



## Informal Solicitation

### Urgent Accommodation Voucher (UAV) Program

Family and Pregnant People, TAY, and DV

#### Overview

The Department of Homelessness and Supportive Housing (HSH) is seeking a provider(s) to operate the Urgent Accommodation Voucher (UAV) Program, which will provide temporary hotel stays and supportive services to Families and Pregnant People, Survivors of Violence, and Transitional Age Youth (TAY). HSH encourages providers of color and those with experience working with LGBTQ+, undocumented, and other communities to express their interest in operating this program. Collaborations are welcome; however, HSH seeks to create one agreement with a lead organization per population (i.e., up to three lead organizations), which may subcontract with other providers.

The purpose of the program is to provide short-term, safe, and stabilizing place for Families and Pregnant People, Survivors of Violence, and Transitional Age Youth (TAY) to achieve their housing goals. Providers may apply to provide services for one or more program populations. This program is not intended to be a substitute for emergency shelter placement but rather a complement to the emergency shelter system.

#### Program Design and Parameters

The selected provider(s) will **coordinate program operations** and **provide linkages** to existing programs such as Coordinated Entry, harm reduction services, public benefits, health services, and behavioral health. The Urgent Accommodation Voucher Program is a low barrier model that creates a safety net for households to quickly access an adequate a safe place to stay for a limited time.

The provider shall coordinate program operations including;

- Administration of funds, such as payment directly to hotels, friends and/or a family member providing a short-term stay.
- Identifying habitable hotels for program utilization
- Maintaining relationships with hotel management through regular communication
- Addressing damages to hotel rooms by program participants
- Coordinating referrals from HSH approved referring parties, such as SFHOT, 311, SFPD, Access Points, Victims Service Providers, Black Infant Health, and other community-based organizations.
- Managing reservations, tracking attendance and/or utilization into HSH approved data systems.
- Ensuring that households seeking services meet eligibility criteria
- Providing information about the program to the general public and community partners.

The provider shall engage guests to provide linkages, which will be determined by the client's needs.

- Ensuring that all households are connected to Coordinated Entry within 3 business days of placement
- Linkage to public benefits, behavioral health, harm reduction services, health services.

- Providing housing focused case management during utilization of the Urgent Accommodation Voucher intent on problem solving and working towards permanent housing and/or longer term shelter arrangements.
- Wellness Checks in person on at least a weekly basis for stays over 7 days; checks can be more frequent at the discretion of the provider based on client need.
- Safety planning for survivors of violence to mitigate risk
- Transportation may be provided upon check in and check out of the hotel by way of bus fare, taxi, or ride sharing application if needed.

### **Program Design and Parameters**

- Providers must be able to respond to referrals to the Urgent Accommodation Voucher Program 24 hours a day, 7 days per week. Providers may accomplish this through a 24/7 crisis line or on-call function that is routed to the appropriate program staff to facilitate the voucher.
- Providers must have on-call capacity to respond if a client in an Urgent Accommodation Voucher has an emergency. Emergencies include:
  - A Domestic Violence situation where the perpetrator comes to the hotel (911 should be summoned in these instances, but the provider should be available to support the client as needed).
  - Medical or psychiatric emergencies in addition to calling the appropriate provider(s).
  - Critical incidents that involve law enforcement, fire department or other emergency personnel.
- Staffing Model:
  - Case Management: Case manager to client ratio model is a maximum of 1:15. Case managers must provide linkages to services and create a housing plan with the client. Housing focused case management must be provided at minimum during business hours from 8am-5pm, with flexibility for clients that may need early evening case management appointments. Case managers must inform clients of Urgent Accommodation Program rules and policies and enforce these policies under the guidance of HSH. For participants referred by Black Infant Health, case managers must coordinate care with the Black Infant Health clinicians linked to these participants.
  - Coordinator: In their staffing model, providers must have a coordinator separate from case management staff that ensures hotels meet minimum standards for health, safety, habitability, including a private bathroom, mini-fridge, microwave, accepts service animals, local phone service, fresh linens, free of pests or other hazards. The coordinator would also serve as a liaison to the hotel in terms of payment and other logistics such as damages to the hotel room, reservations, and concerns from hotel staff.



- Length of stay for a hotel placement through the UAV program is up to 14 days. Extensions to this length of stay may be granted in alignment with the extension policy for HSH emergency shelter placements.

