



**Solicitation of Information (SOI) #134.1**  
**Eula Hotel, Mission Inn Hotel, & 1321 Mission Street**  
**Contact: Monique Colón | HSHProcurements@SFGov.org**

The following Amendments have been made to this SOI:

- Footer revised to show AMENDMENT 1 SOI: 134.1
- Solicitation Questions Deadline date revised to October 27, 2021, by 5:00 pm.
- Solicitation Answers and Clarifications Published date revised to October 29, 2021.

**I. Summary**

The City and County of San Francisco (“City”) Department of Homelessness and Supportive Housing (HSH) is soliciting Applications from Applicant providers to operate and deliver services in three newly acquired Permanent Supportive Housing (PSH) buildings. PSH provides permanent solutions to homelessness through housing placements, subsidies, Support Services, Property Management, and in some instances, requires time-limited Real Estate Development. HSH is seeking providers who will deliver or collaborate with other providers to deliver Support Services and Property Management services to ensure tenants can remain stably housed.

Grantees selected through this Solicitation will operate and provide services in former hotels, motels, and single room occupancy (SRO) buildings purchased and converted into PSH by the City using local Proposition C revenues, general obligation (GO) bond financing, and/or state-awarded Project Homekey funds. This Solicitation is for three properties:

<b>Building</b>	<b>Address</b>	<b># of Units in Building</b>	<b>Served Population</b>	<b>Services Required</b>
A. Eula	3055-3061 16 <sup>th</sup> Street	25	<ul style="list-style-type: none"> <li>• Transition Age Youth (TAY) experiencing homelessness</li> </ul>	<ul style="list-style-type: none"> <li>• Support Services</li> <li>• Property Management</li> <li>• Real Estate Development Management (time-limited)<sup>1</sup></li> </ul>
B. Mission Inn	5630-5638 Mission Street	52	<ul style="list-style-type: none"> <li>• Transition Age Youth (TAY) experiencing homelessness</li> </ul>	<ul style="list-style-type: none"> <li>• Support Services</li> <li>• Property Management</li> <li>• Real Estate Development Management (time-limited)</li> </ul>
C. 1321 Mission Street (formerly, “The Panoramic”)	1321 Mission Street	160	<ul style="list-style-type: none"> <li>• Formerly homeless adults; and</li> <li>• Formerly homeless older adults aged 60 and over; and</li> </ul>	<ul style="list-style-type: none"> <li>• Support Services</li> <li>• Property Management<sup>2</sup></li> </ul>

<sup>1</sup> Note, that while Applicants are encouraged to provide this capacity in their response, it is not required and will not be included in the evaluation scoring.

<sup>2</sup> Real Estate Development Management is not required for 1321 Mission.

Building	Address	# of Units in Building	Served Population	Services Required
			<ul style="list-style-type: none"> <li>Formerly homeless or at-risk of homelessness family households</li> </ul>	

The City will release separate solicitations for additional buildings as they are acquired.

Interested parties may submit one Application per property to provide all required service types (Support Services, Property Management, Real Estate Development Management). Two or more providers may submit a *single* collaborative Application per property. If a collaborative Application is funded, HSH is willing to create up to two agreements per property with collaborators, based on the preference of Applicants.

HSH desires Grantees with:

- An ability to lead with a Housing First philosophy, which includes principles of harm reduction and low barriers to entry;
- A racial equity-based, culturally responsive and trauma-informed approach;
- An ability to collaborate with tenants and providers with the goal of tenant housing stability; and
- The ability to begin planning for services and hiring staff immediately upon agreement execution.

Additionally, to be considered for funding under this Solicitation, Applicants must meet the following State Homekey minimum requirements:

- At least three years of experience successfully providing similar services to the served populations; and
- For Property Management, Applicants must have operated a project similar in scope and size to the proposed project; or operation of at least two affordable rental housing projects in the last ten years, with at least one of those projects containing at least one unit housing a tenant who qualifies as a member of the served population.

HSH anticipates agreement start dates in winter 2021/22, for an initial three-year agreement term with selected Grantees. The City may extend agreements for a total term no longer than ten years. It is the City's long-term goal to transfer these properties to community ownership. The timing and nature of that process is yet to be determined, and there should be no presumption that an award under this Solicitation guarantees future ownership of any property.

## II. Schedule<sup>3</sup>

Solicitation Issued	October 20, 2021
Solicitation Questions Deadline <sup>4</sup>	October 27, 2021, by 5:00 pm
Solicitation Answers and Clarifications Published	October 29, 2021
<b>Applications Due Date</b>	<b>November 18, 2021, by 12:00 pm</b>

<sup>3</sup> Dates are subject to change. Check the HSH website for updates.

<sup>4</sup> No questions will be accepted after the RFQ Questions Deadline except for Applicant-specific City vendor compliance questions.

Intent to Award Notification	December 2021 <sup>5</sup>
Grant Agreements Begin	Winter 2021/22

Interested parties must submit all questions to [HSHProcurements@sfgov.org](mailto:HSHProcurements@sfgov.org) no later than **the Solicitation Questions Deadline** and must submit all information no later than **the Applications Due Date** to be considered. Interested parties must not contact City staff other than the contact stated in this document.

### III. Delivering Services with Equity

Racial equity is a set of social justice practices, rooted in a solid understanding and analysis of historical and present-day oppression, aiming towards a goal of fairness for all. As an outcome, achieving racial equity would mean living in a world where race is no longer a factor in the distribution of opportunity. Since its launch, HSH has emphasized racial equity in its work to address homelessness. In acknowledging that racism is a root cause of homelessness, it is imperative that race and racism must be discussed and addressed on an interpersonal and structural level in order to make positive impact on the lives of people experiencing homelessness.

The HSH Strategic Framework included a call for making the Homelessness Response System (HRS) more equitable as one of several guiding principles. The historic and continuing impact of anti-Blackness and white supremacy, and of homophobia and anti-trans bias, have led to vastly disproportionate levels of homelessness for communities of color, lesbian, gay, bisexual, and queer (LGBQ+) and transgender persons. Deeply racialized systems are costly and depress outcomes and life chances for people of color experiencing homelessness.

