



Solicitation of Interest (SOI) 134.1
Questions and Answers
Issued October 29, 2021
Updated November 1, 2021

The November 1, 2021 updates to this document are marked with blue text.

GENERAL

- 1. Question** **Are any of these sites housing Transition Aged Youth?**

Answer Please review SOI 134.1.
- 2. Question** **Will funds be provided for subsidized meals; should there be a period of time when a need arises to provide meals to residents (e.g. during relocations)?**

Answer Please see pages four through nine of SOI 134.1. This section outlines the services which shall be included, but are not limited to the services listed in SOI 134.1.
- 3. Question** **Would HSH consider three contracts for one building, if that division of labor made sense in a strong proposal? If not, can Applicants assume that two contracts and a subcontract would be acceptable?**

Answer Per page two of SOI 134.1, HSH is willing to create up to two agreements with the following configuration per building:

 - One agreement with one provider to provide Property Management, Support Services, and Real Estate Development Management, if required
 - One agreement with one provider, who either directly provides or subcontracts services for Property Management, Support Services, and Real Estate Development Management, if required
 - Two agreements with two providers with one provider providing Property Management and one providing Support Services with Real Estate Development Management (if required) subcontracted under one of the agreements
- 4. Question** **Can HSH provide a more specific sense of what the timeline is for getting programs started? December/winter seems soon.**

Answer Per page three of SOI 134.1, agreement start date is in Winter 21/22, which spans December to mid-March. All dates are tentative. [Dates will be impacted by the acquisition schedule.](#) Per page two of SOI 134.1, HSH seeks grantees with the ability to begin planning for services and hiring staff immediately upon agreement execution.
- 5. Question** **Can HSH clarify or confirm the process for making awards? It appears that awards will be made pursuant to the SOI, though it would be helpful to confirm whether there could be an additional application process (e.g., pursuant to an RFP).**

Answer Per page 20 of SOI 134.1, HSH will select Grantees based on the criteria set forth in the Solicitation. The criteria are outlined on pages 15 through 19 of SOI 134.1.

6. Question For the existing tenants, what communication has been provided to them regarding the change of use to 100 percent PSH, and what services will continue for the 50 units at 1321 Mission that are occupied by formerly homeless households?

Answer HSH conducted community outreach in the neighborhood where 1321 Mission is located, including residents of the building. There are three distinct groups of tenants currently staying at the Panoramic:

- There is a small group of students with short term leases who are expected to move out when the semester is over in the next few months.
- There is a group of residents from another housing program that are staying at the building while their units are renovated. They are expected to move out of the building in the next few weeks.
- There is a group of approximately 60 residents that were placed in the building through the Flex Pool Permanent Supportive Housing program. These residents will stay in the building and will transition from Flex Pool Subsidies to the Homekey subsidies. They all qualified for Homekey under the homeless or chronically homeless category.

BUILDINGS

7. Question Regarding 1321 Mission Property, how is HSH defining “initially be owned by the City” in Section 11 on page 8?

Answer The buildings outlined in SOI 134.1 are owned by the City. Please see pages one and two of SOI 134.1.

8. Question If an Applicant plans to subcontract out property management services, would they still qualify to apply? Does the property management company need to be an additional applicant?

Answer Please see page two and carefully read pages 15 through 19 of SOI 134.1. Please also see the answer to question 3 in this document.

9. Question Regarding 1321 Mission, when can Applicants do a site visit?

Answer Please see footnote 5 on page three of SOI 134.1. This applies to all buildings.

10. Question Regarding 1321 Mission, does the property offer parking?

Answer There are three parking spaces at 1321 Mission.

