

Solicitation of Interest (SOI)
Adult Shallow Subsidy Housing Program
Family Shallow Subsidy Housing Program

Issued: January 4, 2024

Contact: Scattered Site Housing Program Team, ScatteredSiteSOI@sfgov.org

I. Summary

The City and County of San Francisco (City) Department of Homelessness and Supportive Housing (HSH) is soliciting applications from community-based organizations to enhance housing access and expand housing opportunities through the Solicitation of Interest (SOI) for the Shallow Subsidy Housing Program for adults without minor children and families. The Shallow Subsidy Housing Program is a critical housing assistance initiative aimed at mitigating housing instability and homelessness by offering a limited rental subsidy for a maximum of five years, thereby increasing affordability in the private rental market. This program is instrumental in providing essential support to individuals and families who are currently experiencing homelessness or at risk of returning to a state of homelessness.

The provider(s) selected through this SOI will be responsible for delivering a range of program services to households, including housing location assistance, housing coordination, subsidy administration, landlord liaison services, and light-touch housing-focused case management, which is defined as a 1:60 staff-to-household ratio, wherein check-ins are anticipated to reduce to a bi-annual cadence after the first quarter of tenancy. Applicants may propose a fixed or gradual monthly shallow subsidy program design. The maximum subsidy amount for a single adult should be approximately \$700 and \$1100 for families. The subsidy duration should be the minimum necessary, but not exceeding five years. The table below provides a breakdown of the number of households served within each target population and the corresponding services required.

Program	Population	# of Slots	Services Required
Shallow Subsidy Housing Program for Adults	Single Adults (18+)	60	<ul style="list-style-type: none"> • Housing location • Housing coordination • Subsidy administration • Landlord liaison • Light touch housing-focused case management
Shallow Subsidy Housing Program for Families	Family Households with custody of minor children	60	<ul style="list-style-type: none"> • Housing location • Housing coordination • Subsidy administration • Landlord liaison • Light touch housing-focused case management

HSH is seeking providers who will deliver or collaborate with other providers to deliver these program services to ensure that the specified populations maintain housing stability. Providers interested in applying for both populations must submit one application per population. Your application should highlight your experience providing the services described in this solicitation for the specific population. Collaborative applications will be accepted but must be submitted as a single application with separate

budgets (Appendix-2), while remaining within the allocated funding amounts. Provider collaboration would work together on service delivery and program responsibilities.

II. Minimum Requirements:

To be considered for funding under this SOI, 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 submission to the SOI.
- HSH is seeking community-based organizations that demonstrate the necessary expertise, experience, and capacity to deliver the proposed program services.
 - At least five years of experience providing housing services to people experiencing homelessness or housing instability.
- Experience successfully operating a scattered-site housing model 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.
- Demonstrate a racial equity-based, culturally responsive, housing first, and trauma-informed approach.

HSH anticipates an agreement start date of May 2024. The City may extend agreements for a total term of no longer than five years.

III. Schedule¹

Solicitation Issued	January 4, 2024
Solicitation Questions Deadline ²	January 11, 2024, by 5:00 PM
Solicitation Answers and Clarifications Published	January 18, 2024
Applications Due Date	February 1, 2024, by 5:00 PM
Intent to Award Notification	February 2024
Grant Agreements Begin	May 2024

Interested parties must submit all questions to Scattered Site Housing Program Team at ScatteredSiteSOI@sfgov.org no later than **January 11, 2024, by 5:00 PM** and must submit all information no later than **February 1, 2024, by 5:00 PM** to be considered. Interested parties must not contact City staff other than the contact stated in this document.

IV. 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

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

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

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 (LGBTQ+), 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 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 and LGBTQ+, gender non-conforming, and transgender persons. Thus, equity must be the foundational consideration in everything HSH does, and HSH is working to bring an equity lens to the forefront of all its planning and actions.

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.

V. 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."

VI. 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 exits 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 Policy³.

VII. Served Population

Adults: Grantee shall serve single adults aged 18 and older who are experiencing homelessness and do not have minor children or do not have physical custody of their children.

Families: Grantee shall serve households who are experiencing homelessness with at least one adult and custody of at least one minor child or a pregnant person with or without a partner.

VIII. Referral and Prioritization

All referrals come through HSH’s Coordinated Entry System, San Francisco’s front door to the Homelessness Response System and identified pathways to ensure households exit homelessness and do not return to homelessness.