COVID-19 has heightened these impacts, with communities of color vastly more likely to be impacted. Equity must be the foundational consideration in everything HSH does, and the Department is working to bring an equity lens to the forefront of all its planning and actions.

HSH is seeking to partner with Grantees who demonstrate a deep understanding of and focus on racial equity, with the intent of achieving different outcomes in the communities HSH serves and paying close attention to those who are often excluded. Grantees shall demonstrate the ability to conduct equity focused data analyses, and to use feedback received from the served population to enhance services.

### IV. Served Population

- A. Eula: The Eula Grantee(s) shall serve Transition Age Youth (TAY) experiencing homelessness, aged 18 to 24, as well as those aged 25 to 29 who have been part of the HRS as TAY.
- B. Mission Inn: The Mission Inn Grantee(s) shall serve TAY experiencing homelessness, aged 18 to 24, as well as those aged 25 to 29 who have been part of the HRS as TAY and formerly homeless or at-risk of homelessness.
- A. 1321 Mission  
The 1321 Mission Grantee(s) shall serve:

---

<sup>5</sup> Sites visits will occur post award.

1. Formerly homeless and income-eligible adults aged 18 years or older without the custody of minors below 18 years of age, which includes formerly homeless or at-risk of homelessness and income-eligible family households. A family may include any group of persons presenting for assistance together with or without children regardless of marital status, actual or perceived sexual orientation, or gender identity; and
2. Formerly homeless and income-eligible adults aged 60 years or older, without the custody of minors below 18 years of age; and
3. Formerly homeless or at-risk of homelessness and income-eligible family households. Family households shall be defined as an adult and at least one natural, adoptive and/or foster child below the age of 18. A household may also include a pregnant person, with or without a partner.

#### **V. Referral and Prioritization**

All new tenants will be referred by HSH through the Coordinated Entry System, and/or other initiatives serving high priority individuals in coordination with Coordinated Entry, such as Shelter In Place (SIP) hotel guests needing to be rehoused, Emergency Housing Voucher holders, high users of multiple systems of care, individuals being discharged from hospitals or persons with behavioral health conditions. The Coordinated Entry System organizes the City's HRS with a common, population-specific assessment, centralized data system, and prioritization method.

Eligibility criteria for PSH varies upon the subsidy funding source and 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 PSH are prioritized based on various criteria, such as levels of vulnerability, length and history of homelessness, and severity of housing barriers.

#### **VI. Services**

Grantees shall provide the following services for all properties and served populations, unless otherwise specified below.

A. Support Services shall include, but are not limited to, the following:

1. Outreach: Grantee shall engage tenants to provide information about available Support Services and invite them to participate. This shall include multiple and creative attempts to engage with tenants through one-on-one outreach efforts as well as informal interactions and group activities.

Grantee shall contact each tenant at least six times during the first 60 days following placement. Grantee shall document all outreach and attempts.

2. Intake and Assessment: Grantee shall coordinate with Property Management during the initial intake for units and participate in orientation meetings with Property Management. If possible, Grantee shall establish rapport with tenants prior to move-in to support tenants during the application and move-in process. Grantee shall coordinate with tenant's current support service providers to ensure a successful transition into housing.
3. Case Management: Grantee shall provide case management services to tenants with the primary goal of maintaining housing stability, including ongoing meetings and counseling to establish goals, develop service plans, which are tenant-driven without predetermined goals, provide

referrals and linkages to off-site services, and track progress toward achieving those goals. Grantee shall document case management meetings, engagement, plans and progress.

- a. Grantee shall connect each tenant with resources needed to be food secure as they live independently.
- b. Grantee shall refer tenants to and coordinate services within the community that support progress toward identified goals. This may include providing information about services, calling to make appointments, assisting with applications, providing appointment reminders, following up/checking in with tenants regarding the process, and, as necessary, re-referral. Grantee shall communicate and coordinate with outside service providers to support housing stability.
- c. Grantee shall assess tenant health, mental health, and substance use treatment needs and incorporate these into their case management plan. As needed, Grantee shall assist tenants to access primary care to ensure tenant primary care needs are met.
- d. Consistent with San Francisco Administrative Code Article VI, Section 54.4, within three months of placement and annually thereafter, Grantee shall provide public benefits advocacy to assist tenants with obtaining and maintaining benefits, including, but not limited to, cash aid (e.g., CalWORKs, County Adult Assistance Program, Social Security Income), CalFresh and other food programs, Medi-Cal health coverage, medical clinics and/or In-Home Support Services (IHSS).
- e. Grantee shall assess tenant employment and education skills and goals at intake and incorporate those into their case management plan.

Grantees serving TAY shall provide the following case management services in addition to the above:

- f. Grantee shall communicate and coordinate with outside service providers to support housing stability and long-term exit planning.
- g. Grantee shall connect tenants with educational and employment services to increase education and skill levels. Grantee shall monitor tenant education and employment progress to ensure housing stability, opportunities to gain and increase income, and long-term exit planning.
- h. Through counseling, case management, referrals to community programs, and workshops, Grantee shall provide financial literacy education (e.g. rent payment, obtaining public benefits, budgeting, financial planning, saving, credit repair).
- i. Grantee shall provide resources to remove transportation barriers to increase tenant self-sufficiency.
- j. Grantee shall connect tenants with physical health resources and services, including but not limited to, sexual reproduction health education, family planning, substance use, and harm reduction.
- k. Grantee shall identify tenants with unmet behavioral health needs that are impacting their ability to be stably housed and shall refer tenants to appropriate community resources, including to the Department of Public Health (DPH) Community Behavioral Health TAY system of care.

Grantees serving family households shall provide the following case management services in addition to the above:

- l. Grantee shall identify families and/or children who have unmet behavioral health needs that are impacting their ability to be stably housed and shall refer families to appropriate community resources, including to HSH contracted mobile behavioral health services.

4. **Housing Stability Support:** Grantee shall outreach to and offer on-site services and/or referrals to all tenants who display indications of housing instability, within a reasonable timeframe. 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 tenants. Grantee shall work with tenants, in conjunction with Property Management, to resolve issues that put tenants at risk for eviction. Grantee shall assist with the de-escalation and resolution of conflicts, as needed. Grantee shall document Housing Stability outreach and assistance provided.
5. **Coordination with Property Management:** Grantee shall assist tenants in communicating with, responding to, and meeting with Property Management. This may include helping a tenant to understand communications from Property Management, helping to write requests, responses, or complaints to Property Management, and attending meetings between the tenant and Property Management to facilitate communication.