- 11. Question** **Regarding 1321 Mission, how is the HVAC system for the whole building versus each unit?**
- Answer Please see the 1321 Mission Physical Needs Assessment (PNA), which has been posted to: <https://hsh.sfgov.org/get-involved/procurements/>.
- 12. Question** **Regarding 1321 Mission, has the building been fully inspected and all permits signed off?**
- Answer Yes. Please see page 11 of SOI 134.1.
- 13. Question** **Regarding 1321 Mission, are laundry machines owned or leased?**
- Answer The washers/dryers at 1321 Mission are leased.
- 14. Question** **Regarding 1321 Mission, how many rooms are available for Grantee staff?**
- Answer Design of the non-residential space, including offices and other rooms needed for Grantee staff, will be done in collaboration with the selected Grantee as stated in SOI 134.1.
- 15. Question** **Regarding 1321 Mission, are any other systems in place, i.e., card access system, security, cameras, Title 24?**
- Answer Please see the 1321 Mission Physical Needs Assessment (PNA), which has been posted to: <https://hsh.sfgov.org/get-involved/procurements/>.
- 16. Question** **Are the detailed Physical Needs Assessment (PNA) assessments available for the buildings to help determine operating costs?**
- Answer Please see PNA for 1321 Mission, and Observation and Assessment Reports for Eula and Mission Inn which have been posted to: <https://hsh.sfgov.org/get-involved/procurements/>.
- 17. Question** **Are full building plans available for review?**
- Answer Full building plans are not available at this time.
- 18. Question** **What is available for support services and property management office space at each property?**
- Answer Please see the answer to question 14 in this document.
- 19. Question** **Regarding 1321 Mission, does the operator assume the relationship with the tenant in the commercial space? If so, is that lease agreement available? Does the commercial space need to remain commercial space or can that be utilized for offices/community amenities?**

- Answer [At closing, the lease for the commercial space at 1321 Mission will be assigned to the City as the new owner. HSH will manage the relationship with the commercial tenant, in coordination with the selected provider. Should the commercial space become available at a future date, the provider would have the option to request to HSH that the space be repurposed, consistent with any Planning requirements.](#)
- 20. Question** **Would the Grantee have the right to propose renaming the property with approval from HSH?**
- Answer Yes, Grantee may propose to rename a property, with approval from HSH.
- 21. Question** **Is there already a resident manager unit or can one tenant unit be used for a staff person?**
- Answer Units at each property will be provided as needed for on-site resident managers. Please see the answer to question 14 in this document.
- 22. Question** **Regarding, 1321 Mission Street, can HSH provide a breakdown of communal/commercial spaces in the building that could be used for onsite supportive services/property management staff as well as for supportive services (e.g., case management, individual/group therapy, children’s programming)?**
- Answer HSH is seeking suggestions and recommendations from Applicants per page 11 of SOI 134.1. Please also see the answer to question 14 in this document.
- 23. Question** **Regarding 1321 Mission Street, can HSH provide details on the bathrooms (e.g., do all 3-bedroom units have bathtubs), kitchens (e.g., are there microwaves or ovens, and what are the refrigerator and oven sizes), and laundry facilities (e.g., how many machines on each floor compared to how many studio and 3-bedroom units)?**
- Answer Please see the 1321 Mission Physical Needs Assessment (PNA), which has been posted to: <https://hsh.sfgov.org/get-involved/procurements/>. Please also see the answers to questions 14 and 21 in this document.
- 24. Question** **Regarding 1321 Mission Street, can HSH provide details about the roof deck (e.g., how high are the railings or walls, are there gaps in the railings or walls that children could climb, and generally will the roof deck require child-proofing)?**
- Answer Please see the 1321 Mission Physical Needs Assessment (PNA), which has been posted to: <https://hsh.sfgov.org/get-involved/procurements/>.
- 25. Question** **Regarding 1321 Mission, can HSH provide details about any areas in the building that could present potential dangers to children (e.g., are the stairwells configured in a way that would be difficult for children to get up or downstairs)?**

Answer Please see the 1321 Mission Physical Needs Assessment (PNA), which has been posted to: <https://hsh.sfgov.org/get-involved/procurements/>.

