



**Solicitation of Interest (SOI)
Problem Solving Services (non-Access Point)**

Issued: 11/10/22

Contact: Prevention and Problem Solving– Julieta.Barcaglioni@sfgov.org

I. Summary

The Department of Homelessness and Supportive Housing (HSH) is soliciting applications from community-based organizations to provide Problem Solving services to households (families, youth and/or single adults) experiencing homelessness, as defined by the San Francisco Department of Homelessness and Supportive Housing (HSH) [definitions](#).

The Department is seeking qualified applicants who demonstrate the necessary expertise, experience, and capacity to provide Problem Solving Services. The successful delivery of Problem Solving requires staff to truly understand the dynamics of homelessness, be skilled at motivational interviewing techniques, and embrace and embody strength-based, person-centered, trauma-informed, and harm-reducing principles.

Problem Solving is a relatively new intervention for HSH and an umbrella term for an array of services and supports that seek to quickly resolve housing crises and prevent the need for any, or for additional, Homelessness Response System (HRS) interventions (i.e., ongoing shelter or a housing resource from the HRS). Some communities distinguish Problem Solving approaches by the types of homelessness the intervention aims to resolve, using the terms Diversion and/or Rapid Exit. Problem Solving is not an ongoing intervention. The foundation of this intervention is a creative, strength-based conversation that helps people explore all safe housing options available – the person or household drives their own solutions.

A Problem Solving resolution is achieved when a household has found a safe, indoor solution to their housing crisis outside of the Homelessness Response System (HRS). As such, Problem Solving cannot support households who move into rapid rehousing programs, permanent supportive housing situations or receive an ongoing housing subsidy. Problem Solving can support households who move into low-income based housing, BMR, FMR, shared housing situations, and/or are looking to reunify with family/friends inside or outside of San Francisco.

Problem Solving may not be the best intervention for all households and it is not expected to be the solution for everyone. As an intervention, Problem Solving is an integral core component of the HRS and is essential for the System to function more effectively. It is one of the many tools available and should operate in tandem with other interventions (RRH, PSH, shelter, outreach). At a system-level, its main mission is to prevent or slow down inflow into the HRS. Problem Solving recognizes that there is no single reason people become homeless; likewise, there is no single solution.

Problem Solving services are available to any household experiencing homelessness in San Francisco who has an annual household income at the time of assistance no higher than 50% of the Area Median Income (AMI). Problem Solving services are being offered in all HSH Access Points and at 12 Family Shelters. One of the purposes of this SOI is to be able to reach a broader community (especially households who may never interact with the HRS) by selecting a Problem Solving provider who will not function as an Access Point.

Services available through Problem Solving are:

1. Problem Solving conversations: Help identify real-time solutions to a housing crisis.
2. Housing location assistance: Helps households with income, but without an immediate housing plan, locate a place to rent. Includes shared housing placements to increase exits to housing.
3. Travel and relocation support outside of San Francisco: travel and relocation assistance that results in a housing connection/safe housing plan in another community.
4. Reunification, mediation, and conflict resolution: Helps households stay in a current or recent housing situation or new housing situation with mediation support.
5. Financial assistance: Flexible financial resources to cover specific costs that will assist households to stay in a safe, indoor place outside the Homelessness Response System.
6. Connections to employment: Current pilot with OEWD
7. Referrals and linkages to a range of community services

HSH is seeking Applicants who meet the following Minimum Qualifications:

1. At least five years of experience providing case management services to households experiencing housing instability or homelessness.
2. Must be a qualified City vendor or have started the process of becoming a City vendor at time of proposal submission.

HSH anticipates agreements with a tentative start date of February/March 2023, for an initial two (2) year agreement. HSH reserves the right to award more than one provider through this SOI; allocated funding amount will depend on number of Grantees awarded.

