



**Solicitation of Interest (SOI)  
Flexible Housing Subsidy Pool Program for Adult Women**

**Issued:** December 19th, 2023

**Contact:** Scattered Site Housing Program Team, [ScatteredSiteSOI@sfgov.org](mailto:ScatteredSiteSOI@sfgov.org)

**I. Summary**

The City and County of San Francisco (City) Department of Homelessness and Supportive Housing (HSH) invites community-based organizations to enhance housing access and opportunities through the solicitation of interest (SOI) for the Flexible Housing Subsidy Pool (FHSP) for Women. The 2022 Point in Time Count revealed that women constitute 34% of the city's homeless population, particularly vulnerable to violence and abuse, this program aims to establish a secure and supportive housing initiative for women facing homelessness, violence, or critical circumstances.

As part of the HSH Scattered Site Housing Programs portfolio, the FHSP for Women program SOI seeks experienced service providers to offer housing location assistance, coordination, landlord liaison, subsidy administration, and housing-focused case management to ensure those served transition out of homelessness and maintain housing stability. Refer to the table below for details on the number to be served and required services.

<b>Program</b>	<b>Priority Population</b>	<b>Number of Slots</b>	<b>Services Required</b>
Flexible Housing Subsidy Pool <i>(Scattered Site Permanent Supportive Housing)</i>	Single adult women	50	<ul style="list-style-type: none"> <li>• Housing location</li> <li>• Housing coordination</li> <li>• Housing-focused case management</li> <li>• Subsidy administration</li> <li>• Landlord liaison</li> </ul>

Collaborative applications, comprised of more than one provider working together on service delivery and program responsibilities, will be accepted but must be submitted as a single application with separate budgets (Appendix-2).

To be considered for funding under this Solicitation, applicants must meet the following Minimum Requirements:

- 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).
- Experience successfully operating an HSH Scattered Site Housing Program or the provision of similar services such as housing-focused case management and retention services, rental property acquisition, landlord engagement, and liaison services to low-income San Franciscans.
- Must demonstrate the necessary expertise and experience to provide services to women experiencing homelessness.
  - Desired qualifications: at least two years of experience providing supportive services and housing-related services to women.
- A racial equity-based, culturally responsive, housing first, and trauma-informed approach.

- Must demonstrate the financial ability to comply with all administrative requirements outlined in this SOI.
- The ability to begin services by May 2024.

HSH anticipates an agreement start date of May 2024. The City may extend agreements for a total term of five years.

## II. Schedule<sup>1</sup>

Solicitation Issued	December 19, 2023
Solicitation Questions Deadline <sup>2</sup>	December 29, 2023, by 5:00 PM
Solicitation Answers and Clarifications Published	January 5, 2024
<b>Applications Due Date</b>	<b>January 19, 2024, by 5:00 PM</b>
Intent to Award Notification	January 2024
Grant Agreements Begin	May 2024

Interested parties must submit all questions to [ScatteredSiteSOI@sfgov.org](mailto:ScatteredSiteSOI@sfgov.org) no later than **December 29, 2023, by 5:00 PM** and must submit all information no later than **January 19, 2024, by 5:00 PM** to be considered. Interested parties must not contact City staff other than the contact stated in this document.

## III. Delivering Services with Equity

The Department of Homelessness and Supportive Housing seeks to become an institution that represents the diversity of the communities we serve and fosters a more diverse, equitable, and inclusive (DEI) culture that recognizes and creates belonging for everyone in our Homeless Response Systems across all work functions, levels, and services.

Diversity, Equity, and Inclusion is the foundation upon which HSH engages and assists those we serve, builds relations with those who provide services on HSH's behalf, and infuses the values and beliefs that enable colleagues and contractors to develop their potential and bring their full selves to the work to end homelessness in the city and county of San Francisco.

HSH envisions outcomes where racial disparity gaps in homelessness are closed, and the Homelessness Response System (HRS) is structured to benefit, and not further marginalize and harm, Black, Indigenous, People of Color (BIPOC), lesbian, gay, bisexual, queer (LGBQ+) and Differently-abled communities. HSH's mission will inform the policies, procedures, and program development that end cycles of homelessness for unsheltered and at-risk communities through equitable access to housing opportunities.

COVID-19 has heightened the historic and continuing impacts of anti-Blackness and white supremacy, and of homophobia and anti-trans bias, that have led to vastly disproportionate levels of homelessness for communities of color and LGBQ+, gender non-conforming, and transgender persons. Thus, equity must be the foundational consideration in everything HSH does and is working to bring an equity lens to the forefront of all its planning and actions.

<sup>1</sup> Dates are subject to change. Check the HSH website for updates.