If a tenant is facing housing instability, Grantee shall coordinate with Property Management to find creative ways to engage with tenants to prevent housing loss. Grantee shall ensure there is a process in place for receiving timely communication from Property Management and copies of correspondence (e.g. notices, warning letters, lease violations) issued. Grantee shall have a structured written process for engaging tenants who receive such notices.

6. **Wellness and Emergency Safety Checks:** Grantee shall conduct Wellness and/or Emergency Safety Checks in accordance with HSH policy to assess a tenant's safety when there is a reason to believe there is immediate and substantial risk due to a medical and/or psychiatric emergency.
7. **Support Groups, Social Events and Organized Activities:**
  - a. Grantee shall plan groups, events, and activities with input from tenants to build community engagement, develop peer support, share information, form social connections or to celebrate significant events. Grantee shall post and provide to tenants a monthly calendar of events.
  - b. Grantee shall conduct monthly community meetings for tenants, in coordination with Property Management, where tenants may discuss building concerns and program ideas with representatives from both Support Services and Property Management.
  - c. Grantee shall periodically assess the needs of tenants with Property Management and other teams at the building to develop programming that will help tenants maintain stability and enjoy their housing.

Grantees serving family households shall provide the following services in addition to the above:

- d. Grantee shall provide appropriate programming for the served population. Grantee shall provide linkages to activities and services, to meet the needs of youth in the program, on an as-needed basis.
8. **Exit Planning:** If a tenant is moving out of the building, Grantee shall engage tenant in exit planning to support the tenant's successful transition out of the program. The exit plan shall depend on the tenant's needs and preferences, and may include establishing linkages to community based services or other housing options.

Grantees serving TAY shall provide the following services in addition to the above:

- a. Grantee shall provide support, which assists tenants in achieving goals that move them towards more independent housing. Grantee shall ensure tenant exit planning begins during initial move in and is periodically revisited and/or revised based on tenant's independent living planning. When this level of self-sufficiency is achieved, Grantee shall assist tenants in housing searches and applications.

B. Property Management services shall include, but are not limited to, the following:

1. Tenant Selection and Intake:
  - a. Grantee shall adhere to Housing First principles found at California Welfare and Institutions Code Section 8255 and follow the processes agreed upon by Grantee, HSH, property owner, housing subsidy administrators, funding regulations, fair housing laws, and/or other entities involved with referrals. Under Housing First, tenant screening and selection practices must promote accepting applicants regardless of their sobriety or use of substances, completion of treatment, or participation in services. Tenant applicants must not be rejected based on poor credit or financial history, poor or lack of rental history, criminal convictions unrelated to tenancy, or behaviors that indicate a lack of "housing readiness."
  - b. Grantee shall abide by the Tier 1 documentation strategy, as outlined in the SIP Placement Documentation Policy. See [Exhibit D](#) for the policy.
  - c. Grantee shall adhere to all published HSH policies, including, but not limited to those covering tenant intake, HSH housing documentation, reasonable accommodation, and transfers when accepting referrals and placing tenants into housing. See select housing policies [here](#).
2. Tenant Lease Set-Up: Grantee shall draft, provide, and sign a rental agreement with each tenant at the time of move-in. The lease agreement shall include house rules and other pertinent lease addenda. Grantee shall review its grievance policies and procedures and HSH policies and procedures with tenants at the time of lease signing.
3. Annual Tenant Re-certification: As required by rental subsidy type, Grantee shall re-certify tenant income annually. This is generally done on the anniversary of a tenant's move-in date.
4. Collection of Rents, Security Deposits, and Other Receipts: Grantee shall collect and process rent and other housing-related payments (e.g. security deposit) made by tenants.
  - a. Grantee shall communicate and coordinate with local, state and/or federal agencies, as needed, to process rental subsidies.
  - b. For tenants paying a portion of their income towards rent, Grantee shall assist with payment arrangements and comply with HSH and other applicable requirements governing the tenant portion of rent. Tenants will pay no more than 30 percent of their monthly adjusted household income towards rent.
5. Lease Enforcement, Written Notices and Eviction Prevention:
  - a. Grantee shall take a housing retention approach to lease enforcement, including, but not limited to, proactive engagement in collaboration with Support Services, conversations and meetings with tenants, and mediation strategies.
  - b. Grantee shall provide written notice to tenants regarding issues that may impact housing stability including, but not limited to, discontinuance from benefits, non-payment of rent, lease violations or warnings, and conflicts with staff or other tenants.

- c. When necessary, Grantee shall provide notice to tenants of any actions related to the eviction process in accordance with all applicable laws.
  - d. Grantee shall copy Support Services on all communications to tenants.
6. **Building Service Payments:** Grantee shall set up and manage utility accounts and services related to the property, including but not limited to communications, alarms/security, fire alarm monitoring, garbage, water, and pest control. This may include elevator maintenance, as required.
  7. **Building Maintenance:** Grantee shall maintain the facility in a sanitary and operable condition, post protocol and forms for tenant requests for maintenance or repairs, and respond to requests in a timely manner. Building maintenance shall include the following services:
    - a. Janitorial services in common areas, offices, and shared-use restrooms, and shower facilities;
    - b. Regular removal of garbage/trash from designated trash areas and maintenance of these areas as clean and functional;
    - c. Pest control services, as needed;
    - d. Maintenance and repair of facility systems (e.g. plumbing, electrical);
    - e. Building security;
    - f. Preparation of apartments for tenant move-in and move-out; and
    - g. Development of a preventative maintenance schedule for review and approval by HSH, and monitor adherence to the approved schedule.
  8. **Coordination with Support Services:** If a tenant is facing housing instability, Grantee shall coordinate with Support Services to find creative ways to engage with tenants to prevent housing loss. Grantee shall work with Support Services by communicating and meeting with tenant regarding behaviors and issues that put the tenant at risk for housing instability.

Grantee shall participate in regular coordination meetings with Support Services to review tenants at risk for eviction and strategize on how to support tenants in maintaining their housing.

