



**City and County of San Francisco
Department of Homelessness and Supportive Housing**

**Request For Qualifications (RFQ)
Support Services and Operations Services in Permanent Supportive Housing
RFQ# HSH2018-123 (RFQ#123)
Contact: Kimberley.Norman@sfgov.org**

Summary

The City and County of San Francisco (City) Department of Homelessness and Supportive Housing (HSH) invites responses from qualified Respondents to provide Support Services and Operations Services to formerly homeless adults, families, older adults and/or veterans at Permanent Supportive Housing sites in San Francisco.

The following Amendments have been made to this RFQ:

- Footer revised to show the Amended RFQ Release date of January 14, 2019.
- RFQ Answers and Clarifications Published date revised to January 14, 2019.
- Section 1. A. on page 1 revises the requirement that Respondents proposing to serve new program sites include a plan for all service components. Per this Amended RFQ, Respondents may propose to provide only Support Services or Operations Services.
- Section 2. D. on page 9 revises the Fiscal Year and corresponding Support Services budget for new program sites covered by this RFQ.
- Section 4. C. 5. on page 20 revises the Support Services budget assumptions for new sites.

Schedule¹

RFQ Issued	December 21, 2018
Registration for Pre-Response Conference	January 7, 2019, 5:00 pm
Pre-Response Conference ²	January 8, 2019, 2:30 pm
RFQ Questions Deadline ³	January 9, 2019, 5:00 pm
RFQ Answers and Clarifications Published	January 14, 2019
Responses Due	January 23, 2019, 12:00 pm
Intent to Award Notification	February 2019
Grant Agreements for New Sites Begin	March 1, 2019
Grant Agreements for Continuing Sites Begin	July 1, 2019

RFQ Questions and Communications

Interested parties are directed **not** to contact any employees, agents or officials of the City other than those specifically designated in this RFQ. All questions must be submitted by email to Kimberley.Norman@sfgov.org by the RFQ Questions Deadline.

¹ Dates are subject to change. Check [Office of Contract Administration website](#) for latest schedule. Click on the “Consultants and Professional Services” link and then the link for this RFQ.

² Pre-Response Conference in-person attendance is recommended. See Section 3. Pre-Response Information for more information.

³ No questions will be accepted after the RFQ Questions Deadline with the exception of Respondent-specific City vendor compliance questions.

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1. Background

A. Intent

The City and County of San Francisco (City) Department of Homelessness and Supportive Housing (HSH) invites responses from Respondents who are qualified to provide Support Services, and in some cases, Operations Services to formerly homeless adults (including youth aged 18-24), families with minor children, older adults and/or veterans at new and continuing Permanent Supportive Housing sites in San Francisco. For more information about service needs by program site, see **Section 2. Scope of Work**. The goals of these services are to support those who have a history of homelessness and other challenges to maintain their housing, and to develop a respectful and healthy living environment.

This Request for Qualifications (RFQ) will serve two purposes:

1. To make multiple awards to Respondents selected as the most qualified whose responses conform to this RFQ and meet the City's requirements for Support Services and Operations Services in continuing Permanent Supportive Housing. At this time, HSH expects to award grant funding for services at nine continuing Permanent Supportive Housing sites. Agreement terms for the continuing program sites shall begin July 1, 2019; and
2. To qualify Respondents whose responses conform to this RFQ and meet the City's requirements for Support Services and Operations Services in new Permanent Supportive Housing sites to be identified. Agreement terms for any newly identified sites shall begin March 1, 2019, or when funding is made available and the site is deemed feasible.