IX. 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 shallow subsidy 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, timeline for proactive communication with landlords and participants;

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

- 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 shallow subsidy resources; and
 - 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 partners to remove any barriers to the housing referral process;
 - 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 or transitioning their current subsidy to the new monthly shallow subsidy (e.g. completing housing applications, scheduling viewing appointments, and understanding lease and supporting documentation);
 - 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 parameters;
 - 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 HSH policies and procedures.
- C) Light-Touch Housing-Focused Case Management Services: Grantee shall provide light-touch housing-focused case management services within a harm reduction model to ensure tenants' housing retention and improved well-being. To the extent that participants are placed outside of San Francisco, case management should focus on referrals mainstream resources in the county of residence. These services shall include, but are not limited to, the following:
- 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 monitored and updated on a monthly basis for the first three months of tenancy. Following this period, the Housing Stability Plan shall be revisited and updated on an as-needed basis or, at minimum, every six months throughout the duration of the household's participation in the program. 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.
- Assist with housing coordination services to support a successful transition into housing, including providing transportation and accompanying the participant, as needed, to submit housing applications or to visit available housing units;
- Make referrals to mainstream resources such as linkages to resources for physical and behavioral health services, childcare services, legal resources, In-Home Support Services (ISS) 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 and, 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; and
- 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 shall include, but are not limited to, the following:

- 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; and
- 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 shall include, but are not limited to, the following:
- 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.

X. Service Requirements

- A. **1:60 Housing Coordinator Ratio:** Grantee shall maintain a 1:60 ratio of Housing Coordinator to HSH shallow subsidy slots.
- B. **1:60 Case Manager Ratio:** Grantee shall maintain a 1:60 ratio of Case Manager to HSH shallow 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:
 - b. The name or title of the person or persons authorized to make a determination regarding the grievance;
 - c. The opportunity for the aggrieved party to discuss the grievance with those who will be making the determination;
 - d. The amount of time required for each step, including when a participant can expect a response; and

- e. In accordance with published HSH policies/procedures, the HSH Grievances email address (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) Process⁴, including but not limited to:
 - 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.¹
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;
- Having 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;
- Participating 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

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

- Offering a “good neighbor” onboarding for tenants as they move in that outlines community resources, community norms, and expectations.

XI. 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.

XII. 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 $[\text{Housing Move-in Date}] - [\text{Enrollment Date}] / \text{Count of participants with a [Housing Move-In Date]}$.

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 24 months or exit to permanent housing and
2. At least 75 percent of participants will be referred to community resources by the first annual ONE System assessment compared to their status at program enrollment and

3. At least 80 percent of participants will increase their income within the first 24 months of the program compared to their income reported during at program enrollment in the ONE System or exit the program to permanent housing.

XIII. 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 15th 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 15th 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.

XVII. Monitoring Activities

- A. 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.

XIV. Budget

Adult Shallow Subsidies: The available budget is \$1,187,110.00 for the Single Adult Shallow Subsidy Housing Program. If submitting an application for the Adult Shallow Subsidy Housing Program, applicants must stay within \$82,142.00 for FY23-24 and \$1,104,968.00 for FY24-25 to be considered. The funding includes a ramp-up period in year one and two taking into consideration a progressive placement rate. Grantee is expected to place all 60 adult households before the end of FY24-25.

	Year 1	Year 2	All Years
	FY23-24	FY24-25	
Staffing & Operations	\$46,804.00	\$412,455.00	\$459,259.00
Direct Client Assistance	\$35,338.00	\$692,513.00	\$727,851.00
Total	\$82,142.00	\$1,104,968.00	\$1,187,110.00

Family Shallow Subsidies: The available budget is \$1,513,559.00 for the Family Shallow Subsidy Housing Program. If submitting an application for the family Shallow Subsidy Housing Program, applicants must stay within \$94,879.00 for FY23-24 and \$1,418,680.00 for FY24-25 to be considered. The funding includes a ramp-up period in year one and two taking into consideration a progressive placement rate. Grantee is expected to place all 60 families before the end of FY24-25.

	Year 1 FY23-24	Year 2 FY24-25	All Years
Staffing & Operations	\$46,804.00	\$412,455.00	\$459,259.00
Direct Client Assistance	\$48,075.00	\$1,006,225.00	\$1,054,300.00
Total	\$94,879.00	\$1,418,680.00	\$1,513,559.00

XV. Application Overview and Submittal

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

- B. Attachments:
 Budget Concept

- C. Application Review Criteria:

Application Section	Submittal Format	Applicant must complete/provide/respond to the following:
1. Summary	Appendix 1: Application Template	1.1 Applicant Information: Organization Name, City Supplier ID #, Address, Director Information, Contact Information, SOI Point of Contact Information, identify any collaborators/ subgrantees if applicable. 1.2 Certifications
2. Minimum Qualification		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 submission to the SOI. 2.2 HSH is seeking community-based organizations that demonstrate the necessary expertise, experience, and capacity to deliver the proposed program services. <ul style="list-style-type: none"> a. At least five years of experience providing housing services to people experiencing homelessness or housing instability. 2.3 Experience successfully operating a scattered site housing model 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. 2.4 Demonstrate a racial equity-based, culturally responsive, housing first, and trauma-informed approach. 2.5 Awarded provider must demonstrate the ability to begin services by May 2024.

