

Appendix A, Services to be Provided
by
Tenderloin Housing Clinic
Master Lease for CAAP and Non-CAAP Clients
July 1, 2014 to June 30, 2020

I. Purpose of Grant

The purpose of the grant is to lease and provide property management and support services to residents of Single Room Occupancy (SRO) buildings.

The goals of these services are to empower tenants to become self-sufficient and retain their housing or move to other appropriate housing, promote community building and tenant participation, and maintain a safe, supportive and stable environment that fosters independence.

II. Target Population

Grantee shall serve formerly homeless single adults and adult couples, without custody of minor children, who meet the Department of Homelessness and Supportive Housing (HSH) established eligibility requirements and are referred by the HSH Access Point system.

Eligibility criteria include meeting the definition of homelessness at the time of referral and placement, specifically established benefits and/or income criteria and ability to live independently within the structure of the housing program.

Only clients who are County Adult Assistance Programs (CAAP) recipients at the time of acceptance into housing may be placed into a CAAP vacancy.

III. Description of Services

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

Property Management

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

- A. Lease and maintain 1,566 units at 16 hotels throughout San Francisco.
- B. Draft rental agreements to be signed with all tenants at move-in/upon occupancy.
- C. Communicate with the Housing Access Team in a timely fashion according to procedures, when a unit is vacant.
- D. Maintain a secure and healthful environment for tenants and delivery of all services, including but not limited to:
 1. Compliance with all building, fire and health codes;
 2. Clean, sanitary and regularly maintained common spaces and community areas within the building;
 3. Clean, sanitary and regularly maintained shared-use toilet/shower facilities;

4. Regular removal of garbage/trash from designated trash areas and maintenance of these areas as clean and functional;
 5. Maintenance and janitorial staff coverage to support these efforts and timely response to tenant building concerns and problems;
 6. 24-hour, seven days a week front desk coverage;
 7. Maintenance and repair of facility systems, plumbing, HVAC, electrical, safety issues; and
 8. Facility security and pest control.
- E. Grantee shall collect rent. Unit rent is a minimum of \$493.00 per month for each available unit. CAAP recipients are responsible for a tenant rent portion of between \$278 and \$318 per month (depending upon the type of benefits each is receiving). The HSH grant budget covers the HSH approved expenses not covered by rental payments of tenants up to the total approved grant amount. Future tenant rent increases, no more than one a year, must be approved in advance of notice to tenants by the HSH program monitor for this grant. The tenant's portion of the rent while active on CAAP benefits is determined by HSH and does not require the same 30-day notice if it changes.
- F. Modified Payment Program (MPP): Grantee shall provide money management/repayee services during the term of this grant. Should a tenant transition to Supplemental Security Income (SSI), Grantee shall calculate residents' pro-rated rent or tenant rent portion based on HSH guidelines. If Grantee is tenant's representative payee or tenant is enrolled in money management, Grantee shall collect the rent and issue disbursements according to an agreed upon money management plan. If Grantee is not representative payee, Grantee shall collect rent payments from tenant on a timely basis.
- G. Grantee shall provide written notice or warning to tenants related to any issue that may affect on-going tenancy including, but not limited to, failure to pay rent on time or in full, violations of house rules and actions that are in violation of the rental agreement. When necessary, Grantee shall provide notice and actions related to the eviction process in accordance with laws in effect in San Francisco.

Support Services

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

- A. Outreach: Grantee shall contact, interact, inform and invite tenants to make use of support services to assist with and address individual needs or issues. This includes but is not limited to discontinuance from benefits, non-payment of rent, lease violations or warnings from Property Management, and conflicts with staff or tenants. These outreach efforts shall include written messages, in person interactions, phone messages and calls, and emails as available and appropriate to reach the individual tenant.

- B. Intake and Assessment: Grantee shall provide one or more meetings or interviews with a tenant to establish strengths, skills, needs, plans and goals that are useful to the tenant and shall help the tenant maintain housing.
- C. Case Management: Grantee shall provide on-going meetings and counseling services with a tenant to establish goals, support individualized action and service plans, and track progress toward meeting the goals.
- D. Benefits Advocacy and Assistance: Grantee shall provide assistance and referral to support a tenant to obtain or maintain benefits and solve problems related to county, state and federal benefits programs. This can also include assistance in identifying, applying for and establishing appointments with available services such as food programs, medical clinics and in-home support.
- E. Referrals: Grantee shall assist clients to identify and access services available within the community that meet specific needs or support progress toward identified goals. This can include providing information about services, calling to help establish appointments, assisting with the completion of applications, helping with appointment reminders, follow up/checking in with clients regarding the process, and, as necessary, re-referral.
- F. Mediation with Property Management:
 1. Grantee shall provide assistance in communicating with, responding to and meeting with property management. This can include helping a client understand the meaning of messages/letters/warnings from property management, assisting a tenant to write requests, responses or complaints, and participating in meetings between the tenant and property management to assist the tenant in communicating with property management.
 2. Conflict Resolution: Grantee shall offer to meet with two or more tenants to assist in problem solving and resolution of conflicts.
 3. Wellness Checks: Using passive observation of the tenant population, Grantee shall coordinate with property management to identify clients who have not been seen or have shown signs of concern to staff on at least a weekly basis. Outreach efforts are used to make contact and check in with these tenants.
- G. Support Groups, Social Events and Organized Tenant Activities:
 1. Grantee shall provide clients with opportunities to participate in organized gatherings for peer support, to gain information from presenters and each other, to form social connections with other tenants/staff, or to celebrate/commemorate significant individual, holiday and community events. Events are held on-site and are often planned with or based on the input from tenants. Events shall be held at least once a week and a monthly calendar of events shall be posted and provided to tenants.
 2. Monthly Community Meetings: Grantee shall conduct meetings for tenants.