26. Question Regarding 1321 Mission Street, can HSH provide information about/a roster of any legacy tenants who may remain in the building (including the number of studio and 3-bedroom units impacted by legacy tenancies)?

Answer The property includes approximately 60 resident households who are supported through HSH's Flex Subsidy Pool, who are Homekey eligible households, and who the City anticipates will remain in the building. Specific tenant information, including unit roster, will be made available to the selected Grantee.

27. Question Is the 1321 Mission Street building and all individual units ADA compliant?

Answer 1321 Mission meets Chapter 11A requirements for accessibility and was permitted under to 2010 California Building Code. Certain modifications may be required to the units in order to serve as communication units for hearing and visually impaired tenants.

28. Question Regarding 1321 Mission, does the building meet child safety standards?

Answer 1321 Mission was completed in 2015 and as such meets all code requirements applicable at the time of permitting.

FUNDING

29. Question Regarding Eula, given the struggles youth providers have had supporting young people with high acuity needs referred through Coordinated Entry, is there consideration to give additional funding to the service side of the contract including better case management ratios and for on-site mental health support?

Answer Please see page 11 of SOI 134.1. Additionally, per page five of SOI 134.1, the Support Services Grantee shall assess the served population for mental health needs and make necessary referrals. HSH is committed to partnering with its grantees and with the Department of Public Health (DPH) to meet the needs of high acuity tenants. DPH's Prop C allocation includes funding earmarked for enhancements to the behavioral health system of care for TAY and other homeless response system clients.

30. Question Regarding Eula, is there funding to complete the architectural recommendations and renovations? If so, where does that funding come from and what is the proposed timeline?

Answer [Please see pages nine and 12 of SOI 134.1.](#)

31. Question What is the budget and agreement term (i.e. start/end dates, for how many years?)

- Answer Please see page two of SOI 134.1 regarding agreement terms. Please see answer to question 4 in this document regarding the anticipated start date. Please see page 19 of SOI 134.1 for instructions on how to submit a budget for the Application, which will be used to create a prorated Year 1 and outgoing years, as needed.
- 32. Question** **Is this budget meant to reflect building operations or is funding through an HSH reimbursement contract?**
- Answer [The proposal should include a budget for Support Services and Property Management. Awarded agreements will be paid on a cost reimbursement basis based on the set budget amount and established line items. Please see HSH's Method of Payment for an example of how payments are made.](#)
- 33. Question** **Is the income from tenants and subsidy source expected to fund the \$1,100 per unit, per month (PUPM) operations expense, \$500 PUPM services expense, and then the waterfall or is there a HSH services contract expected to cover the \$500 PUPM services expense with the remainder of the income from the rents and subsidies to go to the waterfall?**
- Answer The City and County of San Francisco is the owner of all of the buildings listed in SOI 134.1. The waterfall structure does not apply. Awarded agreements will be paid on a cost reimbursement basis based on the set budget amount and established line items. Please also see the answer to question 32 in this document.
- 34. Question** **Is the \$1100 PUPM operations expense and the \$500 PUPM services expense going to be covered through an HSH Services agreement with a different expectation of the rent and subsidy income?**
- Answer [The \\$1,100 per unit/per month operating and \\$550 per unit/per month services funding will be disbursed through an HSH agreement on a cost reimbursement basis. Operating budgets will also include tenant rental income; tenants pay no more than 30 percent of household monthly adjusted income towards rent. Please also see the answer to question 32 in this document.](#)
- 35. Question** **What is the estimated budget for asset management services the City is requesting for each building?**
- Answer Please see page 12 of SOI 134.1.
- 36. Question** **Will Support Services funds come from building operations or from an HSH reimbursement contract?**
- Answer Support Services will be included in a separate budget from the building operations budget. Both will be funded through an HSH grant agreement. Please also see the answer to question 32 in this document.

