purchaser of services, and the initiator of SSHRSA referrals
SSHRSA	Scattered Site Housing and Rental Subsidy Administration

III. Target Population

Funded by the Community Living Fund, SSHRSA provides housing options for individuals in skilled nursing facilities in San Francisco, including Laguna Honda Hospital and Zuckerberg San Francisco General Hospital, or individuals who are at imminent risk for nursing home or institutional placement but are willing and able to live in the community with appropriate support. In order to be eligible for SSHRSA, individuals must meet criteria for the Community Living Fund:

- a. Be 18 years and older.
- b. Be a resident of San Francisco.
- c. Be willing and able to live in the community with appropriate supports.

- d. Have income up to 300% of Federal Poverty Level for a single adult: \$36,180 plus savings/assets of up to \$6,000 (Excluding assets allowed under Medi-Cal).
- e. Have a demonstrated need for a service and/or resource that will serve to prevent institutionalization or will enable community living.
- f. Be institutionalized or be deemed at assessment to be at imminent-risk of being institutionalized. In order to be considered “at imminent risk”, an individual must have at a minimum, one of the following:
 - o A functional impairment in a minimum of two Activities of Daily Living (ADL): eating, dressing, transfer, bathing, toileting, and grooming; or
 - o Having a medical condition to the extent requiring the level of care that would be provided in a nursing facility; or
 - o Being unable to manage one’s own affairs due to emotional and/or cognitive impairment.

In addition, individuals must meet the SSHRSA eligibility requirements, including:

- a. Having a level of care that can be reasonably met in the community with supportive services, and
- b. Demonstrating ability to comply with SSHRSA program requirements.

CLF is a fund of last resort and eligible individuals for SSHRSA must have no other ability, resource, or alternative to acquire appropriate independent housing.

IV. Description of Services

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

Overview

Grantee is a member of the Integrated Housing Team which primarily consists of grantee, IOA, and DAAS. The goal of the team is to facilitate coordination for transitions from institutional setting to community living.

Participant Eligibility and Referral

The Institute on Aging (IOA) is the CLF provider of intensive case management and purchaser of goods and services. IOA conducts a thorough assessment for CLF which includes eligibility determination, an evaluation of needs, and a service plan. Those individuals found eligible for the SSHRSA program are referred to the grantee. All referrals for this program come directly from CLF.

Grantee reviews the referrals from IOA and determines enrollment of participants for the SSHRSA program. Grantee works in tangent with IOA in assessing needs, identifying preferences, and overall appropriateness for independent community living. Grantee collaborates with IOA and DAAS on the referral and application process to ensure ease of program access.

Grantee will use the Integrated Housing Tool as an electronic client database to facilitate data sharing with IOA and DAAS. Enhancements beyond the needs of this contract may be separately purchased by grantee from RTZ Associates.

Person-Centered Planning

Grantee uses a person-centered approach to an individualized housing plan based on actual needs to ensure long-term housing success in the community. Program staff participates in multi-disciplinary team meetings and communicates frequently with program participants, their case managers, and other stakeholders to ensure that the search for suitable housing reflects overall program values (e.g., meets accessibility needs, suitable neighborhoods, access to public transportation, community amenities, reception or 24-hour security, etc.) and matches participants with the most appropriate units based on assessed needs and preferences.

Outreach to the Private Residential Real Estate Market: Grantee's marketing/outreach will highlight the benefits of corporate and master leasing with a rental subsidy to prospective key housing partners, including for-profit and non-profit landlords, property managers, real estate brokers, and trade associations. Grantee will develop marketing materials, presentations, brochures, references and testimonials to explain the nature and benefits of the housing program. The materials may include draft master leases and preliminary engagement documents, such as Memorandum of Understanding (MOU), Letters of Collaboration (LOC), and Letters of References.

Unit Identification

Informed by the assessed housing needs and preferences of program participants, grantee will conduct a systematic search for suitable housing in a range of configurations, excluding single-room occupancy units. This search simultaneously targets owners/managers of large portfolios as well as smaller operators in order to maximize the range of housing options available and expedite progress toward the goal of leasing and securing units based on project goals. All units proposed for master leasing may be subject to DAAS review and approval.

Grantee manages a housing portfolio based on demand of referral pipeline to ensure a low rate of unit vacancy. This will require regular monitoring and reporting of budget projections against referrals.