<sup>2</sup> No questions will be accepted after the SOI Questions Deadline except for Applicant-specific City vendor compliance questions.

HSH grantees extend the department's reach into the community. It is HSH's vision that all services funded by HSH further the department's mission and reflect its values, including the commitment to more equitable outcomes for BIPOC individuals experiencing homelessness in San Francisco. HSH is seeking to partner with Grantees who demonstrate a deep understanding of and focus on racial equity to achieve different outcomes in the communities HSH serves and pay close attention to those who are often excluded. All applicants for HSH funding will be evaluated in part based on the applicant's ability to articulate and demonstrate how it will operationalize a commitment to racial equity. Awarded Grantees shall demonstrate the ability to conduct equity-focused data analyses and use feedback from the served population to enhance services.

#### **IV. Delivering Services Using a Housing First Approach**

Grantee shall adhere to Housing First principles found in [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. Housing First is an evidence-based model that uses housing as a tool, rather than a reward, for recovery and that centers on providing or connecting homeless people to permanent housing as quickly as possible. Housing First providers offer services as needed and requested on a voluntary basis, and that do not make housing contingent on participation in services.

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."

#### **V. Overdose Prevention in the Homelessness Response System**

The primary way that HSH promotes harm reduction and overdose prevention throughout the Homelessness Response System is to include, rather than exclude, substance users from services. For many years, housing was treated as an award for compliance with social standards, including sobriety. This approach left substance users out on the streets and did not provide access to the resources often needed to reduce drug use and overdose through housing or other services. Consistent with the State of California's Housing First Principles found in the California Welfare and Institutions Code Section 8255, housing providers must accept enrollees into their programs regardless of their sobriety or use of substances, completion of treatment, participation in services, or other behaviors presumed to indicate a lack of "housing readiness."

All HSH-funded programs across the Homelessness Response System are committed to serving and being accessible to people using substances. The Department provides dedicated support services through outreach, shelter, and housing to mitigate harmful behaviors stemming from substance use and to help stabilize people within HSH's programs.

Additionally, to help the most vulnerable people experiencing homelessness access long-term stabilizations and exit from homelessness, HSH has included a substance use disorder as one of the vulnerabilities assessed through Coordinated Entry to determine housing prioritization status.

The agreement awarded as a result of this solicitation will incorporate requirements of the Department's Overdose Prevention Policy, as required by Administrative Code Section 15.17. For additional information, please refer to the HSH Overdose Prevention Policy<sup>3</sup>.

**VI. Served Population**

Grantee shall serve single adult women aged 18 and up who are experiencing homelessness, do not have children, or do not have physical custody of their children.

**VII. Referral and Prioritization**

All referrals come through HSH's Coordinated Entry System, San Francisco's front door to the Homelessness Response System.

**VIII. Description of Services**

The awarded grantee shall provide services to the total number of tenants described in this SOI. The grantee shall provide the following FHSP services during the term of this grant.

A) Housing Location Services: Grantee shall provide Housing Location Services through the following activities to identify and secure housing units:

- Conduct landlord recruitment and establish relationships with landlords, property owners, and property management companies that agree to house qualifying participant;
- Conduct comprehensive housing searches to identify units that meet participant needs. Units shall be reasonable in size, in close proximity to transportation and other amenities, consistent with participant preferences to the greatest degree possible, and accessible to participants with disabilities. Units may include, but are not limited to, single units in multi-family buildings, blocks of units in multi-family buildings, shared housing, and other options that help participants achieve residential stability and overall health and well-being;
- Understand current housing laws, restrictions, applicability, and time periods for proactive communication with landlords and participants;
- Build clear expectations for landlords and participants, and respond quickly and appropriately to any questions or concerns;
- Engage with local landlord organizations and housing associations to educate them on housing subsidy opportunities to increase visibility, awareness, and engagement across the larger marketplace;
- Utilize innovative strategies to remove barriers to housing, and negotiate partnerships to increase landlord engagement and participation in rental assistance programs;
- Partner with HSH to identify and act upon opportunities to secure units. This may include presentations, planning, and other activities needed to engage new partners, or otherwise expand the housing inventory supported with FHSP resources.
- Provide subsidies for units outside of San Francisco if every effort has been made to find housing within San Francisco, or if a tenant requests to move outside the City.