### Access and Referral

Referrals into the program will be via HSH-approved methods and referral sources. HSH intends to use Coordinated Entry, Homeless Outreach Team(s), Families and Pregnant People, Transitional Age Youth and Survivors of Violence Service Providers as the primary source of referrals.

### Referral Sources

- **Family and Pregnant People:** All Family Shelter Providers, SFHOT, HSOC, Access Points, 311, Police, Other SF City Agencies (e.g., SFDPH, Family & Children’s Services, ZSFGH), Other HSH Shelter Providers. In addition, a portion of referrals will be dedicated to Black Infant Health.
- **Transitional Age Youth:** All Youth Shelter Providers, SFHOT, HSOC, Youth Access Points, 311, Police, Other SF City Agencies (e.g., DPH- TAY System of Care, Family & Children’s Services, ZSFGH)
- **Survivors of Violence:** Victim Service Providers, SFHOT, HSOC, Access Points, 311, Police, Other SF City Agencies (e.g., Dept on the Status Women, SFDPH, Family & Children’s Services, ZSFGH) Survivors referred to Urgent Accommodation Vouchers are expected to maintain their location confidential.

**Eligibility:** *all participants must meet eligibility criteria for services of the homelessness response system as defined by Coordinated Entry and not appropriate for shelter for one of the following reasons:*

- *Safety concern related to being traditional shelter space such as gender identity expression*
- *Safety concerns in remaining in the neighborhood after a situation of violence, imminent risk due to a perpetrator being released from jail, or other threat of harm.*
- *Shelter is being sought during evening or weekend hours when shelter placement through normal channels is unavailable.*
- *Shelter system is at capacity and not able to accommodate the household*
- *Physical health concerns such as recent surgery or other medical procedure that inhibits ability to navigate a congregate space.*
- *Reasonable Accommodation due to a documented disability or life safety concern.*
- *Other reasons as determined by provider not listed above*

**Referrals** are contingent on availability. The goal is to transition the individual or household to a shelter placement as quickly as possible from the Urgent Accommodation Voucher. If the household or



individual declines shelter, their Urgent Accommodation Voucher will be revoked at the end of 7 days unless ongoing eligibility based on one of the criteria above is established.

Each population's provider (Family and Pregnant People, Transitional Age Youth, Survivors of Violence) will be responsible for managing referrals from referring entities listed above based on the inventory of Urgent Accommodation Vouchers that are available at any given time.

### **Service Objectives**

Quarterly and Annual Service Objectives:

- 100 percent of guests will have a Housing Stabilization Plan that includes clear goals objectives and identified barriers. Service connections, progress, and follow up on these service plans will be documented in the client's record.
- 100 percent of guests shall be offered referral for problem-solving and/or assessment via Coordinated Entry within 3 business days of receiving a UAV, unless there is an active assessment in the ONE System.
- 100 percent of guests with case management and referral needs shall be assisted to access benefits, employment services, health services, and related transportation support, if needed.
- Administer a point in time satisfaction survey prior to each UAV's recipient exit and achieve at least an 80 percent response rate for guests.

### **Outcome Objectives**

- A minimum of 75 percent of Urgent Accommodation Voucher participants will exit to a destination other than the street.
- A minimum of 75 percent of guests participating in a Satisfaction Survey will rate the UAV program services as good or excellent.

### **Concept Budget**

The attached Concept Budget is a guideline. It is based on a staffing structure described below. An interested provider can offer a different staffing structure in a proposed Appendix B, Budget. In the negotiation, the selected provider will be able to present alternative expenses, but the overall cost of the proposed provider budget should not exceed the amounts listed below for 12 months of operation, per program population.

- Family and Pregnant People-\$665,144 per fiscal year
- Transitional Age Youth-\$600,000 per fiscal year
- Survivors of Violence-\$300,000 per fiscal year



## Concept Budget Notes:

- Expenses in the concept budget are approximate line items such as rental payments for property and utilities are intended for headquarter offices where staff are based. Line items such as trash removal, hotel damages, and the urgent accommodation vouchers are to be expended on the hotel.
- The staffing structure in the Concept Budget is not a required structure. This staffing structure was created to target the overall budget based on HSH's experience with sites of this size and structure. Individual staffing positions, salaries, FTEs and benefits can be adjusted in the Appendix B.
- Client transportation, laundry, food, and hygiene items are meant to be supplemental to benefits such as CalWORKs, CalFresh, Medi-Cal, CALM, SSI, WIC, County Adult Assistance Program (e.g., General Assistance and PAES) are not meant to be the sole funding source for these client needs. These funds should be expended in the form client gift cards and pass through directly to the client. Providers are not expected to provide a meal service for this program.
- Although your analysis of the budget may result in changes, the overall cost (estimated for FY 2021-22 and FY 22-23) should not be exceeded.
- Budget negotiations with the potential provider will occur once HSH has received responses and proposed budgets from interested providers.