- 37. Question** **Regarding 1321 Mission, is there a variance between the family unit rental rate and the single unit rental rate, which was stated as \$1,650/month?**
- Answer The average operating and services funding is \$1,650 per unit/month.
- 38. Question** **Regarding 1321 Mission, is \$1,650/per unit/month part of the subsidy or the total rent per unit?**
- Answer This answer applies to all buildings. \$1,650 per unit/month is the average operating and services funding, in addition to the tenant rental income. PSH tenants pay no more than 30 percent of household monthly adjusted income towards rent. The \$1,650 per unit/month is not based on a per unit subsidy or a per unit contract rent.
- 39. Question** **Regarding 1321 Mission, will Grantees be expected to pay for rent if and when units remain empty?**
- Answer There are no master lease or rent charges to the Grantee.
- 40. Question** **Regarding 1321 Mission, what is the funding source for the 20 existing tenants of the 1321 Mission building?**
- Answer Any existing tenants who are not eligible for HSH or Homekey programs will pay market rate rent for their units; [however, all existing tenants that do not meet the Homekey criteria are expected to move out of the building in the near future. Please also see the answer to question six in this document.](#)
- 41. Question** **Is there any historical data available regarding utility costs for currently occupied sites to assist with budget planning?**
- Answer This information is not available at this time.
- 42. Question** **Is there an existing list of the current furniture, fixtures, and equipment (FFE) available for the occupied units to support the estimate of replacement costs?**
- Answer This information is not available at this time.
- 43. Question** **Is there more information available about the Asset Management function of HSH? What is the approval process for expenses and is there a cost threshold for when HSH approval is necessary?**
- Answer HSH is working to draft a policy related to inclusion of operating reserves in housing agreements, including eligible fund usage and how funds may be requested and approved for use.
- 44. Question** **Will HSH be funding an operating reserve as part of the asset management function?**

Answer Please see the answer to question 43 in this document.

45. Question **Regarding, 1321 Mission, is the renovation of the community space/common areas funded separately and what is the approximate budget for those renovations?**

Answer Please see pages 11 and 12 of SOI 134.1.

46. Question **The SOI states HSH will give budget consideration for special populations? Given the high level of acuity in SIP housing, and in the street based population do those qualify as special populations?**

Answer [All units funded through SOI 134.1 are to serve people experiencing homelessness, and the funding levels described in the SOI were established with that population in mind. Applicants may describe the needs of special populations to be served within the general homeless population in their Application. Applicants may describe any additional investments beyond what is included in their proposed budget that they feel are necessary to account for special populations in the Budget Narrative section of Appendix 2: Budget Template.](#)

47. Question **What is the allowable budget/percentage of full-time equivalent (FTE) for the Asset Management function at 1321 Mission?**

Answer Please see the answer to question 35 in this document.

48. Question **If submissions with budgets that exceed the allocated budget amount will not be evaluated further, how would a proposal note the costs related to appropriate expenses related to unit size or special populations?**

Answer [Please see page 11 of SOI 134.1 and the answer to question 46 in this document.](#)

SCOPE

49. Question **Regarding Eula, if referred individuals have a partner will they be able to stay with them in their unit or will the program follow the general single room occupancy (SRO) visitor policy? Or will this be up to the Grantees of the program to decide?**

Answer [Maximum occupancy for units at the Eula will be two residents. Couples may be considered for occupancy if they both meet Homekey criteria. Both of their incomes will be used to calculate rent. The program will follow SRO visitor policy for all residents.](#)

50. Question **Will considerations be made for pregnant/parenting transition aged youth (TAY) at either the Eula or Mission Inn?**

Answer

There could be pregnant/parenting TAY at the Mission Inn. The max occupancy for units at the Eula will be two; [households with minor children or pregnant TAY will be eligible to transfer to another housing option.](#)

51. Question **Regarding the Eula, there was discussion at previous public meetings about a program design committee for the Eula. Did that happen? If it did, was there opportunity for community input? If that did not happen, will it happen and how will their work be implemented into the Solicitation?**