Targeted Housing Channels can include:

- **Market-Rate Multi-Family Housing** - Market-Rate Multi-Family Housing refers to properties that are rented to people who pay market rent to lease the property. The property has no rent restrictions. The property is conventional and not restricted by affordable housing laws.
- **Affordable Multi-Family Housing** - Affordable Multi-Family Housing refers to properties that were built using a tax subsidy and are required to provide below-market rents for low-income people, persons with disabilities, and/or seniors. *Examples include: Low-Income Housing, Disabled Housing, and Senior Housing.*
- **Set-Aside Housing Agreements** – An executed agreement with a particular housing developer of a Market Rate or Affordable Multi-Family Housing community to 'set-aside' an agreed amount of units within the property for a preference population and priority access to available units. Individual eligibility/rental criteria will generally default to guidelines of the specific property.

- **Master Leasing Housing Agreements** - Controlling lease under which the lessee can sub-lease the property for a period not exceeding the term of the master lease.
- **Shared Housing Opportunities**- Shared Housing is a living arrangement, in which two unrelated people live together to take advantage of the mutual benefits it offers. *Examples include: comfort of not living alone, lower rent and shared utilities.*
- **Residential Care Facilities through the Assisted Living Waiver (ALW) Program** – The use of the ALW to facilitate a safe and timely transition of Medi-Cal eligible seniors and persons with disabilities from a nursing facility to a community home-like setting in a Residential Care Facility for the Elderly (RCFE), an Adult Residential Care Facility (ARF), or public subsidized housing.

Secure Housing / Establish Site Control

Grantee establishes site control using the various housing channels. Site control can be established using several methods to include corporate leasing, affordable Below Market Rate (BMR) units, U.S. Department of Housing and Urban Development (HUD) market rate set asides, shared housing, and master leasing agreements.

Grantee negotiates master leases with landlords/property managers. All master leases are subject to final approval by DAAS. Subject to the requirements of the program, grantee will offer landlords/property managers flexibility regarding master lease terms, such as responsibility for ongoing minor maintenance, code violations, major repairs, and accessibility modifications. Grantee will seek to negotiate long-term master leases with prescribed annual rent increases or a floor/ceiling mechanism, and termination/extension clauses designed to provide maximum housing security to participants and opt-out flexibility. Grantee uses HUD Fair Market Rents (FMRs) as a benchmark, exceeded where warranted by the benefits to program participants; all contract rents are subject to prior approval by DAAS. Grantee will develop, enter into and enforce the terms of a DAAS-approved Occupancy Agreement (i.e., a sub-lease) with each program participant.

Rental Subsidy Administration

Grantee administers a rental subsidy program for program participants. Grantee will conduct income verifications prior to move-in and annually thereafter to ensure eligibility and that program participant pays 50% of his or her monthly income toward rent. Grantee will have a policy defining what qualifies as income and the required supporting documentation. Grantee will be responsible for the ongoing monthly payments of rent per corporate and master leases.

Grantee collects the participant's share of the total contract rent through a third-party payee service provider. If a participant cannot enroll in a third-party payee service, grantee will collect the share of rent directly from participant. Grantee's staff notifies DAAS if a tenant experiences or may experience difficulty paying their portion of the rent, so that DAAS may consider whether a larger rent subsidy is necessary to secure or retain housing. Grantee meticulously documents all communication with tenants, landlords, property managers, Third Party Rent Payment providers, and other parties regarding rent payments.

Grantee has a Third-Party Rent Payment Policy. A description of the policy is as follows:

Participant agrees that they have been informed that participation in a Third-Party Rent Payment Service (with an approved provider) is a requirement to receiving housing services from Brilliant Corners. Participant understands that should the applicant receive housing services through Brilliant Corners that results in community housing placement, it is agreed and understood that it is a requirement for an active program participant to pay 50% of their income towards rent on a monthly basis through the approved Third-Party Rent Payment Provider.

If a participant is not approved through a Third-Party Payee agency, grantee has a Rent-Payment Policy. A description of the policy is as follows:

Rent must be delivered or mailed to 1390 Market St. #405 San Francisco, CA 94102. Rent will be received Monday through Friday during posted office hours. Rent may be paid in all forms of U.S. legal tender *except* cash. This includes personal check, cashier's check, or money order. Blank checks (either signed or unsigned with the payee left blank) will not be accepted. The check must be completely filled out before the resident leaves the office. Participant will be notified immediately if their check is returned by their bank due to non-sufficient funds (NSF). Participant will be charged a \$25.00 returned check fee. Participant must pay the returned check fee, as well as, all late charges. Only cashier's check or money orders will be accepted for rent payments after receipt of TWO (2) NSF checks. All residents will be offered an official receipt for any monies they pay Brilliant Corners. Monthly Rent is due in full on the FIRST day of the month, without demand. As a courtesy to participants, rent will be accepted, in a grace period, as late as the FIFTH (5th) of the month. If the FIFTH (5th) of the month is not a business day, rent will be excepted the next business day of the month. Reasonable Accommodations can be requested, with proper documentation, if the participant unable to pay rent by the FIFTH (5th).