9. **Wellness Checks and Emergency Safety Checks:** Grantee shall conduct Wellness Checks and/or Emergency Safety Checks in accordance with HSH policy, internal agency policies, and tenant laws to assess a tenant's safety when there is a reason to believe the tenant is at immediate and substantial risk due to a medical and/or psychiatric emergency.
10. **Front Desk Coverage:** Grantee shall provide front desk coverage 24 hours per day, seven days per week.
11. **Asset Management:** The properties covered in this Solicitation will initially be owned by the City, and as such all final decisions and incurred expenses related to asset management shall be solely at the discretion of HSH, acting on behalf of the City. However, Grantee shall partner with HSH to safeguard the physical and financial health of the property and provide limited asset management services, which include the following:
  - a. Provide a capital needs assessment for review and approval by HSH, and manage approved capital improvement plan for the property.
  - b. Monitor and report to HSH on property financial performance, recommending related actions, as appropriate.
  - c. Monitor and report to HSH on compliance requirements related to the funding, recommending related actions. as appropriate.



12. Exit Planning: Grantee shall alert Support Services when tenants give notice to leave housing and shall keep a record of each tenant's forwarding address, whenever possible.

C. Real Estate Development Management:

For the Eula Hotel, Grantees *may* provide time-limited Real Estate Development Management services to coordinate the conversion of five tourist rooms to residential rooms, as well as the conversion of the ground floor from commercial use to a tenant-service space, including required rehabilitation.

For the Mission Inn, Grantees *shall* provide time-limited Real Estate Development Management services to coordinate entitlements and required rehabilitation.

1. Entitlements: Grantee shall manage the process of property conversion from current use to PSH, including, working with the Planning Department to identify use conversion requirements and most feasible path to conversion (e.g. density bonus, SB 35); submission of all required application materials to Planning; and, participation in any required public hearings.
2. Budgeting: Grantee, in collaboration with HSH, shall confirm initial rehabilitation scope assumptions and develop initial budget.
3. Procurement: Grantee will procure required professional services, such as architect, engineer, general contractor, and related services.
4. Design/Permitting: Grantee shall oversee consultants in the development of permit sets, submission of permit documents to the Department of Building Inspection (DBI) and other permitting entities.
5. Construction Oversight and Contract Administration: Grantee shall supervise General Contractor's performance during design, subcontractor bidding of construction documents, and execution of permitted scope of work.
6. Financing: Where applicable, Grantee shall coordinate funding applications to state and federal funding sources (e.g. Project Homekey) and/or assist with any reporting and compliance obligations related to applicable state or federal funding related to the project.
7. Temporary Relocation: If there are existing occupants that will be affected by the rehabilitation scope, Grantee will manage the temporary relocation process in compliance with all applicable laws.

**VII. Properties**

A. Eula:

1. Specifications:
  - Location: 3055-3061 16<sup>th</sup> Street
  - Property Type: Residential Hotel with 1<sup>st</sup> Floor Retail
  - Number of Units: 25 Single Room Occupancy (SRO) units

- Elevator: None
  - Amenities:
    - No kitchenettes in the units
    - Private baths
    - Common kitchen and small rear yard/open space
  - Other Notes: Commercial use space on the 1<sup>st</sup> floor at 3055 16<sup>th</sup> Street
2. Renovation and Improvement Needs: The residential portion of the building was recently renovated and requires no major renovations. However, certain minor modifications may be advisable to improve accessibility. Additional changes, including, but not limited to, adding mailboxes, a trash collection room, and laundry facilities may also be required. The first floor, which served as a liquor store, requires conversion into tenant support space (e.g. counseling space, lounge) and offices. Grantee shall work in partnership with HSH and the Mayor’s Office on Housing and Community Development (MOHCD) to develop a detailed scope of improvements.

Please see [Exhibit A](#). for more detailed information about the property and noted renovation and improvements.

B. Mission Inn:

1. Specifications:
- Location: 5630-5638 Mission Street
  - Property Type: Tourist Motel
  - Number of Units: 52 total units; 51 currently utilized as motel rooms and one dedicated to cell tower equipment
  - Elevator: Present in Building A
  - Amenities:
    - Some units have kitchens/kitchen areas
    - Private baths
  - Other Notes:
    - Property consists of three buildings: 1. Building A, 24 room 4-story building; 2. Building B, a two-story 27 room "L" shaped building; and 3. Building C, a detached two-story building situated in the middle of the lot which, currently accommodates two units, a manager’s unit, and a private residence with office
    - shared laundry room on the 2<sup>nd</sup> floor
    - Some rooms have been recently renovated
2. Renovations and Improvement Needs: Anticipated improvements to the building include unit renovations for the units that have not been recently renovated, including, but not limited to, new bathroom fixtures, accessibility improvements, new kitchenettes, new plumbing. The property requires new/updated life safety systems, new windows, new heating/cooling and new doors/door locks. Additional changes required, include, but are not limited to, adding residential mailboxes, replacing stair railings, stairs and walkways, and adding a trash collection area, laundry

room and community gathering/services space. Grantee shall work in partnership with HSH and MOHCD to develop a detailed scope of improvements.

Please see [Exhibit B](#). for more detailed information about the property and noted renovations and improvements.

C. 1321 Mission:

1. Specifications:

- Location: 1321 Mission Street
- Property Type: Multifamily residential
- Number of Units: 120 studios; 40 three-bedroom suites<sup>6</sup>
- Elevator: Present
- Amenities: Kitchen and bathrooms in each unit
- Other Notes:
  - Lobby; front desk; courtyard; roof garden; bike and storage at basement
  - Cafe/bar area at ground level

2. Renovations and Improvement Needs: The property was constructed in 2015 and the Physical Needs Assessment found that the building condition was good with no immediate repair needs. Grantee shall work in partnership with HSH and MOHCD to propose a program design for common areas and community space to serve the served population.

Please see [Exhibit C](#). for more detailed information about the property.

**VIII. Budget**

The available budget is \$1,650 per unit/per month (\$1100 per unit/per month for operating and \$550 per unit/per month for services) annually. Grantee must stay within two percent of that budget amount to be considered. HSH will give budget consideration to smaller buildings or buildings serving special populations when establishing final funding amounts. Grantee and HSH will negotiate a one-time start up budget for items such as minor tenant improvements or furniture fixtures and equipment (FFE).