II. Budget

The available budget is summarized below. Applicants must stay within budget amounts to be considered. In your budget proposal, please include staffing that you anticipate you will need to deliver these services and all appropriate program delivery costs. Please, submit proposal for 2 years; pro-ration and other adjustments can happen once funds are awarded.

FY	Salary/Operational Costs	Direct Client Assistance (Problem Solving Funds)	Total
First Year	Up to \$200,000	HSH recommends using at least 60% of funds towards direct client assistance	\$500,000
Second Year	Up to \$200,000	HSH recommends using at least 60% of funds towards direct client assistance	\$500,000

III. Schedule¹

Solicitation Issued	Thursday, November 10, 2022
Solicitation Questions Deadline ²	Thursday, November 17, 2022
Solicitation Answers and Clarifications Published	Friday, November 18 COB
Applications Due Date	Thursday, December 8, 2022
Intent to Award Notification	January 2023
Grant Agreements Begin	February/March 2023

¹ Dates are subject to change. Check the HSH website for updates.

² No questions will be accepted after the Questions Deadline with the exception of Applicant-specific City vendor compliance questions.

Interested parties must submit all application questions to Julieta.Barcaglioni@sfgov.org no later than **the Solicitation Questions Deadline**. Interested parties must submit all Applications to Julieta.Barcaglioni@sfgov.org 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.

IV. Delivering Services with Equity

In July 2019, the San Francisco Office of Racial Equity (ORE) was created with a vision to transform systems to support the collective liberation of Black, indigenous, and people of color in San Francisco. The Office of Racial Equity has the authority to enact a citywide Racial Equity Framework, to direct Departments to develop and implement mandated Racial Equity Action Plans, and to analyze the disparate impacts of pending ordinances, as well as various other policy and reporting functions.

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. As a process, we apply racial equity when those most impacted by the structural racial inequities are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives.

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 includes 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.

Partnering with grantee providers who deeply understand and focus on racial equity is critical to achieving different outcomes in the communities HSH serves. The goal must be beyond closing the gap; HSH intends to establish appropriate benchmarks that lift all populations while paying close attention to those often excluded.

V. Served Population

Applicant shall serve households (families, youth and/or single adults) experiencing homelessness, as defined by the San Francisco Department of Homelessness and Supportive Housing (HSH) [definitions](#).

VI. Program Scope and Parameters

1. **Problem-Solving Services:** Grantee shall implement and provide Problem Solving conversations to all eligible households. A range of flexible, short-term financial and non-financial assistance will be provided to participants who find a housing resolution that is external to the HRS. Grantee will issue all direct client expenditures in accordance with Problem Solving direct client assistance guidelines.

Grantee Problem Solving Specialists shall provide participants as many conversations as needed to support securing a safe permanent or temporary accommodation and to avoid entering shelter or the experience of street homelessness.

VII. Service Objectives

1. Grantee shall enter 100 percent of served population data into the ONE System.
2. Grantee shall conduct Problem Solving with 100 percent of the served population.
3. Grantee shall input 100 percent of Problem Solving related information (e.g., Problem Solving Screening) and all Problem Solving related services (e.g., Conversations, Financial Assistance) in the ONE System for 100 percent of the population served.
4. Grantee shall issue Problem Solving financial assistance within 48 hours.
5. Grantee shall connect the served population with a Coordinated Entry Access Point whenever appropriate.

VIII. Outcome Objectives

1. Ten percent of participants utilizing Problem Solving services will be resolved by Problem Solving, which translates to a minimum of 25 to 30 per Problem Solving Resolutions per Problem Solving FTE for the served population.

IX. Data Standards

1. Records entered into the Online Navigation and Entry (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-DataQuality-Improvement-Process>.
2. 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 annual metrics into either the CARBON database, via secure email, or through uploads to an FTP site. HSH shall provide clear instructions to all Grantees regarding the correct mechanism for sharing data. Changes to data collection or reporting requirements shall be communicated to Grantees via written notice at least one month prior to expected implementation.
3. 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. Application Criteria and Submittal.