Owner/Participant Liaison

Grantee serves as liaison between the property owner/manager and the program participant(s) in all matters, including initial occupancy, unit modifications (accessibility, safety), routine maintenance, Fair Housing resident advocacy, and relations with management and neighbors. A contact person will be designated for each program participant. Prior to move-in, a Housing Coordinator discusses emergency protocols with each participant. This is included as part of the Move-In Orientation protocols. Grantee provides each tenant with an emergency contact information list including numbers for building management, local police, fire, and ambulance. Grantee refers any concerns jeopardizing a participant's housing stability to the participant's case manager and/or DAAS as needed; all participant, property owner/manager, and neighbor complaints or grievances will be documented.

Unit Repairs and Modifications

Grantee designates a procedure for requesting repairs and/or modifications to a participant's unit from building management. Grantee will determine whether the property owner/manager or grantee is responsible for the requested repairs and/or modifications. The procedure includes a formal request by the program participant to grantee for needed repairs and/or modifications. Where appropriate, grantee will use a

reserve fund or attempt to leverage alternate resources to cover the cost of the requested repairs or modifications.

These resources can include:

- Eligible California Community Transitions (CCT) funding from CA Department of Healthcare Services
- Available grant opportunities
- General public donations and fundraising

Unit Habitability and Tenant Wellness Checks

Grantee conducts, at minimum, monthly home visits to ensure basic program oversight and unit monitoring, including unit habitability (e.g., code compliance, life safety, accessibility, cleanliness, etc.) and participant well-being. Program staff uses their knowledge of the San Francisco housing market, tenant rights, and lease agreements to educate and advocate for participants' living in the community. Program staff works closely with participants and landlords to check and immediately remedy property damage and identify opportunities to be proactive and perform preventative maintenance. Regular wellness checks by grantee may identify needed services and/or interventions. Grantee will make appropriate referrals to services and/or contact participant's community case manager. Participants will receive prior notice of all home visits and unit inspections, and grantee will document all such visits/inspections.

For housing units in licensed residential facilities, grantee will, at minimum, conduct monthly updates through the property management or case managers working with participants in the facilities.

Housing Retention Services

Grantee serves as liaison to community supports related to participants' housing and serves as a community resource with expertise on specific scattered-site communities. Program staff develops and maintains a data base of community resource data, a network of supportive housing resources available in San Francisco.

These resources can include:

- Security deposit assistance programs
- 24-hour emergency shelter services
- Emergency rental assistance agencies
- Food banks
- Transportation services

Program staff will be aware of community events that the program participants will have access to, and be able to clearly communicate with the participant the value of involvement in these events. Grantee also provides supports around the development of housing-related life skills specific to each program participant (e.g., tenant-landlord mediation, neighbor relations, travel, moving, storage, and establishing utility services). The unique combination of understanding the needs of the program participants and their

lease agreements in community-based housing will allow the grantee to effectively identify precursors to possible tenant-landlord contention.

Grantee works to maintain positive relationships with the property managers, business owners, and tenants who reside within the micro-community. This approach of also understanding the needs of key housing contacts is critical to maintaining and growing the housing portfolio. This will allow program participants unique access to pre-existing relationships in their neighborhoods with the primary goal of rapid inclusion in their communities.

Service Provider Communication

Grantee communicates professionally and confidentially with DAAS, IOA, each participant's case manager, and service providers of record during initial move-in and housing stabilization, as well as whenever concerns threatening the participant's well-being and/or housing tenure arise during occupancy. Grantee participates in case conferencing as scheduled by participants' primary case management providers. Additionally, grantee prepares housing updates on participants as requested by DAAS and IOA.

The Program Director, or other designated staff attends the multi-disciplinary team meetings, as well as additional work groups and planning meetings to ensure successful program collaboration. Grantee will participate in the development of Memoranda of Understanding with DAAS, IOA, and other service providers, as necessary.