A. Staffing Requirements

In addition to the appropriate staffing levels for Property Management, Grantee shall maintain a *minimum* of one full time equivalent (FTE) case management staff per 25 adult units and one FTE case management staff per 20 family or TAY units. Additional staffing above the minimum may be appropriate based on the served population and household size.

B. Operating Requirements

Grantee shall manage building operations and their costs, including, but not limited to janitorial services to maintain the cleanliness of shared space, maintenance to ensure the safety and functioning of the building and its systems, unit turnover, utilities (water, gas, electric, internet, phone), Recology, furnishings for shared spaces and replacement for turnover, and insurance.

---

<sup>6</sup>As of writing this, 20 units are already leased by existing tenants. In addition, there are 50 units leased to formerly homeless households placed under the City's Flexible Housing Subsidy Pool program.

1. Asset Management: HSH will work with selected Grantees to develop appropriate budgets for this portion of the work, including costs associated with staffing the Asset Management function. *These costs do not have to be incorporated within the \$1,650 per unit/per month amount.*

C. Real Estate Development Management

Based on the scope of required rehabilitation and nature of entitlements/conversion, HSH will work with selected Grantees to develop appropriate budgets for this portion of the work, including fees for Real Estate Development Management services. *These costs do not have to be incorporated within the \$1,650 per unit/per month amount.*

**IX. Service Requirements<sup>7</sup>**

A. Property Management Record Keeping and Files:

Grantee shall update tenant applicant referral status information in the Online Navigation and Entry (ONE) System in accordance with HSH policy and instruction.

1. Grantee shall maintain confidential tenant files, including signed lease agreement and addenda, notices or lease violations issued to the tenant, copies of payment plans, or other agreements to support housing stability.
2. Grantee shall track receipt and completion of maintenance work orders.
3. Grantee shall maintain all eligibility and inspection documentation in the ONE System and maintain hard copy files with eligibility, including homelessness verification documents.

B. Support Services Record Keeping and Files: Grantee shall consistently maintain confidential tenant files that document the services provided for the purpose of tracking and reporting objectives and outcomes in a timely manner.

1. Grantee shall maintain tenant program enrollment, annual status updates, and program exit information in the ONE System and maintain hard copy files with eligibility, including homelessness verification documents.
2. Grantee shall maintain an up-to-date program roster of all current tenants in the ONE System.
3. Grantee shall maintain confidential files on the served population, including developed plans, notes, and progress as described in the Service Description and Service Requirements.

C. Data Standards:

1. Records entered into the HSH Homeless Management Information System (HMIS) 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 maintain updated unit vacancy information on a weekly basis in the data system designated by HSH (Offline Vacancy Tracker and/or ONE System) as required. Changes to vacancy reporting will be communicated to Grantees in writing from HSH.
3. 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

---

<sup>7</sup> Additional Service Requirements may be required and will be ultimately reflected in the awarded agreement's Appendix A, Services to be Provided.

annual metrics into the CARBON database. Changes to data collection or reporting requirements shall be communicated to Grantees via written notice at least one month prior to expected implementation.

4. 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 24 C.F.R. Part 578, Continuum of Care; 45 C.F.R. Parts 160 and 164, the Health Insurance Portability and Accountability Act (HIPAA) and federal and state data privacy and security guidelines.

## **X. Service and Outcome Objectives<sup>8</sup>**

A. Support Services: Grantee shall achieve the following objectives.

1. At least 75 percent of tenants shall complete an annual tenant satisfaction survey and of those, eighty percent of tenants completing an annual resident satisfaction survey will be satisfied or very satisfied with Support Services.
2. Grantee shall offer Support Services to 100 percent of all households who showed housing instability (e.g., non-payment of rent, lease violations) at least once per incident.
  - a. At least eighty-five percent of tenant lease violations will be resolved without loss of housing to tenants.
3. Grantee shall offer assessment to 100 percent of tenants within 90 days of move-in and annually thereafter for primary medical care, mental health, and substance use treatment needs, and to maximize their income and assist in applying for benefits for which they are eligible.
  - a. 75 percent of tenants assessed with needs related to medical care, mental health, substance use, benefits and other income assistance will develop a service plan within the first six months, and Grantee shall review service plans at least once every six months and update as needed.
4. At least ninety percent of tenants will maintain their housing for a minimum of 12 months, move to other permanent housing, or be provided with more appropriate placements.

B. Property Management: Grantee shall achieve the following objectives:

1. At least 75 percent of tenants shall complete an annual Tenant Satisfaction Survey and of those, eighty-five percent of tenants will be satisfied or very satisfied with Property Management services.
2. Grantee shall ensure that each unit, upon turnover, is clean and/or repaired within 14 days, on average.
3. Grantee shall collect at least 90 percent of tenant portions of monthly rent from occupied units.
4. Ninety percent of tenants will maintain their housing for a minimum of 12 months, move to other permanent housing, or be provided with more appropriate placements.
5. At least eighty-five percent of tenant lease violations will be resolved without loss of housing to tenants.
6. Grantee shall provide a preventative maintenance schedule to HSH for review and approval.
7. Grantee shall provide a capital needs assessment to HSH within the first six months of the agreement.
8. Grantee shall submit all required asset management reports on a timely basis to HSH and external funders.

---

<sup>8</sup> Objectives may change and will be ultimately reflected in the awarded agreement's Appendix A, Services to be Provided.

- C. Real Estate Development Management: Grantee shall achieve the following objectives:
1. Grantee shall successfully convert the property into Permanent Supportive Housing within the timeframe agreed upon by the City and Grantee.
  2. Grantee shall deliver required improvements and renovations on-time and within budget.