Each Awarded Provider ~~must~~ **may** provide all of the required services described in this RFQ, ~~whether on its~~ **their** own or through Subcontractor partnerships. **Respondents proposing to serve new program sites may propose to provide only one service component (Support Services or Operations Services), but may be required to work in a Subcontractor partnership upon award.**

HSH may extend agreements for a total term not to exceed ten years and increase grant amounts in accordance with City rules and regulations. Actual agreement terms and amounts are subject to funding availability, agreement negotiations, provider performance, as well as future needs. Please also note that HSH is currently conducting an analysis of Permanent Supportive Housing costs and service levels to support Coordinated Entry implementation. As HSH completes its analysis and streamlines criteria around services and caseload, agreement budgets may be adjusted for optimal cost-effectiveness and service delivery.

B. Terms and Acronyms Used in this RFQ

Term	Definition
Access Point	Localized points of community entry into San Francisco's Homelessness Response System (HRS). Families, adults, and youth experiencing homelessness can obtain Coordinated Entry services at geographically diverse Access Points. The Access Point staff will assess households for service needs and eligibility and perform Problem Solving. Access Points work to ensure those with the highest needs are able to access shelter and appropriate housing interventions.

Term	Definition
Adult	An individual or couple 18 years old or older (including youth aged 18-24), without the custody of minors (minors are defined as below 18 years of age). Couples consist of two adult individuals who are married, in a domestic partnership, or who can provide documentation of an established partnership.
Awarded Provider	Any Respondent awarded grant(s) for services under this RFQ.
Continuum of Care (CoC)	A federally-funded housing program providing services such as rental subsidies and case management to eligible individuals and families. Eligibility criteria and/or service and reporting requirements may differ for tenants receiving CoC rental assistance.
Coordinated Entry	Organizes the HRS with a common, population-specific assessment, centralized data system, and prioritization method that directs households 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: Adults, Families, and Youth through Access Points, described above.
Critical/Significant Incident Report	Awarded Providers are required to follow HSH protocol regarding emergency notification and submission of Critical/Significant Incident Reports to HSH.
Department	The City and County of San Francisco Department of Homelessness and Supportive Housing (HSH), the sponsor of this RFQ. Also referred to as HSH.
Direct Access to Housing (DAH)	Direct Access to Housing (DAH) refers to a Permanent Supportive Housing program starting in 1999, with a high level of Support Services staffing to serve adults experiencing homelessness with complex medical, mental health and/or substance use diagnoses. Because HSH manages other Permanent Supportive Housing with similar staffing levels, the term DAH is being phased out as a distinct program name as Coordinated Entry is rolled out. Instead, there will be a new nomenclature to describe staffing levels that will encompass all of the Department's Permanent Supportive Housing programs.
Family	A natural, adoptive and/or foster family, which may include a significant other or a domestic partner, with children in the household below the age of 18. Families may include parenting youth aged 18-24. Families may also include any woman in her third trimester of pregnancy or in her fifth month of a high-risk pregnancy, with or without a partner.
Grant Agreement	The binding legal document resulting from the RFQ process. Also known as the agreement.
Harm Reduction Model	Abstinence from drugs or alcohol is not a pre-requisite for access to services nor required for continued access or eligibility for services. Harm-reduction consists of working with tenants to set realistic goals that support them in reducing high-risk substance use behaviors.
Health Insurance Portability and Accountability Act (HIPAA)	The Health Insurance Portability and Accountability Act of 1996 (HIPAA) established national standards for the protection of private health information.