B) Housing Coordination Services: Grantee shall provide Housing Coordination services to match tenants to housing opportunities, eliminate barriers to housing placement, and allow for rapid placement into housing. Housing Coordination services shall include, but are not limited to, the following:

- Communicate and coordinate with Coordinated Entry and FHSP case management partners to remove any barriers to the housing referral process;

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<sup>3</sup> HSH's most current Overdose Prevention Policy can be found: <https://hsh.sfgov.org/about/research-and-reports/additional-reporting/>

- Negotiate lease terms on behalf of participants being placed into housing, and conduct lease review to ensure compliance with local and state laws and regulations;
- Support referrals in securing units (e.g. completing housing applications, scheduling viewing appointments, and understanding lease and supporting documentation);
- Partner with case management providers to collect all necessary documents to support participants to successfully move into housing;
- Work to eliminate barriers to housing (e.g. assisting with clearance of outstanding utility debt, credit repair, and correcting erroneous unlawful detainers);
- Conduct initial and annual unit inspections to ensure compliance with Housing Quality Standards (HQS) and/or comparable habitability standards;
- utilize fair market rent (FMR) to determine if a unit is reasonable and within funding parameters;
- Provide education on tenancy requirements, including helping participants understand lease requirements, demonstrating how to turn on utilities and access online portals, and providing any other tenancy education as needed;
- Work with property management to complete an assessment and conduct any requisite minor repairs to improve accessibility or other functional enhancements;
- Support payment of items needed during housing search and move-in (e.g., application fees, security deposit, furniture, and moving costs) in alignment with funding compliance;
- Support with resolving maintenance requests, lease violations, lockouts, and all other unit-related challenges; and
- Conduct home visits in a manner and frequency consistent with the Engagement Policy.

C) Housing-Focused Case Management Services: Grantee shall provide wrap-around case management services within a harm reduction model to ensure tenants' long-term housing retention and improved well-being. To the extent that participants are placed outside of San Francisco, case management should focus on connections to services in the new county of residence. These services shall include, but are not limited to:

- Communicate and coordinate with Coordinated Entry and housing partners to remove any barriers to the housing referral process;
- Facilitate onboarding and provide written documentation to inform participants of program components, including program overview, engagement, and services overview, rent contribution explanation, subsidy termination overview, grievance policy, and reasonable accommodation process;
- Work collaboratively with participants to develop an initial Housing Stability Plan, which shall be updated on a quarterly basis, at minimum. The Housing Stability Plan shall outline participant plans to secure and sustain housing, inclusive of specific, actionable steps the participant will take to pursue housing stability. These may include, but are not limited to, the following:
  - Search for and secure housing;
  - Increase income, connect to benefits. and secure employment
  - Pursue educational goals, trainings, or certifications;
  - Improve credit history and build savings;
  - Address physical or behavioral health challenges; and
  - Connect to legal resources or other social supports as needed.
- Assist with housing coordination services to support a successful transition into permanent housing, including providing transportation and accompanying the participant, as needed, to submit housing applications or to visit available housing units;

- Support the participant in making a successful transition to housing, including by accompanying the participant during the move-in process, orienting the participant to the neighborhood, and connecting the participant to all necessary external resources and services;
  - Make referrals to mainstream resources such as linkages to resources for physical and behavioral health services, childcare services, legal resources, In Home Support Services (IHSS) or any other services the participant needs to achieve housing stability.
  - Support the participant with linkages to community resources, money management, Smart Money Coaching, and crisis intervention services within a housing first, trauma-informed, and harm reduction framework;
  - Assess need for public benefits, if needed Grantee will sign participants up for all public benefits for which they qualify;
  - Grantee shall collaborate with housing location providers, if applicable, and any other organizations serving the participant, with regular check-in meetings, case conference calls, and other communication, as needed.
  - Support the provision of targeted services and/or referrals to another appropriate agency for participants whose behavior indicates substance abuse, mental health, or another issue that is jeopardizing the participant's housing retention and/or health;
  - Engage participant in exit planning to support the participant's successful transition out of the program. The exit plan shall depend on the participant's needs and preferences and may include establishing linkages to services in the greater community.
- D) Subsidy Administration Services: Grantee shall provide Subsidy Administration services to fulfill the administrative, financial, and record-keeping functions required to issue and document timely and accurate subsidy payments and other types of financial assistance. Subsidy Administration services include, but are not limited to:
- Complete timely and accurate payment of flexible funding to eliminate other barriers to housing;
  - Make initial payments associated with participant move-in, including security deposits, first month's rent, and subsequent monthly rental payments;
  - Set the expectation that participant rent is due on the first of the month and is paid directly to the landlord;
  - Complete timely and accurate payment of subsidies to landlords and property management, in accordance with negotiated leases;
  - Provide subsidies for units outside of San Francisco if every effort has been made to find housing within San Francisco, or if a participant specifically requests to move outside of San Francisco;
  - Communicate with partners to ensure the participants' income verification is up to date to ensure accurate subsidy calculation;
- E) Landlord Liaison Services: Grantee shall provide Landlord Liaison services to support ongoing housing stability, including serving as a liaison between landlords and tenants. Landlord Liaison services include, but are not limited to:
- Regularly collaborate with partners to ensure participants can pay rent on time, cultivate healthy relationships with neighbors and landlords, and resolve any tenancy issues. Coordination shall consist of regular, informal communication as well as structured case coordination meetings that occur at least monthly;
  - Immediately respond to lease violations or other complaints, with the goal of finding resolutions that do not jeopardize housing stability. If lease violations cannot be resolved, Grantee shall work closely with landlords and participants to coordinate solutions prior to eviction;