**XI. Application and Evaluation Criteria and Submittal**

A. Application and Evaluation Criteria:

<b>Application Section</b>	<b>Submittal Format</b>	<b>Applicant must complete/provide/respond to the following:</b>	<b>Evaluation Criteria</b>	<b>Points</b>
1.Summary	Appendix 1: Application Template	1.1 Applicant Information 1.2 Certifications	HSH will review for pass/fail: Did Applicants complete all required Appendix 1: Applicant Template information?	Pass/Fail

Application Section	Submittal Format	Applicant must complete/provide/respond to the following:	Evaluation Criteria	Points
2. Minimum Qualification		<p>2.1 For each service type (e.g. Support Services; Property Management; and Real Estate Development Management, if applicable), whether provided through a single entity, collaboration, and/or subcontractor, Applicants must demonstrate at least three years of experience delivering similar services, respectively.</p> <ul style="list-style-type: none"> <li>• If any part of the service will be through a collaboration or subcontract, Applicants must indicate as such and describe the plan for collaboration to successfully deliver the services in this Solicitation.</li> </ul> <p>2.2 Property Management Applicants must demonstrate experience:</p> <ul style="list-style-type: none"> <li>• Operation of a project similar in scope and size to the proposed project; or</li> <li>• Operation of at least two affordable rental housing projects in the last ten years, with at least one of those projects containing at least one unit housing a tenant who qualifies as a member of the served population.</li> </ul>	<p>2.1 Did Applicant demonstrate a verifiable minimum of three years of experience delivering similar services for each respective service type?</p> <p>2.2 Did Applicant demonstrate a verifiable Property Management project similar in scope and size to the proposed project or operation of at least two affordable rental housing projects in the last ten years, with at least one project containing at least one unit housing a tenant who qualifies as a member of the served population?</p>	
3. Plan		<p>3.1 For Support Services and Property Management, Applicants must describe the plan to engage and maintain housing stability for a diverse population of tenants, including non-English speakers, persons with disabilities, and individuals with a history of homelessness, substance use and/or mental health challenges.</p>	<p>3.1. How well does the Applicant(s) plan align with the requirements of this Solicitation (e.g. how well does the applicant understand tenant needs and challenges and describe ways to address them to maintain tenant housing)?</p>	15



Application Section	Submittal Format	Applicant must complete/provide/respond to the following:	Evaluation Criteria	Points
		3.2 For Support Services and Property Management, Applicants must describe the plan deliver services to achieve the service and outcome objectives described in this Solicitation.	3.2. How well does the Applicant plan align with the requirements of this Solicitation to meet the outlined objectives?	15
4. Organizational Experience & Capacity		4.1 For Support Services and Property Management, Applicants must describe their respective service approaches, including, but not limited to: <ul style="list-style-type: none"> <li>• Delivering services with equity; and</li> <li>• Housing First and housing stability principles to deliver the services as outlined in the Solicitation.</li> <li>• Applicant(s) must describe any policies or procedures that are in place that demonstrate how these principles will be/are implemented.</li> <li>• Applicant(s) must describe intake requirements and resident selection criteria.</li> </ul>	4.1 How well does Applicant approach align with the requirements of this Solicitation (e.g. to what extent does the applicant understand equity, Housing First, and housing stability and how to achieve positive outcomes)?	25
		4.2 For Real Estate Management Development (if applicable), Applicants must describe their experience and capacity in delivering services on-time and within budget.	4.2 How well does Applicant experience and capacity with Real Estate Management Development align with the requirements of this Solicitation?	

Application Section	Submittal Format	Applicant must complete/provide/respond to the following:	Evaluation Criteria	Points
		<p>4.3 For each service type, Applicants must describe their organizational <i>experience</i> in delivering services, managing buildings, including Asset Management and Real Estate Development Management (if applicable), including, but not limited to:</p> <ul style="list-style-type: none"> <li>• Years of experience delivering each service type,</li> <li>• Average building vacancy and turnover rates in existing portfolio;</li> <li>• Challenges and learnings with each service type;</li> <li>• Serving a diverse population of tenants, including non-English speakers, persons with disabilities, and individuals with a history of homelessness, substance use and/or mental health challenges;</li> <li>• Delivering services with equity; and</li> <li>• Engaging in collaborative service partnerships.</li> </ul>	<p>4.3. How well does the Applicant(s) experience align with the requirements of this Solicitation?</p>	<p>15</p>
		<p>4.4 For Support Services and Property Management, Applicants must describe their respective organizational <i>capacity</i>, including, but not limited to:</p> <ul style="list-style-type: none"> <li>• Their current employee vacancy rates;</li> <li>• Employee turnover rates;</li> <li>• Capacity to hire, train, and retain staff;</li> <li>• Capacity to deliver services on-time and within budget; and</li> <li>• Organizational capacity to track and report service and outcome data.</li> </ul>	<p>4.4. How well does Applicant capacity align with the requirements of this Solicitation?</p>	<p>15</p>

Application Section	Submittal Format	Applicant must complete/provide/respond to the following:	Evaluation Criteria	Points
5. Budget	Appendix 2: Budget Template	5.1 For each service type (Support Services and Property Management), Applicants must submit one completed single Appendix 2: Budget Template for a 12-month period with each tab completed. Submittals with budgets above the allocated budget amount and/or those that do not contain the required staffing will not be evaluated further.	5.1 How well do the Applicant(s) budgets align with the requirements of this Solicitation (e.g. how reasonable and clear is the budget; does it contain the appropriate staffing and operating costs; is the narrative complete)?	15
<b>Total</b>				<b>100</b>

B. Time and Place for Submission of Applications:

Applications are due electronically in the format detailed below and must be received by the Applications Deadline. Applications received after the deadline may not be considered.

- Applicants shall submit the Appendix 1: Application Template and Appendix 2: Budget Template attachments in **one** PDF file saved as “SOI 134.1 Response Organization Name(s)”
  - Note that if the Support Services and Property Management are being proposed as a collaboration, one Appendix 2: Budget Template must be submitted for each service area.
- Applicants shall submit the Appendix 2: Budget Template(s) in an Excel format as well, saved as “SOI 134.1 Budget SS or PM Organization Name(s)”.
  - Note that if the Support Services and Property Management are being proposed as a collaboration, one Appendix 2: Budget Template must be submitted for each service area and labeled as SS for Support Services or PM for Property Management.
- Applicants shall submit the attachments to **HSHProcurements@sfgov.org**.
- The email subject shall have the subject “SOI 134.1 Response Organization Name(s)”.