Term	Definition
Homelessness Response System (HRS)	Describes the overall system of services to address homelessness managed by HSH. The goal of this system is to prevent homelessness when possible and to make it rare, brief, and one-time. The system helps people exit homelessness 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.
Homelessness and Supportive Housing (HSH)	The City and County of San Francisco Department of Homelessness and Supportive Housing, the sponsor of this RFQ.
Housing Quality Standard (HQS)	The minimum quality criteria established by HUD that are deemed necessary for the health and safety of tenants. Housing facilities receiving HUD funding must meet these criteria and are subject to inspection.
HUD	U.S. Department of Housing and Urban Development.
Local Operating Subsidy Program (LOSP)	A City-funded program to subsidize rents for tenants in Permanent Supportive Housing.
Master Lease	A Lease between an Awarded Provider and the owner of a building that specifies the obligations of both parties, including payments to the owner.
Moving On Initiative (MOI)	Moving On is a Housing Ladder initiative that provides tenants who are able and want to move out of supportive housing with a rental subsidy or preference into a project-based affordable or public housing unit. Moving on programs prioritize people in Permanent Supportive Housing who are stable and no longer need the intensive services offered.
Older Adult	An adult aged 55 years and older. Minimum age requirements for programs serving older adults may vary based on funding source.
Online Entry Navigation System (ONE System)	ONE is the data system used for all housing and services for people experiencing homelessness in San Francisco. The ONE System is a tenant-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 Services	The management of the residential facility, including oversight of the property's maintenance, janitorial and repair services; supervision of Operations Services, janitorial, and maintenance staff; coordinating intake of potential tenants; handling the signing of lease agreements and other tasks related to the placement process; handling complaints; emergencies and lease violations; rent collection and tenancy records; evictions; and room preparations following move-outs. Support Services staff are required to coordinate with Operations Services.
Permanent Supportive Housing	Subsidized rental housing without time limits and with intensive on-site support services to help tenants maintain housing and meet their desired goals. Permanent Supportive Housing is designed to house individuals with the greatest housing barriers and highest service needs.
Project-Based Voucher (PBV)	Project-Based Vouchers (PBV) are rental subsidies paid by the San Francisco Housing Authority (SFHA) on behalf of eligible tenants. At the end of the 2017 calendar year, selected Permanent Supportive Housing Providers with existing LOSP units converted a portion of their LOSP units to PBV units. PBV subsidies are subject to HUD and SFHA guidelines.
Respondent	Any entity submitting a response to this RFQ.

Term	Definition
RFQ	Request for Qualifications.
Strategic Framework	The Five-Year Strategic Framework provides a roadmap for reducing homelessness in San Francisco and making it a rare, brief, and one-time occurrence. See the Overview of HSH’s Strategic Framework and Statement of Need below.
Support Services	Services that help tenants establish and maintain stable long-term housing and service connections, including intake and assessment, case management, benefits counseling and advocacy, referrals and coordination with Operations Services. Support Services also help households meet personal goals and achieve maximum benefit from HSH program participation.
Tenants	An individual, couple or family that uses program services funded by grant(s) awarded through this RFQ.
Tier System	The Tier System is a systematic approach to funding services based on factors such as the level of need of the priority population. Current Tiers range from one to five. The higher the Tier, the higher the required Case Manager to tenant ratio. Grant amounts for Support Services at new sites or continuing LOSP sites shall be based on the Tier System, with the expectation that tenants for sites referenced in this RFQ will be prioritized based on vulnerability and length of homelessness and are expected to meet criteria for the Tier V, the highest level of service need. Tier classifications may be adjusted in future; however, tenant prioritization will continue as described.
Third Party Rent Payment Services	An agreement between a tenant and a third party where the third party pays rent directly to the Awarded Provider for housing. Tenants may be required to enroll in third party rent payment services prior to signing a lease.
VA	U.S. Department of Veterans Affairs
Veteran	An individual who has served in any branch of the U.S. Armed Forces.
Veterans Affairs Supportive Housing (VASH)	The HUD Veterans Affairs Supportive Housing (VASH) program combines Housing Choice Voucher rental assistance with case management and clinical services from the VA. The Housing Choice Vouchers are administered by the San Francisco Housing Authority (SFHA) and the referrals are provided by the VA.

C. Overview of HSH’s Strategic Framework and Statement of Need

In October 2017, the HSH published its Strategic Framework, which lays out the Department’s vision and top priorities for significantly reducing homelessness in San Francisco by the end of 2022. It describes the key elements of a Homelessness Response System (HRS) designed to curb homelessness and looks at each of the three primary groups experiencing homelessness in San Francisco—adults, families with children, and youth—and what is needed to better meet the unique needs of each.