Program Eligibility Reassessment

Grantee conducts program eligibility reassessment on an annual basis or as needed to ensure participants continue to meet income eligibility and appropriateness for the SSHRSA program. Grantee develops necessary assessment tools, guidelines, and an implementation plan for reassessment during the first year of this grant.

Participant Access to Affordable Housing Options

Grantee provides a centralized system of managing non-SSHRSA housing applications for program participants interested in and eligible for other housing options. This can open up SSHRSA units for new referents. Services include monitoring affordable housing waitlists and vacancies.

Benefits of this system:

- Program participants have direct access to a housing advocate who can assist them with applying for each affordable housing waitlist option
- Program participants work directly with a housing expert who is knowledgeable and educated in the unique requirements that each affordable application requires to include reasonable accommodation requests to eligibility criteria that may be a barrier to access
- All housing options are available to program participants
- Centralized system provides assurance that notifications regarding the status of housing applications are received and responded to in a timely manner

Program Participant Exit Plan

Grantee will develop a plan and implementation strategy to graduate or disenroll participants out of the program based on their eligibility, appropriateness, or need. Program participants may voluntarily or involuntarily exit the program. Prior to transitioning out of the program, grantee will assist participants in identifying and securing appropriate housing. Grantee proactively works with participants for other housing opportunities throughout the program enrollment in order to free up housing slots and maximize the ability to serve more clients with housing needs.

Continuous Quality Improvement

Grantee will take the following systematic steps to ensure program quality:

- Develop program policies and procedures related to all aspects of the SSHRSA program; review annually and revise as needed;
- Utilize an incident reporting system that complies with SSHRSA program policies;
- Provide all program participants with the Grievance Policy & Procedure; participants sign a copy of the P&P which the grantee keeps in their files;
- Develop MOU's and LOC's with key agencies and other service providers, landlords and rental agencies, as appropriate;
- Provide orientation and ongoing training to staff and supervisors; require all staff to study models of scattered-site supportive housing and master leasing, standardize policies to create consistencies and efficiencies;
- Utilize information tracking tools to administer rent subsidies; this includes all necessary tools, policies and procedures;
- Utilize tracking systems to monitor, manage, report on, and analyze master lease, contract rent, repair/maintenance/unit modification, and related property information, including all necessary tools, policies and procedures;
- Conduct weekly team meetings to discuss weekly and monthly objectives and progress toward annual/contract term goals;
- Conduct monthly case conferences as appropriate; such as, during initial occupancy and housing stabilization, or to address housing-related issues during occupancy;
- Program Director or designated staff engages in weekly supervisory review of all program staff work and progress, identifying challenges and areas for improvement, and setting the agenda for case conferences and weekly team meetings;
- Generate monthly reports for DAAS to document and track progress;
- Utilize electronic or paper charting system for the program and open a file on each new participant; system will include an ongoing supervisory review and sign-off process;
- Standardize and consistently document participant information in the Integrated Housing Tool provided by DAAS, which includes progress notes, housing information, and application status.
- Monitor and make necessary corrections on information entered in the Integrated Housing Tool to ensure data reporting is accurate; this includes working with DAAS and RTZ Associates Inc. on improving the data reporting process and/or features of the tool.
- Participate in classes or trainings needed to meet the needs of the target population. A mandated elder abuse reporter training is required for all program staff annually.

- Participate in multi-disciplinary team meetings, and develop procedures and forms to ensure that the case manager and other service providers direction and input is conveyed to Housing Coordinator;
- Post relevant policy information (i.e., Fair Housing guidelines);
- Participate in all aspects of DAAS contract compliance policies, including but not limited to annual program monitoring, year-end reporting, annual independent audit, and cultural competency reporting;
- Conduct monthly visits to ensure client well-being and unit habitability; develop forms and tracking systems to capture and analyze information regarding housing stability, unit condition, landlord-tenant relations, efficiency and responsiveness in maintenance, repairs, dispute resolution, etc.;
- Comply with Local, State, and Federal policies and requirements such as the Health Insurance Portability and Accountability Act (HIPAA) and Sexual Orientation and Gender Identity (SOGI) data collection;
- Program staff will administer and analyze data from a resident satisfaction survey annually.

Fiscal Management

Grantee will be responsible for negotiating and effectively managing required security deposits for all master leases, possible short-term subsidies, and rental patches based on terms pre-approved by DAAS. All communication with program participants, landlords, property managers, Third-Party Rent Payment providers, and other parties regarding security deposit payments, short-term subsidies, and patches will be documented.