Applications submitted by fax will not be accepted. Applicants must receive an email confirmation from the City to be considered submitted. Supplemental documents or revisions submitted after the Applications Deadline will not be accepted.

C. Application Submission Format:

Applicants must submit one Appendix 1: Proposal Template and one Appendix 2: Budget Template as instructed above. This is necessary so that all Applications can receive fair and consistent evaluation. Applications that do not follow the required format may not be considered. Information must be at a level of detail that enables effective evaluation.

The City intends to select Grantees who best meet the criteria set forth in this Solicitation.

Applicants who are qualified are not guaranteed an agreement. Applicants selected for negotiations are not guaranteed an agreement. This Solicitation does not in any way limit the City’s right to solicit similar or identical services. The City may at a future date elect to fund additional Applicants not originally selected.

D. Additional Information:

In some instances, the City may request additional information from Applicants prior to deciding whether to enter into an agreement.

**XII. Standard City Grant**

Grantees will enter into an agreement with the City using the standard agreement templates and shall comply with all requirements: <https://hsh.sfgov.org/wp-content/uploads/2019/11/G-100-Grant-Template-4-19-for-posting.pdf>.

**XIII. Glossary of Terms**

<b>Term</b>	<b>Definition</b>
Access Point	Localized points of community entry into San Francisco’s Homelessness Response System (HRS). Operated by approved non-profit service providers. Families, adults, and youth experiencing homelessness can obtain Coordinated Entry services at geographically diverse Access Points (AP). The Access Point staff will assess households for service needs and eligibility and perform Problem Solving, needs assessment, prioritization, and referrals to appropriate resources.
Adult	An individual or couple over the age of 24 years without custody of a minor child. Couples consist of two adult individuals who are married, in a domestic partnership, or who can provide documentation of an established partnership.
Applicant	Any entity (i.e. agency) submitting an Application to this Solicitation.
Application	The required documents to compete on this award.
Awarded Provider	Any Proposer awarded an Agreement for services under this procurement. Also known as Grantee or Contractor.
Continuum of Care	Federal Continuum of Care grant program stressing permanent, holistic solutions to homelessness
Coordinated Entry	Organizes the Homelessness Response System (HRS) with a common, population-specific assessment, centralized data system, and prioritization method that directs participants to the appropriate resources and allows for data-driven decision-making and performance-based accountability. Coordinated Entry in San Francisco is organized to serve three subpopulations at designated Access Points, Adults, Family, and Youth , as described above. A CE system for survivors of domestic violence will be established in FY 21-22.
Critical Incident Report (CIR)	A critical incident is defined as when emergency responders are called to the shelter by staff or program participants, and/or when Child Protective Services (CPS) removes a child. Shelters also may send reports for incidents in which there were no emergency responders.
Department of Homelessness and Supportive Housing (HSH)	The City and County of San Francisco’s Department of Homelessness and Supportive Housing (HSH), the sponsor of this RFP. HSH may also be referenced as “Department” in this RFP.
Equitable	With mindfulness about the racism and bias that has disproportionately unhoused people of color, lesbian, gay, bisexual, transgender, and questioning (LGBTQ) youth, HSH is committed to equity in the Department, system, and programs.
Family	Families include an adult and at least one natural, adoptive and/ or foster child under the age of 18, and may include a significant other or a domestic partner. A family may also include a pregnant person, with or without a partner.
Grant Agreement	The binding legal document resulting from this procurement process. Also known as Agreement.
Harm Reduction Model	Harm-reduction consists of working with program participants to set realistic goals that support reductions in high-risk substance use behaviors.

<b>Term</b>	<b>Definition</b>
	Abstinence from drugs or alcohol is not a pre-requisite for access to services nor required for continued access or eligibility for services.
Health Insurance Portability and Accountability Act (HIPAA)	The Health Insurance Portability and Accountability Act of 1996 (HIPAA) established national standards for the protection of private health information.
Homelessness Response System (HRS)	Describes the overall system of services to managed by HSH to address homelessness. The goal of this system is to prevent homelessness when possible and to make it rare, brief, and one-time. The system helps people exit homelessness by getting a house key into their hands as quickly as possible. Core components of the HRS include Coordinated Entry, Problem Solving, Street Outreach, Temporary Shelter, Housing, and Housing Ladder programs.
Housing	Provides permanent solutions to homelessness through subsidies and housing placements. This may include time-limited support such as Rapid Rehousing, and time-flexible programs such as Rent Subsidies and Permanent Supportive Housing (subsidized housing with services).
Housing First	Prioritizes the provision of housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can stabilize their lives and pursue their personal goals. Housing First is guided by the belief that people must secure basic necessities such as food and a place to live before they can attend to other challenges such as employment or substance use issues. Additionally, Housing First is based on the theory that participant choice is valuable in housing selection and supportive services participation. While Permanent Supportive Housing is the most commonly known Housing First program model, many other approaches fall under the Housing First umbrella.
Housing Ladder	Offers opportunities for residents of Permanent Supportive Housing to move outside of the Homelessness Response System.
Housing-Focused	The system and all programs within it will use a Housing First, low barrier approach focused on ending homelessness for each household as quickly as possible.
HSH	San Francisco Department of Homelessness and Supportive Housing
Indirect Cost	Indirect Costs are those that have been incurred for common or joint objectives and cannot be readily identified with a particular final cost objective. <sup>9</sup>
Individual Services Plan (ISP)	The Individual Service Plan (ISP) is the written details of the supports, activities, and resources required for the individual to achieve personal goals. The Individual Service Plan is developed to articulate decisions and agreements made during a person-centered process of planning and information gathering. The general welfare and personal preferences of the individual are the key consideration in the development of all plans.