The Framework seeks to align existing and new programs within a system that treats homelessness as an emergency to be responded to quickly and effectively. To effectively implement this system-wide approach, all resources and programs must employ consistent, compassionate, and common-sense strategies with measurable goals. Using a system of Coordinated Entry, Problem Solving and prioritization, HSH and its partners will match resources to needs and ensure that those with the greatest challenges receive targeted assistance. Data and accountability will be built into the system. The strengths and dignity of people who are experiencing homelessness will be elevated throughout the system.

The Strategic Framework lays out HSH’s vision for significantly reducing homelessness in San Francisco and quickly getting house keys into as many hands as possible. Respondents are encouraged to familiarize themselves with the Framework, which may be found at hsh.sfgov.org.

D. Overview of HSH’s Homelessness Response System (HRS)

The Homelessness Response System (HRS) is the overall network of services to address homelessness managed by HSH. The goal of this system is to prevent homelessness when possible and to make it rare, brief, and one-time. Core components of the HRS include: Coordinated Entry; Street Outreach, Problem Solving, Temporary Shelter, Housing, and Housing Ladder.

Coordinated Entry is a key component of this response system. Coordinated Entry is a consistent, community-wide intake process to match people experiencing homelessness to available community resources that are the best fit for their situation. Coordinated Entry includes a clear set of entry points, a standardized method to assess and prioritize people needing assistance, and a streamlined process for rapidly connecting people to a housing solution and identifies the best type of housing intervention to address their needs.

Coordinated Entry will fully integrate into the Online Navigation and Entry (ONE) System, San Francisco’s Homeless Management and Information System (HMIS). The assessment will build upon the standard intake and be entered directly into ONE. Referrals to Rapid Rehousing, transitional and permanent housing will be made through the ONE System.

Coordinated Entry Access Points, which serve as the community connector to the HRS, offer direct services or provide referrals to services that assist eligible San Francisco households in resolving their homelessness or housing crisis. Access Points have four primary functions: 1. Eligibility screening for services; 2. Problem Solving to avoid entering the public shelter system; 3. Housing assessment and navigation to prioritize households based on living situation and vulnerabilities; and 4. Matching to determine eligibility for available housing opportunities and referral to a housing, based on eligibility and assessment results.

This coordinated process will dramatically reduce the burden placed on people experiencing homelessness by removing the necessity to seek assistance from every provider separately and instead streamline access to the resources in the HRS.

E. Funding Sources

The sources of funding may include federal, state, and local funds. Payment for all services provided in accordance with provisions under this RFQ shall be contingent upon the availability of funds for these services. The City shall not be required to fund any definite units of service nor does the City guarantee any minimum amount of funding for the services described in this RFQ.

2. Scope of Work

This section is a general guide to the work the City expects Awarded Providers to perform, and is not a complete listing of all services that may be required or desired.

A. Priority Populations

Awarded Providers shall serve one or more of the priority populations described in this section. All priority population categories consist of both continuing and new tenants, including individuals initially referred through the City's Direct Access to Housing (DAH)⁴ program.

HSH prioritizes eligible households who are most in need of Permanent Supportive Housing as identified by the HSH Coordinated Entry Process. HSH has established the following eligibility criteria and priority population for Permanent Supportive Housing:

1. San Francisco residents; and
2. Experiencing long term or intermittent homelessness; and
3. Living with a disability.

Tenants referred for HSH-funded Permanent Supportive Housing live with one or more disabilities, such as chronic illness, substance abuse, or mental illness and often need a high level of Support Services to maintain housing.

A portion of tenants may be enrolled in federally-funded housing programs that provide rental subsidies and Support Services, such as the U.S. Housing and Urban Development (HUD)'s Continuum of Care (CoC) or Project Based Voucher (PBV) programs. Others may receive rental and/or operating assistance through local housing programs such as San Francisco's Local Operating Subsidy Program (LOSP). Awarded Providers are advised that eligibility criteria and/or service and reporting requirements may differ for tenants enrolled in these programs. See **Section 2. Scope of Work** for more information.