- Ensure landlords fulfill their legal responsibilities, including conducting repairs, issuing proper notices, supporting participants' rights to Fair Housing, and adhering to lease terms; and
- Provide a point of contact for all partnering landlords to ensure rapid response to participant challenges and any issues that may arise.

## IX. Service Requirements

- A. 1:50 Housing Coordinator Ratio: Grantee shall maintain a 1:50 ratio of Housing Coordinator to HSH adult subsidy slots.
- B. 1:20 Case Manager Ratio: Grantee shall maintain a 1:20 ratio of Case Manager to HSH adult subsidy slots.
- C. Language and Interpretation Services: Grantee shall ensure that translation and interpreter services are available, as needed. Grantee shall address the needs of and provide services to the served population who primarily speak language(s) other than English. Additional information on Language Access standards can be found on the HSH Providers Connect website: <https://sfgov1.sharepoint.com/sites/HOM-Ext-Providers>.
- D. Case Conferences: Grantee shall participate in individual case conferences and team coordination meetings with HSH-approved programs, as needed, to coordinate and collaborate regarding participants' progress.
- E. Admission Policy: Grantee admission policies for services shall be in writing and available to the public. Except to the extent that the services are to be rendered to a specific population as described in the programs listed herein, such policies must include a provision that the served population is accepted for care without discrimination on the basis of race, color, creed, religion, sex, age, national origin, ancestry, sexual orientation, gender identification, disability, or HIV status.
- F. Grievance Procedure:
1. Grantee shall establish and maintain a written Grievance Procedure for participants, that shall include, at minimum, the following elements:
    - a. The name or title of the person or persons authorized to make a determination regarding the grievance;
    - b. The opportunity for the aggrieved party to discuss the grievance with those who will be making the determination;
    - c. The amount of time required for each step, including when a participant can expect a response; and
    - d. In accordance with published HSH policies/procedures, the HSH Grievances email address ([hshgrievances@sfgov.org](mailto:hshgrievances@sfgov.org)) and mailing address for the household to contact after the household has exhausted Grantee's internal Grievance Procedure.
  2. Grantee shall, at program entry, review and provide a copy of this procedure, and any amendments, to each participant and obtain a signed copy of the form from the participant, which must be maintained in the participant's file. Additionally, Grantee shall post the policy at all times in a location visible to participants and provide a copy of the procedure and any amendments to the assigned HSH Program Manager.

- G. Reasonable Accommodation Policy: Grantee shall, at program entry, review and provide a copy of a written Reasonable Accommodation policy and process to each participant and obtain a signed copy of the policy and process from the participant, which must be maintained in the participant's file.
- H. Termination Policy: Grantee shall establish due process for program termination and upload supporting documentation into the Online Navigation and Entry (ONE) System (or record in a comparable system for DV providers) at program termination.
- I. Feedback, Complaint, and Follow-up Policies:  
 Grantee shall provide means for the served population to provide input into the program, including the planning, design, and satisfaction. Feedback methods shall include:
1. A complaint process, including a written complaint policy informing the served population on how to report complaints; and
  2. A written annual survey to the served population to gather feedback, satisfaction, and assess the effectiveness of services and systems within the program. Grantee shall offer assistance to the served population regarding completion of the survey if the written format presents any problem.
- J. City Communications and Policies  
 Grantee shall keep HSH informed of program operations and comply with HSH policies, training requirements, and participate in meetings, including, but not limited to:
1. Regular communication to HSH about the implementation of the program;
  2. Attendance at all meetings as required by HSH. This shall include quarterly HSH meetings; and
  3. Attendance at trainings (e.g., overdose prevention training), when required by HSH.
- K. Coordination with Other Service Providers: Grantee shall establish written agreements between case management, housing location, and other service providers that are part of the scattered site support team to formalize collaboration and roles and responsibilities.
- L. Critical Incident: Grantee shall report critical incidents, as defined in the Critical Incident Policy, to HSH, according to the Department policy. Critical incidents shall be reported using the Critical Incident Report form. In addition, critical incidents that involve life endangerment events or major service disruptions should be reported immediately to the HSH program manager.
- M. Disaster and Emergency Response Plan: Grantee shall develop and maintain an Agency Disaster and Emergency Response Plan containing Site Specific Emergency Response Plan(s) for each service site per HSH requirements. The Agency Disaster and Emergency Response Plan shall address disaster coordination between and among service sites. Grantee shall update the site plan as needed and Grantee shall train all employees regarding the provisions of the plan for their sites.
- N. Data Standards:
1. Grantee shall ensure compliance with the Homeless Management Information System (HMIS) Participation Agreement and Continuous Data Quality Improvement (CDQI) Process<sup>4</sup>, including but not limited to:

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<sup>4</sup> HMIS Participation Agreement and Continuous Data Quality Improvement Process, available here: <https://hsh.sfgov.org/get-information/one-system/>



- a. Entering all household data within three working days (unless specifically requested to do so sooner);
  - b. Ensuring accurate dates for household enrollment, household exit, and household move in (if appropriate); and
  - c. Running monthly data quality reports and correcting any errors.
2. Records entered into the ONE system shall meet or exceed the ONE System Continuous Data Quality Improvement Process standard.<sup>1</sup>
  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 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.
  5. Failure to comply with data security, storage and access requirements may result in loss of access to the HMIS and other data systems.
- O. Harm Reduction: Grantee shall integrate harm reduction principles into service delivery and agency structure as well as follow the [HSH Overdose Prevention Policy](#). Grantee staff who work directly with clients will participate in annual trainings on harm reduction, overdose recognition and response.
- P. Housing First: Grantee services and operations shall align with the Core Components of Housing First as defined in California Welfare and Institutions Code, section 8255. This includes integrating policies and procedures to provide client-centered, low-barrier access to housing and services.
- Q. Good Neighbor Policy: Grantee shall maintain a good relationship with the neighborhoods, including:
- Collaborating with the surrounding community and relevant city agencies to ensure that neighborhood concerns are addressed;
  - Have a public phone line (and/or email) available for the community to report concerns;
  - Grantee management staff are available to respond to neighbors within two business days;
  - Participate in community, renter or apartment association events to improve relationships with appropriate entities;
  - Grantee leadership or designated staff attendance in regular meetings (monthly or as needed) with HSH Staff and the community working group.
  - Providing staff training in de-escalation and crisis response, including protocols for contacting law enforcement, San Francisco Homeless Outreach Team (SFHOT), Healthy Streets Operation Center (HSOC), Department of Public Works (DPW), and/or crisis response teams as needed; and
  - Offering a “good neighbor” onboarding for tenants as they move in that outlines community resources, community norms, and expectations.

**X. Service Objectives**

All service objectives below will be monitored by sampling tenant files during annual program monitoring visits:

A. Housing Location Services

1. Grantee shall provide 100 percent of participants with Housing Location Services.

B. Housing Coordination Services

1. Grantee shall offer 100 percent of participants with Housing Coordination services.

C. Subsidy Administration Services

1. Grantee shall issue 100 percent of subsidy payments on or before the first of the month every month for each participant, or at the orientation of lease; and
2. Grantee shall provide 100 percent of participants with Subsidy Administration Services.

D. Housing-Focused Case Management Services

1. Grantee shall offer 100 percent of participants Housing-Focused Case Management Services;
2. Grantee shall offer a Housing Stability Plan to 100 percent of participants receiving Housing-Focused Case Management Services; and
3. Grantee shall offer 100 percent of participants referrals to other Case Management should the participant decline Grantee’s Housing-Focused Case Management Services.

E. Landlord Liaison Services

1. Grantee shall provide 100 percent of participants with Landlord Liaison Services; and
2. Grantee shall respond to 100 percent of requests from participants/landlords submitted within two business days.

**XI. Outcome Objectives**

Grantee shall achieve the following outcome objectives during the term of this grant. All outcome objectives shall be calculated at a household level rather than per participant. A household may include more than one participant. All outcome objectives will be monitored using ONE system data:

A. Housing Coordination and Housing Location Services:

1. At least 90 percent of participants enrolled in the program will successfully move into housing as verified by their housing move-in date; and
2. The average length of time that participants spend homeless, from program enrollment to housing move-in, shall be less than or equal to 75 days, as calculated by [Housing Move-in Date]-[Enrollment Date]/Count of participants with a [Housing Move-In Date].

B. Housing-Focused Case Management, Housing Coordination Services, and Landlord Liaison Services:

1. At least 90 percent of participants will maintain their housing for a minimum of 12 months, move to other permanent housing, or be provided with more appropriate placements; and
2. At least 75 percent of participants will be referred to community resources.

**XII. Reporting Requirements**

- A. Grantee shall input data into systems required by HSH.