Answer [HSH held initial meetings with both TAY providers and youth with lived experience to obtain input on program design for the Eula and Mission Inn prior to issuing SOI 134.1. HSH intends to engage in more in-depth discussions with TAY stakeholders on program design and services models for youth supportive housing.](#)

52. Question **How will the Eula be able to be considered youth housing if it's PSH?**

Answer [The Eula will provide supportive housing for youth without time-limits. HSH will entertain program models that include self-sufficiency services paired with bench marks and incentives for participants to move on to other housing options after achieving stability.](#)

53. Question **Regarding Eula, given the expectation there is 24/7 front desk coverage and the current physical space does not have designated space for this, nor is it mentioned in the current recommendations. Will the architectural recommendations and renovations be amended to include a front desk check-in area with the funding to do this? Will it be prioritized to be completed by the time the program is expected to be operational?**

Answer [The items listed on page 10 of SOI 134.1 are not exhaustive. Please see page 10 and 11 of SOI 134.1 and the answer to question 14 in this document.](#)

54. Question **Regarding Eula, are there any zoning issues around the commercial space being converted into a space that serves tenants per the architectural recommendations? Or are the architectural recommendations based on zoning restrictions?**

Answer [Conversion of the commercial space at the Eula to tenant-serving uses will require conditional use approval by the Planning Department. The Real Estate Development Management function is expected to manage such conversions.](#)

55. Question **Regarding Eula, there's nothing in the SOI about providing mental health support for youth with acute mental health needs, which will likely be needed for the majority of referrals from Coordinated Entry. How does HSH propose the Grantee implement this support to ensure tenant health, safety, and tenancy?**

Answer

Mental health is identified as a key need to stabilize tenants in their house and help them move to more independent housing. Mental health is listed several times as a need within the scope of Support Services and within Objectives, as well as the Evaluation Criteria. Please see pages five, 13, 16, and 19 of SOI 134.1. [Please also see the answer to question 29 in this document.](#)

56. Question **Regarding Eula, is HSH open to the program model being long term or non-time limited transitional AKA bridge housing?**

Answer [The Eula is long-term and not time-limited. Tenants will have a lease with services geared toward moving tenants to more independent housing, as appropriate. Proposals should describe how the program model supports TAY residents to move on to independent housing.](#)

57. Question **Is HSH interested in ensuring any of the youth housing sites be considered utilizing the bridge housing model?**

Answer Please see the answer to questions 56 [and 52 in this document.](#)

58. Question **Will HSH consider a bridge model? Meaning, do all units within the Eula and Mission Inn have to function as permanent supportive housing?**

Answer Please see the answer to question 56 [and 52 in this document.](#)

59. Question **For TAY referrals to the Eula Hotel and Mission Inn, how will Mission-based TAY be prioritized?**

Answer Please see page four of SOI 134.1. All referrals will go through Coordinated Entry. Currently, there is no prioritization via Coordinated Entry that is based on where a person is living geographically, or has lived previously. [The Coordinated Entry System may offer clients a choice of housing locations.](#)

60. Question **Would HSH consider a collaborative proposal to offer Youth Access Point services from the Eula?**

Answer Youth Access Point services are outside of the scope of SOI 134.1.

61. Question **Are there existing tenants of the commercial space at 1321 Mission?**

Answer Yes.

62. Question **Who is the existing property management staffing of 1321 Mission? Are there any staff who live on site?**

Answer The City does not have information on current property management staffing at 1321 Mission.