Adults

Awarded Providers shall serve formerly homeless adults, aged 18 and over, (including youth aged 18-24), without the custody of minors below 18 years of age. Adult tenants are low-income and may suffer from mental illnesses, substance use challenges, physical disabilities, developmental disabilities, HIV/AIDS, and/or other chronic health conditions.

Families

Awarded Providers shall serve formerly homeless, low-income families. Families include an adult and at least one natural, adoptive and/or foster child below the age of 18 and may include a significant other or a domestic partner. Families may include youth aged 18-24 who are parenting. A family may also include a woman in her third trimester of pregnancy or a woman in her fifth month of a high-risk pregnancy, with or without a partner.

Older Adults

Awarded Providers shall serve older adults who have a history of chronic homelessness, living on the streets or in emergency shelters, or are otherwise marginally housed. Minimum age requirements for participation in older adult programs may vary by program type and/or funding source, but generally begin at 55 or 62.

Veterans

⁴ Direct Access to Housing (DAH) refers to a Permanent Supportive Housing program starting in 1999, with a high level of Support Services staffing to serve adults experiencing homelessness with complex medical, mental health and/or substance use diagnoses. DAH is being phased out as a distinct program name as Coordinated Entry is rolled out.

Awarded Providers shall serve formerly homeless veterans with disabilities. This includes veterans enrolled in the HUD Veterans Affairs Supportive Housing (VASH) program, which combines Housing Choice Voucher rental assistance with case management and clinical services from the U.S. Department of Veterans Affairs (VA).

B. Referrals and Prioritization

Awarded Providers shall serve one or more priority populations who meet HSH-established eligibility requirements and who have been referred by the HSH's Coordinated Entry Access Points established to serve those priority populations.

HSH prioritizes people experiencing homelessness in San Francisco by three factors:

1. Vulnerability, including health, mental health and substance abuse;
2. Barriers to housing, including income, and housing history; and
3. Chronicity of homelessness.

To meet the Department's goals of significantly reducing homelessness in San Francisco by 2022 as described in its Strategic Framework, HSH is placing individuals and households with the highest assessed service needs into Permanent Supportive Housing.

Veterans who receive VASH are referred and placed into housing by HSH in conjunction with the VA.

The HRS and Coordinated Entry systems for all populations are in development. As these are developed and adopted, policies and procedures will evolve. As appropriate, Awarded Providers will be included in the development and adoption of relevant policies and practices and are strongly encouraged to actively engage in the process.

C. Continuing Program Sites

Awarded Providers shall serve one or more of the priority populations at continuing Permanent Supportive Housing sites located throughout San Francisco. Sites include renovated, master-leased Single Room Occupancy (SRO) hotels and buildings developed and owned by non-profit organizations. The **Table of Permanent Supportive Housing Sites** on the following page lists the names, locations, and priority populations of continuing programs covered by this RFQ.

Table of Continuing Permanent Supportive Housing Sites

Program Site ⁵	Priority Population	Required Services			Estimated Annual Budget ⁶	No. Units Receiving Operating/Rental Subsidies ⁷					
		Support Services	Operations Services, including holding Master Lease	No. Units to be Served		CoC	PBV	General Fund/LOSP	VASH	Other	Total
2524 Mission Street 2524 Mission Street San Francisco, CA 94110	Veterans	X	X	32	\$277,337				32		32
Bayview Hill Gardens 1075 Le Conte Avenue San Francisco, CA 94124	Families	X		72	\$436,443	17	33	22			72
Casa Quezada 35 Woodward Street San Francisco, CA 94103	Adults	X		52	\$383,027			52			52
Dudley Apartments 172 Sixth Street San Francisco, CA 94103	Adults; Families	X		75	\$166,526			20		55	75
Edith Witt Senior Community 66 Ninth Street San Francisco 94103	Older Adults	X		27	\$141,028			11		16	27
Mary Helen Rogers Senior Community 701 Golden Gate Avenue San Francisco, CA 94102	Older Adults	X		20	\$59,800	20					20
Parkview Terrace Apartments 871 Turk Street San Francisco, CA 94109	Older Adults	X		20	\$61,910			20			20
Vera Haile Senior Housing 129 Golden Gate Avenue San Francisco, CA, 94102	Older Adults	X		18	\$45,255			3		15	18
Willie B Kennedy 1239 Turk Street San Francisco, CA 94115	Older Adults	X		20	\$99,074					20	20