- B. On a quarterly basis, Grantee shall enter the required metrics, including any required templates to be uploaded, into the CARBON database by the 15<sup>th</sup> of the month following the end of each quarter:

- a. The total number of unduplicated households receiving a subsidy or case management services during that quarter;
  - b. The total number of new placements during the quarter not including relocations; and
  - c. The total number of program exits and destinations.
- C. For any quarter that maintains less than 90 percent of the total agreed upon units of service for any mode of service hereunder, Grantee shall immediately notify the HSH Program Manager in writing, specify the number of underutilized units of service and provide a plan of action to resolve the underutilization.
- D. For any quarter that underspends based on the estimated quarterly amount (25 percent each quarter), Grantee shall notify the HSH Program Manager and Contract Analyst in writing and provide a plan of action to resolve the underspending.
- E. On an annual basis, Grantee shall enter the required metrics, including any required templates to be uploaded, into the CARBON database by the 15<sup>th</sup> of the month following the end of each fiscal year:
- a. Housing Coordination and Housing Location Services The number and percentage of households who maintained their housing for a minimum of 12 months, moved to other permanent housing, or were provided with more appropriate placements;
  - b. Housing Coordination and Housing Location Services The average length of time participants spent homeless. This should be calculated from program enrollment to move-in date;
  - c. Housing-Focused Case Management and Housing Coordination Services and Landlord Liaison Services The number and percentage of participants engaging in Housing-Focused Case Management and Grantee-created housing stability plans; and
  - d. Housing-Focused Case Management and Housing Coordination Services and Landlord Liaison Services The number and percentage of households referred to community resources.
- F. Grantee shall participate in annual Eviction Survey reporting, per the 2015 City and County of San Francisco Participant Eviction Annual Reports Ordinance (<https://sfbos.org/ftp/uploadedfiles/bdsupvrs/ordinances15/o0011-15.pdf>). Grantee shall provide the number of evicted households and eviction notices issued to households residing in City-funded housing through the annual HSH administered Eviction Survey. Grantee shall adhere to all deadlines for submission as required by HSH.
- G. Grantee shall participate, as required by Department, with City, State and/or Federal government evaluative studies designed to show the effectiveness of Grantee's services. Grantee agrees to meet the requirements of and participate in the evaluation program and management information systems of the City. The City agrees that any final reports generated through the evaluation program shall be made available to Grantee within thirty working days of receipt of any evaluation report and such response will become part of the official report.
- H. Grantee shall provide Ad Hoc reports as required by the Department and respond to requests by the Department in a timely manner.
- I. Grantee shall submit Project Descriptor data elements as described in HUD's latest HMIS Data Standards Manual (<https://files.hudexchange.info/resources/documents/HMIS-Data-Standards-Manual.pdf>) to HSH at the following intervals: 1) at the point of project setup; 2) when project information changes; 3) at least annually or as requested by HSH. Data is used for reporting

mandated by the U.S. Department of Housing and Urban Development and California's Interagency Council on Homelessness, and to ensure HSH's ongoing accurate representation of program and inventory information for various reporting needs, including monitoring of occupancy and vacancy rates.

**I. Monitoring Activities**

1. Program Monitoring: Grantee is subject to program monitoring and/or audits, such as, but not limited to the following: participant files, review of the Grantee's administrative records, staff training documentation, postings, program policies and procedures, data reported on Annual Performance Reports (APR), documentation of funding match sources, Disaster and Emergency Response Plan and training, personnel and activity reports, proper accounting for funds and other operational and administrative activities, and back-up documentation for reporting progress towards meeting service and outcome objectives.

Monitoring of program participation in the ONE system may include, but is not limited to, the audit of data quality reports from the ONE system, records of timeliness of data entry, and attendance records at required training and agency lead meetings.

**XIII. Funding Availability**

The available budget is \$4,061,562.00 over three years. Applicants must stay within \$98,242.00 for FY23-24, \$2,058,274.59 for FY24-25 to be considered. The funding includes a ramp-up period in year one and year two, until all subsidy slots are filled.

<b>Number Served</b> <b>50</b>	<b>Year 1</b> <b>April 24-June 24</b>	<b>Year 2</b> <b>FY24-25</b>	<b>All Years</b>
<b>Staffing &amp; Operations</b>	\$113,321.00	\$795,305.00	\$823,393.00
<b>Direct Client Pass Through</b>	\$70,154.00	\$1,262,970.00	\$1,333,124.00
<b>Total</b>	\$183,475.00	\$2,058,275.00	\$2,156,517.00

**XIV. Appendices, Application Overview and Submittal**

- A. Appendices:  
Appendix 1: Application  
Appendix 2: Budget

- B. Attachments:  
Concept Budget

- C. Application Review Criteria:

Application Section	Submittal Format	Applicant must complete/provide/respond to the following:
1. Cover Page		1.1 Applicant Information: Organization Name, City Supplier ID #, Address, Director Information, SOI Point of Contact Information, and identify any collaborators if applicable. 1.2 Certifications
2. Minimum Qualification	Appendix 1: Application Template	2.1 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). 2.2 Experience successfully operating an HSH Scattered Site Housing Program or the provision of similar services such as housing focused case management and retention services, rental property acquisition, landlord engagement, and liaison services to low-income San Franciscans. 2.3 A racial equity-based, culturally responsive, housing first, and trauma-informed approach. 2.4 Demonstrate the ability to collaborate with tenants, property owners, and community-based organizations with the goal of tenant housing stability. 2.5 Applicants must demonstrate competence to implement programmatic elements and the financial ability to comply with all administrative requirements outlined in this SOI. 2.6 Specialized Minimum Requirements: a. At least two years of experience providing services to women experiencing homelessness. 2.7 The ability to begin services by April 2024.

Application Section	Submittal Format	Applicant must complete/provide/respond to the following:
3. Plan to Deliver Services	Appendix 1: Application Template	<p>3.1 Please describe three reasons why your organization is interested in administering a FHSP program to adult women experiencing homelessness in San Francisco. (250-500 word limit)</p> <p>3.2 Please explain your organization’s capacity and experience to successfully operate a Scattered Site Housing Program or the provision of similar services such as housing-focused case management and retention services, rental property acquisition, landlord engagement, and liaison services to low-income San Franciscans. (250-500 word limit)</p> <p>3.3 Please describe any innovative approaches designed and/or implemented by your organization in the past to improve outcomes for households experiencing homelessness. Include information about partnerships with other community-based organizations and/or the public sectors. (250-500 word limit)</p> <p>3.4 Please describe how your Housing Coordination and Housing-Focused Case Management approach is tailored to meet the specific needs of adult women experiencing homelessness, including women who are BIPOC, who are persons with disabilities, who are survivors of violence, and/or who are involved in the criminal justice system. (250-500 word limit)</p> <p>3.5 Please describe your experience engaging landlords and property owners in the private rental market to house households experiencing homelessness or at risk of homelessness. (250-500 word limit)</p>
4. Organizational Experience & Capacity		<p>4.1. For each service type, Applicant(s) must describe their organizational capacity. The response should touch on hiring practices, onboarding, and training approach, including focusing on professional development for staff, staffing retention/turnover/ vacancy rates, and the ability to track and report data. Please provide a demographic profile of the organization’s Board and staff and describe efforts to ensure that they reflect the communities that the organization serves. (Maximum 500 words)</p> <p>4.2. For each service type, Applicant(s) must describe their respective challenges and learnings from their experience in service delivery and/or from formal service evaluation. (Maximum 750 words)</p>
5. Budget	Appendix 2: Budget Template	5.1 Please submit a budget proposal related to the provision of services described in this SOI. The budget proposal must include staffing structure, relevant program delivery costs, and a clear narrative to justify all budget line items and other expenses related to stakeholder engagement necessary to fine-tune the development of training 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.

D. 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 Flexible Housing Subsidy Pool for Women”
- Applicants shall submit the Appendix 2: Budget Template(s) in an Excel format as well, saved as “SOI Flexible Housing Subsidy Pool for Women”.
- Applicants shall submit the attachments to [ScatteredSiteSOI@sfgov.org](mailto:ScatteredSiteSOI@sfgov.org)
- The email subject shall have the subject “SOI Flexible Housing Subsidy Pool for Women - 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.

E. Application Submission Format:

Applicants must submit one Appendix 1: Proposal Template and at least one Appendix 2: Budget Template as instructed above. This is necessary so that all Applications can receive fair and consistent review. Applications must follow the required format to be considered. Information must be at a level of detail that enables effective review.

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.

F. Concept Budget:

The attached concept budget is a guideline to use when proposing the program budget. It is based on the staffing structure described in the Service Requirements section. A provider may offer a different staffing structure and funding allocation in Appendix 2: Budget Template. In the negotiation, the selected provider will be able to present alternative expenses, but the overall cost of the proposed provider’s ongoing annual budget should not exceed \$183,475.00 for FY23-24 and \$2,058,275.00 for FY24-25.

Concept Notes:

- The overall amount should not be adjusted. However the provider may change the line items and allocation within those line items, as long as the overall amount is not adjusted.
- The indirect is set to 15% and should not be adjusted. Direct client pass-through expenses are not subject to indirect.
- The subsidy costs are designed to place households in units not exceeding 100% FMR and with the intent that households will contribute 30% of their income to the monthly rent.
- The overall budget is based on a programmatic ramp-up methodology estimating staffing will be hired on an ongoing basis until the service requirement of a 1:20 case management to participant and 1:50 housing coordination to participant ratios are met.