Grantee will actively manage housing portfolio in a fiscally responsible manner to prevent unnecessary expenditures and to save costs to the program.

V. Location and Time of Services

Brilliant Corners is located at 1390 Market Street, Suite 405, San Francisco, CA 94102, and is open Monday through Friday, 9 a.m. to 5 p.m., excluding holidays. For non-business hours, residents are provided by their building management with a 24-hour emergency number.

VI. Grantee Responsibilities

- Grantee administers the Scattered Site Housing and Retention Subsidy Administration Program as described in this grant agreement.
- Grantee develops and maintains policies and procedures for all aspect of program operation, including a Quality Assurance Plan.
- Grantee provides training and ongoing supervision and oversight of all program staff.
- As grantee is a mandated reporter for suspected elder abuse/neglect, staff will complete annual Elder and Dependent Adult Abuse Reporting Trainings.
- Grantee is compliant with the Health Insurance Portability and Accountability Act of 1996 (HIPAA) privacy and security rules. For specific compliance requirements, please refer to the Grant Agreement Appendix E.
- Grantee resolves grievances related to program services at the program level and adheres to the DAAS Grievance Policy and Procedure.

- Grantee administers a Client Satisfaction Survey annually to gather input regarding program participant's direct experience.
- Grantee communicates and collaborates regularly with DAAS to help provide support and quality services to program participants.
- Grantee participates in DAAS Commission, program-related, and other meetings as needed.

VII. Service Objectives

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

1. Serve a minimum of 110 unduplicated program participants annually. Unduplicated program participants include new program participants served each year and program participants who were housed in previous fiscal years but continue to receive a rental subsidy in current year.
2. Provide a minimum of 1200 units of service annually. A unit of service is defined by monthly occupancy but includes services such as, person-centered planning, unit identification, master leasing, rental subsidy administration, owner/participant liaison, unit repairs and modifications, housing retention services, and/or service provider communication.
3. Identify and acquire appropriate scattered site housing units and complete placements of program participants within 60 days of participants' readiness to transition.
4. Maintain a housing portfolio with at least 98% occupancy rate annually.
5. Conduct monthly housing retention visits and unit habitability checks on 100% of participants.
6. Collect at least 90% of monthly rent for occupied units from participants or their third party rent payer.
7. Conduct annual income verification for 90% of participants.

VIII. Outcome Objectives

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

1. Program participants are placed in the most appropriate housing that meets their needs and preferences. A minimum of 95% of program participants will be satisfied with their housing.
2. Program participants have housing stability as evidenced by a minimum of 85% of participant lease violations being resolved without loss of housing.
3. Program participants have housing stability as evidenced by at least 90% of program participants retaining their housing for more than one year.
4. Program participants have the housing and supports they need to live independently in the community. A minimum of 95% of program participants will maintain independent community living annually.
5. Program participants who exit the program have other housing options. At least 75% of participants 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.).

IX. Reporting Requirements

Grantee will provide various reports during the term of the grant agreement.

1. Grantee will provide monthly and/or quarterly reports summarizing contract activities, referencing the tasks as described in Section IV-Description of Services and Section VII-Service Objectives and VIII-Outcome Objectives. Grantee will enter the monthly metrics in the CARBON database by the 15th of the following month.

2. Grantee will also provide an annual report that will include accomplishments and challenges encountered by the grantee. This annual report is due 45 days after the completion of the program year. Grantee will enter the annual metrics in the CARBON database by the 15th of the month following the end of the program year.
3. Grantee will provide Ad Hoc reports as required by the Department.
4. On an annual basis, grantee will provide results of the resident satisfaction survey. This may or may not be provided at the same time as the annual report.
5. Quarterly and Annual Reports will be entered into the Contracts Administration, Reporting, and Billing Online (CARBON) system.

For assistance with reporting requirements or submission of reports, contact:

Rocio.Duenas@sfgov.org

Contract Manager, Office of Contract Management
Human Services Agency

or

Carrie.Wong@sfgov.org

Director, Long Term Care Operations
Department of Aging and Adult Services

X. Monitoring Activities

- A. Program Monitoring: Program monitoring will include review of participant eligibility, back-up documentation for reporting progress towards meeting service and outcome objectives, QA reports, satisfaction survey results, and onsite monitoring.
- B. Fiscal Compliance and Contract Monitoring: Fiscal monitoring will include review of the grantee's organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting documentation for selected invoices, cash receipts and disbursement journals. The compliance monitoring will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.