⁵ All continuing Permanent Supportive Housing sites serving adults or older adults were formerly operated as DAH programs.

⁶ Estimated annual budgets are based on the existing budgets for these programs. Existing budgets are a function of many factors, including program type and structure, tenant population, building condition and features, availability of other sources of funding or services, amount of initial grant award and/or the goals or resources of the original grant sponsor. HSH is currently conducting an analysis of Permanent Supportive Housing costs to standardize costs across the portfolio. As HSH completes its analysis and streamlines criteria around services and caseload, grant budgets may be adjusted for optimal cost-effectiveness. HSH is committed to funding programs equitably across its housing portfolio.

⁷ Operating/Rental Subsidy details are included for Support Services programs as these may impact reporting requirements or involve coordination with other agencies.

D. New Program Sites

Awarded Providers shall serve one or more of the priority populations in new Permanent Supportive Housing sites located throughout San Francisco. Sites may include renovated, master-leased buildings owned or leased by non-profit organizations. For budgeting purposes, HSH assumes that new buildings will have an average of 100 units, though actual building sizes will be considered before entering into agreements.

New program sites shall primarily serve tenants who meet criteria for the Tier V. Accordingly, Awarded Providers are expected to structure Support Services staffing to maintain a minimum 1:25 ratio of Case Managers to tenants. The ~~2018-2019~~ **Fiscal Year 2019-20** Support Services budget for new program sites is ~~\$5,293~~ **\$5,383** per adult unit per year, or ~~\$6,062~~ **\$6,165** per family unit per year. Agreements awarded for new sites will also include funding for the required Operations Services described in this RFQ. Funding levels may be adjusted for future term years as needed.

Awarded Providers should note that new program sites may have existing long-term tenants that were not placed by HSH. Awarded Providers shall also offer these tenants the opportunity to participate in Support Services.

E. Description of Services for Continuing and New Sites

1. Support Services

Awarded Providers shall provide Support Services to one or more priority populations so that tenants may stabilize their living situations, improve their mental and physical health, and increase their economic independence. Awarded Providers shall structure services so that there is a minimum 1:25 ratio of Case Managers (or similar position) to tenants newly referred by HSH.⁸ Support Services are voluntary and shall be available to all tenants of a building, regardless of whether they were placed by HSH. Support Services shall include, but are not limited to the following:

- a. Outreach: Awarded Providers shall actively engage with tenants to provide information about available Support Services and invite them to participate. Outreach methods shall include in-person interactions, written messages, phone calls, voice mail, and emails, as available and appropriate to reach individual tenant. Awarded Providers shall contact each tenant at least three times during the first 60 days following placement in housing to engage the tenant in services.
- b. Intake and Assessment: Awarded Providers shall coordinate the initial intake with applicants for vacant units with Operations Services, and if possible, begin establishing a rapport with tenants prior to move-in. Awarded Providers shall attempt to coordinate with an incoming tenant's current Case Manager(s) (e.g., at the shelter, agency or Coordinated Entry Access Point where a tenant is currently receiving services) to ensure a warm hand-off and transition into housing. This may include an exchange of information about challenges the tenant is experiencing and/or and current services being accessed in the community.