Application Section	Submittal Format	Application Criteria
1.Summary	Appendix 1: Application Template	<ol style="list-style-type: none"> 1. Applicant Information: Organization Name, Federal ID #, Address, Director Information, Contact Information, Point of Contact Information, identify any collaborators/subgrantees if any. 2. Certifications (if appropriate/required) 3. Must be a certified City vendor or have initiated the process to become a City vendor, as evidenced by registering at the San Francisco City Partner website by the time of submitting materials for the Solicitation of Interest (SOI).
2.Minimum Qualifications		<ol style="list-style-type: none"> 1. Applicant must demonstrate that they meet all minimum qualifications outlined in this document.
3. Organizational Experience, Approach and Capacity		<ol style="list-style-type: none"> 1. Please describe the top three reasons why your organization is interested in providing Problem Solving services to households experiencing homelessness in San Francisco and specify the population (youth, families, single adults) that your organization will be serving. Please, include how Problem Solving could help the clients that you serve (250-500 word limit) 2. Please explain your organization’s experience with case management to individuals who are experiencing homelessness. (250-500 word limit) 3. Please describe any innovative approaches designed to improve outcomes for households experiencing homelessness designed and/or implemented by your organization in the past. Include information about partnerships with other community-based organizations and/or the public sector and your experience designing, implementing, and managing new programs/interventions. (250-500 word limit) 4. Please describe how your organization specifically supports the needs of households experiencing homelessness who are BIPOC, LGBTQ, persons with disabilities, and/or are involved in the criminal justice system. (250-500 word limit) 5. Please describe your organization’s approach to Continuous Quality Improvement (CQI), including how you incorporate the voice of people with lived experience, how you utilize data to drive improvements, and your organization’s experience and previous participation in program evaluations. (250-500 word limit)
5. Budget	Appendix 2: Budget Template	<ol style="list-style-type: none"> 1. Please, submit a budget proposal related to the provision of services described in this SOI. Budget proposal must include staffing structure, relevant program delivery costs, and any fees or other expenses related to stakeholder engagement necessary to fine-tune the development of trainings and associated materials. Submittals with budgets above the allocated budget amount and/or those that do not contain the required staffing will not be evaluated further.

A. 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—including separate Appendix 2: Budget Templates for each collaborator, if any—in **one** PDF file saved as “SOI Problem Solving App Organization Name(s).”
- Applicants shall submit the Appendix 2: Budget Template in Excel version as well saved as “SOI Problem Solving Budget Organization Name(s).”
- Applicants shall submit the two attachments to Julieta.Barcaglioni@sfgov.org.
- The email subject shall have the subject “SOI Problem Solving App 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.

B. 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.

C. Additional Information

In some instances, the City may request additional information from Applicants prior to deciding whether to enter into an agreement. The City’s Protest Procedures do not apply in this informal solicitation of information.

XI. Standard City Grant

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

XII. Glossary of Terms

Term	Definition
Problem Solving	Problem Solving helps people identify possible pathways to resolve their current housing crisis without needing ongoing shelter or a housing resource from the Homeless Response System (HRS). The foundation of Problem Solving is a creative, strengths-based conversation that helps people explore all safe housing options available to them – the person or household drives their own solutions. A Problem Solving resolution is achieved when a household has found a safe, indoor solution to their

	housing crisis outside of the HRS.
Homelessness Response System and its Core Components	The HRS is an overall system of services to address homelessness managed by HSH. 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. Core components of the HRS include Coordinated Entry, Problem Solving, Street Outreach, Temporary Shelter, Housing, and Housing Ladder programs.
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.
Online Entry System Navigation System (ONE)	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.
HSH Homeless Definition	https://hsh.sfgov.org/wp-content/uploads/2020/05/HSH-Definitions-Populations-San-Francisco-Connection-and-Homeless-Status.pdf
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

XIII. 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

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