IV. Location and Time of Services

Grantee shall provide services at the following hotels:

Hotel	Type	SRO Address	Zip Code	# of Units
1. All Star Hotel	CAAP	2791 16 th St.	94103	85
2. Boyd Hotel	CAAP	41 Jones St.	94102	81
3. Cal Drake Hotel	CAAP	1541 California St.	94109	50
4. Edgeworth	Non-CAAP	770 O'Farrell St.	94109	44
5. Elk Hotel	CAAP	670 Eddy St.	94109	88
6. Graystone Hotel	CAAP	66 Geary St.	94108	73
7. Hartland Hotel	Non-CAAP	909 Geary St.	94109	136
8. Jefferson Hotel	Non-CAAP	440 Eddy St.	94109	109
9. Mayfair Hotel	Non-CAAP	626 Polk St.	94102	54
10. Mission Hotel	Non-CAAP	520 S. Van Ness Ave.	94110	244
11. Pierre Hotel	CAAP	540 Jones St.	94102	87
12. Raman Hotel	Non-CAAP	1011 Howard St.	94103	85
13. Royan Hotel	CAAP	405 Valencia St.	94103	69
14. Seneca Hotel	Non-CAAP	34 6 th St.	94103	200
15. Union Hotel	CAAP	811 Geary Blvd.	94109	61
16. Vincent Hotel	Non-CAAP	459 Turk St.	94102	100

Grantee shall provide property management services 24 hours a day, seven days a week. Support services staff shall be available during regular work and scheduled evening hours, excluding legal holidays as determined by the Grantee's personnel policies.

V. Service Requirements

A. The site must be inspected by Department of Public Health (DPH), Department of Building Inspection (DBI) and San Francisco Fire Department (SFFD) prior to the site becoming an active part of the program. After that, inspections shall occur at legally required intervals based on the policies and procedures of the inspection units of DPH, DBI and SFFD. HSH and the Grantee shall notify the other party within 24 hours of any change in the hotel status upon notification of the inspecting agency.

- B. Annual Tenant Survey: Grantee shall utilize a written survey of tenants at least once a year to gather feedback and assess the awareness of tenants regarding the services and systems within the program.
- C. Critical Incident Reports: Grantee shall submit prompt written reports to HSH within 24 hours regarding any deaths, serious violence or emergencies involving police, fire or ambulance calls using the Critical Incident Report form. Grantee shall call the HSH Program Manager within two hours of any death.
- D. Grantee shall attend meetings as requested by HSH.

VI. Service Objectives

Grantee shall achieve the following service objectives:

- A. Support Services staff shall contact every tenant at least three times during the first 60 days following placement in housing to engage the tenant in services.
- B. Each unit, upon turnover, is clean and/or repaired within seven working days, on average.
- C. Grantee shall fill all vacant rooms within seven days of referral from the Housing Access Team.

VII. Outcome Objectives

Grantee shall achieve the following outcome objectives:

- A. Grantee shall maintain an occupancy rate of at least 97 percent.

VIII. Reporting Requirements

- A. Grantee shall provide a monthly report of activities, referencing the tasks as described in the Service Objectives and Outcome Objectives sections. Grantee will enter the monthly metrics in the CARBON database by the 15th of the following month as required, including:
 - 1. Occupancy; and
 - 2. New placements.
- B. Grantee shall provide a quarterly report of activities, referencing the tasks as described in the Service Objectives and Outcome Objectives sections. Grantee will enter the quarterly metrics in the CARBON database by the 15th of the month following the end of the quarter as required, including:
 - 1. Number of intakes and assessments - new tenants;
 - 2. Outreach to households showing instability;
 - 3. Number of group or community activities;
 - 4. Number of outreach efforts to new tenants (three times in 60 days);
 - 5. Number of new and updated goal plans; and

6. Number of households that received direct services and number of direct service contacts.
- C. Grantee shall provide an annual report summarizing the grant activities, referencing the tasks as described in the Service Objectives and Outcome Objectives sections. This report will also include accomplishments and challenges encountered by the Grantee. Grantee will enter the annual metrics in the CARBON database by the 15th of the month following the end of the program year as required, including:
 1. Housing stability;
 2. Tenant satisfaction survey results;
 3. Program exits; and
 4. Number of households showing housing instability that remained stably housed.
- D. Grantee shall provide monthly vacancy reports to the Housing Access Team and process all Housing Access Team referrals in the timeframe required.
- E. Grantee shall provide an annual report of data regarding tenant demographics.
- F. Grantee shall provide Ad Hoc reports as required by the Department.

For assistance with reporting requirements or submission of reports, contact the assigned Contract or Program Manager, as listed in CARBON.

IX. Monitoring Activities

- A. Program Monitoring: Program monitoring will include review of client eligibility, and back-up documentation for reporting progress towards meeting service and outcome objectives.
- B. Fiscal Compliance and Grant 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.