⁸ Awarded Providers serving tenants of new program sites are required to maintain a 1:25 minimum ratio of Case Managers to tenants. For continuing program sites that do not yet meet the minimum staffing ratio, Awarded Providers shall work with HSH to increase staffing capacity until this ratio is achieved. HSH has funded mobile housing stabilization services to assist in providing services to newly placed tenants referred through Coordinated Entry.

Awarded Providers shall attempt meaningful engagement with each tenant one or more times per month, to assess strengths, skills and needs and match tenants with program services most appropriate to help them maintain housing and maximize their well-being.

- c. **Case Management:** Awarded Providers shall provide ongoing meetings and counseling services for tenants to establish goals, develop Individualized Service Plans, and track progress toward achieving those goals. Awarded Providers shall document Case Management meetings, engagement, and status of tenants at least once per month to ensure they are doing well and are receiving the support they need to maintain housing.
- d. **Benefits Advocacy and Assistance:** Awarded Providers shall assist tenants with obtaining or maintaining benefits. Awarded Providers shall provide referrals for and solve problems preventing a tenant's enrollment in county, state and federal benefits programs. Awarded Providers may help tenants identify, apply for and establish appointments for available services such as cash aid, food programs, medical clinics and/or in-home support.
- e. **Referrals and Coordination of Services:** Awarded Providers shall help tenants identify and access services available within the community that meet specific needs or support progress toward identified goals. This may include providing information about services, calling to help establish appointments, assisting with applications, providing appointment reminders, following up/checking in with tenants regarding the process, and, as necessary, re-referral. Awarded Providers shall also communicate and coordinate with outside service providers such as the VA and mental health clinics to support existing linkages that tenants may have.
- f. **Coordination with Operations Services:** Awarded Providers shall assist tenants in communicating with, responding to and meeting with Operations Services. This may include helping a tenant understand the meaning of messages/letters/warnings from Operations Services, helping a tenant write requests, responses or complaints, and participating in meetings between the tenant and Operations Services to facilitate communication.

Awarded Providers shall coordinate with Operations Services and external agencies to find creative ways to engage with tenants, as necessary. This may be the case if a tenant is experiencing challenges with their housing and is not inclined to proactively engage.

- g. **Wellness Checks:** Awarded Providers shall conduct Wellness Checks in accordance with HSH policy to assess a tenant's safety when there is a reason to the tenant is at immediate and substantial risk due to a medical and/or psychiatric emergency.
- h. **Support Groups, Social Events and Organized Activities:**
 - i. Awarded Providers shall provide tenants with opportunities to participate in organized gatherings for peer support, to gain information from presenters and each other, to form social connections with other tenants and staff, or to celebrate significant individual, holiday and community events. These events may be planned with or based on input from tenants and shall be held on-site at least once per week. Awarded Providers shall post and provide to tenants with a monthly calendar of events.
 - ii. Awarded Providers shall conduct monthly community meetings for tenants, in coordination with Operations Services, during which tenants may discuss building concerns and program ideas with representatives from both Support Services and Operations Services staff.

- iii. Awarded Providers shall provide age-appropriate programming for the priority population(s) served. For example, Awarded Providers serving families shall offer various activities to promote children’s mental, social and physical development. Age-appropriate activities for children may include academic tutoring, arts and crafts, athletic activities, field trips, and/or cultural and community events.
- i. Housing Stability Support: Awarded Providers shall outreach to and offer on-site services and/or referrals to all tenants who display indications of housing instability. Such indications include but are not limited to discontinuance from benefits, non-payment of rent, lease violations or warnings from Operations Services, and conflicts with staff or other tenants. Awarded Providers shall assist with the de-escalation and resolution of conflicts as needed.
- j. Clinical Services: Awarded Providers shall ensure that on-site Support Services staff has access to bi-monthly clinical supervision for case consultation. This allows staff to provide appropriate counseling and referral services to tenants with emerging and ongoing mental health issues.
- k. Exit Planning and After-Care Services: If a tenant is moving out of the building, Awarded Providers shall outreach to the tenant to engage in exit planning and support the tenant’s successful transition out of the program, and coordinate with Operations Services, as necessary. The exit plan shall depend on the tenant’s needs and preferences but may include establishing a link to outpatient case management as well as access to services in the community. Awarded Providers shall provide and/or coordinate aftercare services following a tenant’s exit from the program for up to 90 days or as indicated by tenant need.