Application Section	Submittal Format	Applicant must complete/provide/respond to the following:
3. Plan to Deliver Services		<p>3.1. Please describe three reasons why your organization is interested in administering the Shallow Subsidy Housing Program for adults and/or families. (250-500 word limit)</p> <p>3.2. Please provide an overview of your organizations’ capacity and experience in administering a housing subsidy 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 implemented by your organization in the past to improve outcomes for households experiencing homelessness. Include information about partnerships with other community-based organizations, workforce development partnerships and/or the public sectors. Further, what services would you propose for integration with this program? (400-800 word limit)</p> <p>3.4. Please describe how your Housing Coordination and Housing-Focused Case Management approach is tailored to meet the unique needs of diverse populations, including, seniors, BIPOC, persons with disabilities, families with minor children, and/or people who are/were involved in the criminal justice system. (250-500 word limit)</p> <p>3.5. Please describe your experience and approach to engaging with landlords and property owners in the private rental market to house households who are 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 any fees or other expenses related to stakeholder engagement necessary to fine-tune the development of training and associated materials. Submittals with budgets above the allocated Year 1 and Year 2 budget amounts 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 will not be considered.

- Applicants shall submit Appendix 1: Application Template and Appendix 2: Budget Template attachments in **one** PDF file saved as “SOI Adult Shallow Subsidy Housing Program” or “SOI Family Shallow Subsidy Housing Program”.
- Applicants shall submit Appendix 2: Budget Template(s) in an Excel format as well, saved as “Appendix 2 - SOI Adult Shallow Subsidy Housing Program” or “Appendix 2 - SOI Family Shallow Subsidy Housing Program”.
- Applicants shall submit the attachments to the Scattered Site Housing Program Team at ScatteredSiteSOI@sfgov.org
- The email subject line shall have the title “SOI Adult Shallow Subsidy Housing Program Application Submission *for Organization Name(s)*” for application submissions to the adult program or “SOI Family Shallow Subsidy Housing Program Application Submission *for Organization Name(s)*” for application submissions to the family program.
- If you’re submitting an application for both populations, you may send your response in one email. Your email subject line shall have the title “SOI Adult and Family Shallow Subsidy Housing Program Application Submission *for 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 one Appendix 2: Budget Template as instructed above. The applicant must identify what population they are applying for within Appendix 1 and submit the appropriate Appendix 2 for that population. If an applicant submits a response for both populations you will submit two Appendix 1 and two Appendix 2. This is necessary so that all applications can receive fair and consistent review. Applications that do not follow the required format may not be considered. Information must be at a level of detail that enables effective review.

The City intends to select grantees that best meet the criteria set forth in this SOI.

Applicants that are qualified are not guaranteed an agreement. Applicants selected for negotiations are not guaranteed an agreement. This SOI 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 provides guidance to 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 the amounts outlined within this SOI and Appendix 2.

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 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 1:60 case management to participant and 1:60 housing coordination to participant ratios are met.
- The direct client pass-through funding amount is projected on a ramp-up schedule for an average of five monthly placements until 100% placements are made.
- The concept budget is designed to begin taking referrals in May 2024 and increasing by at least five each month.

Applicants may propose a fixed or gradual monthly shallow subsidy program design. The maximum subsidy amount for a single adult should be approximately \$700 and \$1100 for families. The subsidy duration should be the minimum necessary, but not exceeding five years.

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 SOI.

XVI. 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>.

XVII. Nonprofit Supplier Compliance with California Attorney General Registry of Charitable Trusts

To receive a grant under this Solicitation, any nonprofit applicant must be in good standing with the California Attorney General's Registry of Charitable Trusts by the time of grant execution and must remain in good standing during the term of the agreement. Upon request, applicant must provide documentation to the City demonstrating its good standing with applicable legal requirements. If applicant will use any nonprofit subgrantees to perform the agreement, applicant 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 grant execution and for the duration of the agreement.

XVIII. Glossary of Terms

Term	Definition
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

Term	Definition
	Protective Services (CPS) removes a child. Shelters also may send reports for incidents in which there were no emergency responders.
Department of Homelessness and Supportive Housing (HSH)	The City and County of San Francisco’s Department of Homelessness and Supportive Housing (HSH), the sponsor of this 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 st and ends on June 30 th 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	<p>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.</p> <p>Additional information on HSH’s definitions: https://hsh.sfgov.org/wp-content/uploads/2023/08/HSH-Definitions_FinalDraft.pdf</p>
Homelessness Response System (HRS)	<p>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.</p> <p>HSH’s Homelessness Response System which includes six core components including Outreach, Coordinated Entry, Housing, Problem Solving,</p>

Term	Definition
	Temporary Shelter and Crisis Interventions, and the Housing Ladder Program.
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. ⁵
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

⁵ 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

Term	Definition
	goals. Permanent Supportive Housing is designed to house individuals with the greatest housing barriers and highest service needs.
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.