- The direct client pass-through funding amount is projected on a ramp-up schedule of at least five ongoing placements until 100% (50) placements are made.
- The concept budget is designed to begin taking referrals in May 2023 with a limited number and increasing by at least five each month.

G. 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.

**XV. 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/2023/02/G-100-Grant-Template-1-22-HSH-1-22.pdf>.

**XVI. Nonprofit Supplier Compliance with California Attorney General Registry of Charitable Trust**

To receive a contract under this Solicitation, any nonprofit proposer must be in good standing with the California Attorney General's Registry of Charitable Trusts by the time of contract execution and must remain in good standing during the term of the agreement. Upon request, proposer must provide documentation to the City demonstrating its good standing with applicable legal requirements. If proposer will use any nonprofit subcontractors to perform the agreement, proposer will be responsible for ensuring they are also in compliance with all requirements of the Attorney General's Registry of Charitable Trusts at the time of contract execution and for the duration of the agreement.



**XVII. Glossary of Terms**

<b>Term</b>	<b>Definition</b>
Adult	An individual or couple over the age of 18 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.
Agreement	Refers to the City’s standard terms and conditions, scope of work, and budget for City-funded grants (G-100) for services directly benefiting the public, or contracts for professional services or products (P-600 or P-500) benefitting the City or its Departments.
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.
CalAIM	CalAIM is the State of California’s Medi-Cal transformation initiative, which seeks to move Medi-Cal towards a population health approach that prioritizes prevention and whole person care. CalAIM will offer Medi-Cal enrollees coordinated and equitable access to services that address their physical, behavioral, developmental, dental, and long-term care needs, through their lives, from birth to a dignified end of life.
City	City and County of San Francisco.
Collaborative Application	An Application from more than one organization/entity that includes both Support Services and Property Management.
Contract	A legal agreement between HSH and a nonprofit or for-profit service provider.
Contractor	Any corporation, partnership, individual, sole proprietorship, joint venture or other legal entity which enters into a contract to sell Commodities or Services to the City.
Continuum of Care	Federal Continuum of Care grant program stressing permanent, holistic solutions to homelessness
Coordinated Entry (CE)	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.  Coordinated Entry is the front door to the HRS and is designed to assess, prioritize, and match people experiencing homelessness to housing opportunities.
Critical Incident Report (CIR)	A critical incident is defined as when emergency responders are called to the scene by staff or program participants/ guests, and/or when Child Protective Services (CPS) removes a child. Shelters also may send reports for incidents in which there were no emergency responders.

<b>Term</b>	<b>Definition</b>
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 SOI. 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.
FTE	Full Time Equivalent. FTEs are based on a 40 hour work week or 2080 hours annually.
FY	Refers to the City’s fiscal year, which begins on July 1 and ends on June 30 of the following year.
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. Abstinence from drugs or alcohol is not a pre-requisite for access to services nor required for continued access or eligibility for services.
Homeless	The U.S. Department of Housing and Urban Development (HUD) designates an individual or family household as homeless if it lacks a fixed, regular, and adequate nighttime residence. The definition also refers to a household who has a primary nighttime residence that is either a supervised publicly or privately operated shelter designed to provide temporary living accommodations; an institution that provides a temporary residence for individuals intended to be institutionalized; or a public or private place not designed for, or ordinarily used a regular sleeping accommodation for human beings. HUD’s Homeless Definition Final Rule further establishes specific categories of homelessness. Additional information on HSH’s definitions: <a href="https://hsh.sfgov.org/wp-content/uploads/2023/08/HSH-Definitions_FinalDraft.pdf">https://hsh.sfgov.org/wp-content/uploads/2023/08/HSH-Definitions_FinalDraft.pdf</a>
Homelessness Response System (HRS)	The HRS is the overall network of services to address homelessness and service individuals experiencing 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.  HSH’s Homelessness Response System which includes six core components including Outreach, Coordinated Entry, Housing, Problem Solving, Temporary Shelter and Crisis Interventions, and the Housing Ladder Program.

<b>Term</b>	<b>Definition</b>
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 Community Supports (HCS)	Housing Community Supports are a component of the California Advancing and Innovating Medi-Cal that ensures beneficiaries are connected to certain supports to meet housing needs. HCS are designed to address social drivers of health and are aimed at treating housing as healthcare.
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-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. HSH is responsible for the Homelessness Response System (HRS).
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>5</sup>
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 under the age of 18 years old.
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.
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.
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.

<sup>5</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)

Term	Definition
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.
SOI	Solicitation of Interest
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.
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.