<sup>9</sup> Office of Management and Budget. (2004, May 10). Circular A-122. Retrieved from: [https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/circulars/A122/a122\\_2004.pdf](https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/circulars/A122/a122_2004.pdf)

<b>Term</b>	<b>Definition</b>
Innovative	With the systems goals in mind, opportunities to adapt practices and innovate new strategies and approaches are encouraged and will be supported and evaluated.
Minor Children	Children between the ages of 12 to 17.
Moving On Initiative	Moving On is a Housing Ladder initiative that provides tenants who are able and want to move out of supportive housing with a rental subsidy or preference into a project-based affordable or public housing unit. By offering alternatives to tenants in Permanent Supportive Housing who are stable and no longer need the intensive services offered. Moving On programs help make PSH units available for chronically homeless people who need intensive support.
Older Adult	An adult aged 60 years and older. Minimum age requirements for programs serving older adults may vary based on funding source.
Online Entry Navigation System (ONE System)	ONE is the data system used for all housing and services to people experiencing homelessness in San Francisco. The ONE System is a participant-level database that is used system-wide to track all HSH related services and housing placements. The implementation of the ONE System is ongoing.
Operating Services	Services that support the infrastructure of the program, including the daily provision of administration, maintenance, utilities, furnishings, operational program supplies, security, and program equipment.
Operations	The infrastructure of the program including the daily provision of administration, maintenance, utilities, furnishings, operational program supplies, food, clothing, security, program equipment and equipment.
People-Focused	People should drive their own solutions, and programs should focus on meeting their needs. Through shared assessment and a common front door, program participants should have a clear understanding of how to access services and what to expect from the system; program participants should not be required to sign up for numerous waiting lists or approach multiple programs to receive help. Program participant choice, strengths, and personal networks will be considered as part of finding the right solution.
Permanent Supportive Housing (PSH)	Subsidized rental housing without time limits and with intensive on-site Support Services to help tenants maintain housing and meet their personal goals. Permanent Supportive Housing is designed to house individuals with the greatest housing barriers and highest service needs.
PIT	Point-in-Time Count (of Homeless Population)
Project Homekey	Project Homekey is a State funding source that provides funding for state, regional, and local public entities to develop a broad range of housing types, including, but not limited to hotels, motels, hostels, single-family homes and multifamily apartments, adult residential facilities, and manufactured housing, and to convert commercial properties and other existing buildings to Permanent or Interim Housing.
Property Management	The management of the residential facility, including oversight of the property's maintenance, janitorial and repair services; supervision of Property Management, janitorial, and maintenance staff; coordination of potential tenant intake; handling the signing of lease agreements and other

Term	Definition
	tasks related to the placement process; handling complaints; emergencies and lease violations; rent collection and tenancy records; evictions; and room preparations between tenants and move-outs. Property Management is required to coordinate and collaborate with Support Services staff.
Respectful	It is imperative that services be delivered in a respectful, appropriate manner. Best practices, such as strengths-based interviewing, trauma informed care, and harm reduction, must be incorporated into all programs.
Strategic Framework	The Five-Year Strategic Framework outlines the ambitious yet achievable goals of the Department of Homelessness and Supportive Housing. It provides a roadmap for reducing homelessness in San Francisco and making it a rare, brief, and one-time occurrence.
Support Services	Intake and assessment, case management, benefits counseling and advocacy, referrals and counseling services including the development of an individualized participant services plan that assists participants in obtaining transitional and/or permanent housing, employment, health care, substance abuse and mental health treatment and educational services.
Tenant	An individual or family that resides in permanent housing.
Transition Age Youth (TAY)	An individual between 18 and 24 (29 under some programs) who is experiencing homelessness. These individuals often have specialized needs, different from those of families or adults that must be considered when designing programs and services.
Trauma Informed	Trauma-informed care is a strengths-based framework grounded in an understanding of and responsiveness to the impact of trauma, that emphasizes physical, psychological, and emotional safety for both providers and survivors, and that creates opportunities for survivors to rebuild a sense of control and empowerment. Grantees shall ensure delivery of trauma-informed assistance to maximize self-sufficiency for people experiencing homelessness in San Francisco, to reduce the timeline from first encounter to housing placement, and to ensure that households are not subject to redundant or unnecessary access barriers.
Urgency	Each household's homelessness should be treated as an emergency, and the system will respond accordingly.
VA	U.S. Department of Veterans Affairs.
Veteran	An individual who has served in any branch of the U.S. Armed Forces.
Veterans Affairs Supportive Housing (VASH)	The HUD Veterans Affairs Supportive Housing (VASH) program combines Housing Choice Voucher rental assistance with case management and clinical services from the VA. Housing Choice Vouchers are administered by the San Francisco Housing Authority (SFHA) and referrals are provided by the VA.

#### XIV. Standard City Vendor Forms

##### A. How to Become Eligible to Do Business with the City:

Proposers must fulfill the City's administrative requirements for doing business with the City and become a compliant supplier prior to agreement award. Fulfillment is defined as completion, submission and approval by applicable City agencies of the forms and requirements referenced below.



Before the City can award any agreement, all vendors must become a City Vendor by meeting the requirements described below. There may be additional requirements placed upon a vendor depending on the type of good or service to be purchased.

B. Mandatory Forms:

In order to become eligible to do business with the City, vendors must first become an Approved Supplier by following the instructions on the San Francisco City Partner Become a Supplier page: <https://sfcitypartner.sfgov.org/pages/become-a-supplier.aspx>.

At a minimum, vendors will be required to complete the following steps:

1. Register to become a "Registered Bidder"
2. Complete a San Francisco Business Tax Registration
3. Complete a 12B Equal Benefits Declaration

To view step-by-step directions on how to become an Approved Supplier, visit <https://sfcitypartnersupport.sfgov.org/support/solutions/articles/11000022936-bidder-a-step-by-step-guide-to-becoming-an-approved-supplier>.

Vendors must have:

1. A City-issued vendor/supplier number;
2. Have all compliance paperwork submitted and approved by the City; and
3. Have an executed agreement or purchase order before payments can be made.

Once a vendor/supplier number has been assigned, an email notification will be provided by the City's Vendor File Support Division. This notification will include instructions on how to sign up to receive payments through the City's vendor/supplier portal.

The City and County of San Francisco requires vendors/suppliers to comply with multiple ordinances and provide proof of insurance coverage, including compliance with the below. Please visit <https://sfgov.org/oca/qualify-do-business> for a list of the forms and when they are required.

- Minimum Compensation Ordinance
- Health Care Accountability Ordinance
- Insurance Requirements
- Payment (Labor and Material Bond)
- Performance Bond
- Local Business Enterprise Program
- Sweatfree Contracting Ordinance
- Nondiscrimination in Contracts