63. Question **Who is the current provider of property management services at 1321 Mission?**

- Answer Please see the answer to question 62 in this document.
- 64. Question** **What type of long-term rental assistance will tenants receive? Will existing tenants at 1321 Mission receive long term rental assistance as well?**
- Answer Tenants referred to 1321 Mission through the Homeless Response System will pay up to 30 percent of monthly adjusted household income towards rent. This includes the approximately 50 households that have already been referred to 1321 Mission through the Flex Pool program, in addition to new referrals once the site converts to PSH.
- 65. Question** **Who is the existing support services staffing of 1321 Mission? Are there any staff who live on site?**
- Answer 1321 Mission does not have existing Support Services Staffing. Felton Institute, UCSF Citywide and Brilliant Corners provide services to tenants who are part of the HSH Flex Pool.
- 66. Question** **When constructed in 2015, the Panoramic was built as student housing and therefore able to take advantage of certain developer incentives. In converting this building from student housing to permanent supportive housing for adults and families, will there be any liabilities passed on to the operator?**
- Answer No liabilities will be passed on to the operator.
- 67. Question** **Regarding the 1321 Mission Property, is the definition of “case management staff” limited to Case Managers or can this staffing pattern also include the Mental Health Rehabilitation Specialist designation, including social workers (ASW or LCSWs) or other types of mental health clinicians, who perform case management duties? This would better address both the case management duties as well as the significant behavioral and mental health issues presented by tenants being placed at this location.**
- Answer Case management is used as a general term, the response should propose a Support Services staffing plan that meets the needs of the target population.
- 68. Question** **Regarding the 1321 Mission Property, is there an expectation/agreement requirement for the number of family units utilized by families with minor children?**
- Answer [Yes, 39 apartments will be used to house families with minor children.](#)
- 69. Question** **Regarding the 1321 Mission Property, what is the breakdown of current tenants in terms of single versus family and families with minor children? How are current tenants distributed in the building?**
- Answer Please see the answer to questions [six](#) and [26](#) in this document.

- 70. Question** **Regarding the 1321 Mission Property, who or what agency is currently providing case management services to those current tenants?**
- Answer Please see answer to question 65 in this document.
- 71. Question** **Regarding the 1321 Mission Property, is there a restriction on making this building/program gender-specific housing?**
- Answer 1321 Mission already houses close to 60 residents of different genders that have been placed in the building through the Permanent Supportive Housing Flex Pool program. We anticipate that the selected Grantee will continue to place individuals and families with children that meet Homekey criteria regardless of their gender.
- 72. Question** **Given the outcome goal for 90 percent rent collection, and referrals coming from Shelter In Place hotels, where there is no rent burden or apparent focus on rent preparedness, what additional resources will be available for money management services for residents of these programs in the larger system of care? Will those be contracted separately?**
- Answer The selected Property Management and Support Service Grantee(s) are expected to work with new residents on meeting program requirements, including rent payment.
- 73. Question** **For Transition Age Youth (TAY) housing, does the exit planning expectation dictate a time limit to tenancy, or is the housing permanently available regardless of age?**
- Answer The housing in SOI 134.1 is permanent, regardless of age. There is no time-limit to the lease. This applies to all buildings in SOI 134.1. HSH will entertain proposals that incorporate incentives for TAY residents to move on to independent housing and work with Grantees to implement incentive models.
- 74. Question** **For the lease agreement or program agreement, is an expectation for tenants to maximize their income and/or secure money management services prohibited?**
- Answer Please see page four of SOI 134.1 regarding expectations for tenants to maximize their income. Money management services are not required. It is an expectation that the selected Grantee supports tenants to access benefits and services that promote housing stability.
- 75. Question** **If a tenant is ineligible for benefits, is there a minimum rent expectation?**
- Answer Please see page seven of SOI 134.1. Rent is 30 percent of tenant income. If a tenant has zero income, Support Services staff shall work with the tenant to assess what benefits they may be eligible for and obtain income.

76. Question **What is the expectation for asset management reports?**

Answers These will be established at a later date.

APPLICATION AND SUBMISSION

77. Question **What are the character limits for each section of the application?**

Answer There are no character, word or page limits included, however, please note that the City has requested brief descriptions and asks Applicants to be mindful of reviewers' time. Applicants should consider how to clearly and succinctly describe how the organization meets the criteria in the SOI.

78. Question **Can HSH please set word limits on the application narratives?**

Answer Please see the answer to question 77 in this document.