## Staffing

The Concept Budget has a proposed provider staffing model that includes on-call coverage, with:

- 1 Program Director 10%, per program population (e.g., Family and Pregnant People, Transitional Age Youth and Survivors of Violence)
- 1 Program Coordinator, per program population (e.g., Family and Pregnant People, Transitional Age Youth and Survivors of Violence)
- 1 Case Manager, per program population (e.g., Family and Pregnant People, Transitional Age Youth and Survivors of Violence)

## How to Submit Interest in Being the Provider

Interested providers must submit a proposal with the following information via email to

[HSHTemporaryShelter@sfgov.org](mailto:HSHTemporaryShelter@sfgov.org) with the subject "Urgent Accommodation Vouchers Program Interest" by 5:00pm on Wednesday 6/8/2022:

1. Please select which program population (e.g., Family and Pregnant People, Transitional Age Youth and Survivors of Violence) you are applying for under the Urgent Accommodation Voucher Program.
  - a. You may apply for more than one program population



2. Agency Contact Information
  - a. Lead Agency: Name, key contact personnel, address and contact information for the agency or lead agency in a collaboration submitting the budget in the body of your email. The lead agency must be a City vendor and will hold the contract with HSH and employ the Site Manager/lead program staff position.
  - b. Subcontract Agency (If Applicable): Name, key contact personnel, address and contact information for the collaborative agency. The response should include a letter from any collaborative agency stating an interest and intent to work with the lead agency to establish a Memorandum of Understanding regarding this project. If a collaboration is proposed, a contract may not be activated if the collaborative partners are not able to continue to work together to establish a contract between the lead agency and the City and County of San Francisco, as well as Memorandum of Understanding agreements with partners that support the contract. If your proposed budget and response does not include a collaboration, this question can be marked "N/A" for Not Applicable.
3. Proposed Budget: Confirm that your budget will not exceed the amount allocated to your population, if including subcontractors, the indirect on each subcontract must be only applied to the first \$25,000. Interested providers need to submit a budget to HSH including proposed staffing structure. If a 12-month budget less than this not-to-exceed (e.g., Transitional Age Youth \$600k annually, Survivors of Violence \$300 and Families and Pregnant People \$665,144) amount cannot be negotiated, HSH may select another provider or collaborative. Please complete the budget narrative tab with descriptions and calculations, in addition to the salary and operating detail tabs.
4. Please describe in depth your knowledge of, approach, experience, and practices in working with the subpopulation(s) your organization is proposing to serve - Families and Pregnant People, Survivors of Violence, and/or Transitional Age Youth. Please speak to the ways in which your organization brings an equity lens to its work with the identified subpopulation(s).
5. Please briefly describe your staffing structure:
  - a. Provide a bullet narrative listing out positions and number of full-time equivalents (FTEs) for each position similar to the summary provided above that relates to the concept budget.
  - b. If including subcontractor(s), please indicate how the staffing will be structured and divided among the agencies. This can be done with specific positions in the budget narrative or by stating the rough percentage of positions each member of the collaboration will hire.
6. In order, to implement the Urgent Accommodation Voucher model, your agency will be responsible for placement and providing housing focused case management to ensure that clients are housed effectively within and outside of the HSH Homelessness Response System. Describe your approach



to effectively connecting people to housing resources, and how have you managed challenges when the housing process has taken longer than expected? To ensure there is continuous flow in the program, what steps or processes would you put in place?

7. Describe how you would support a client in crisis, such as high-risk for drug overdose, safety concerns related to domestic violence, or acute mental health needs that is utilizing an Urgent Accommodation Voucher to stay at a hotel. Please be sure to include information about staffing structure and how these situations will be responded to outside of normal business hours.
8. Describe your agency's experience and/or program model for coordinating the administration of funds and relationships with hotel(s). If your agency does not have this experience, please describe how you would develop these relationships with hotel(s) and administer funds.
9. Please state the hotel name(s) and location(s) you are considering to be part of this program.