2. Operations Services

Awarded Providers shall provide Operations Services to one or more of the priority populations described above. These services are essential to maintaining a safe, clean and secure housing environment where tenants may reside and use Support Services. Operations Services shall include, but are not limited to:

- a. Master Lessee: Awarded Providers at new program sites shall negotiate and enter into a Master Lease with the property owner. As Master Lease Lessee, the Awarded Provider shall:
 - i. Submit Master Lease payments to property owner;
 - ii. Coordinate with the property owner on regular maintenance items; and
 - iii. Schedule and manage follow up of regular asset management meetings to be attended by the Awarded Provider and HSH Real Estate staff for addressing ongoing capital needs, property owner’s Obligations, changes to the Approved Sublease, and other issues as per the Master Lease. Meetings shall be scheduled in coordination with HSH Real Estate staff.
- b. Program Applicant Selection and Intake: Awarded Providers shall follow the processes agreed upon by Awarded Provider, HSH, property owner, housing subsidy administrators, and/or other entities involved with referrals.
- c. Residential Lease Set-Up: Awarded Providers shall draft, provide and sign a rental agreement with each tenant at the time of move-in. The agreement shall include House Rules and other pertinent Lease Addenda. Awarded Providers are also expected to review their Grievance Policies/Procedures and HSH policies and procedures, such as the Wellness Check Policy, with tenants at the time of lease signing.

- d. Collection of Rents, Security Deposits, and Other Receipts: Awarded Providers shall collect and process rent and other housing-related payments made by tenants.
 - i. Awarded Providers shall communicate and coordinate with local, state and/or federal agencies, as needed to process rental subsidies.
 - ii. Awarded Providers shall assist with payment arrangements and ensure compliance with HSH requirements that tenants contribute up to 30 percent of their household income towards rent.
 - iii. For programs that require tenants to enroll in third party rent payment services, Awarded Providers shall complete and submit referral paperwork to the agency providing the service and notify HSH of any problems with the arrangement.
- e. Annual Tenant Re-certification: When required, Awarded Providers shall re-certify tenant income after each year of residence. This is generally done on the anniversary of a tenant's move-in date.
- f. Lease Enforcement, Written Notices and Eviction Prevention:
 - i. Awarded Providers shall provide written notice or warning to tenants to notify them of any issue that may affect ongoing tenancy including, but not limited to, failure to pay rent on time or in full, violations of House Rules and actions that are in violation of the rental agreement.
 - ii. When necessary, Awarded Providers shall provide notice to tenants of any actions related to the eviction process in accordance with laws in effect in San Francisco.
 - iii. Awarded Providers shall work with tenants, in conjunction with Support Services staff, to resolve issues that put tenants at risk of eviction.
 - iv. Awarded Providers shall copy appropriate Support Services staff on all communications.
- g. Building Service Payments: Awarded Providers shall set up and manage utility accounts and services related to the property, including but not limited to communications, alarms/security, fire alarm monitoring, garbage, water, and pest control. This may include elevator maintenance, as required.
- h. Building Maintenance: Awarded Providers shall maintain the facility in sanitary and operable condition, post protocol and forms for tenants' requests for maintenance or repairs, and respond to requests in a timely manner. Building maintenance shall include the following services:
 - i. Janitorial services in common areas, offices, and shared-use restroom and shower facilities;
 - ii. Regular removal of garbage/trash from designated trash areas and maintenance of these areas as clean and functional;
 - iii. Pest control services, as needed;
 - iv. Maintenance and repair of facility systems, plumbing, electrical, safety issues;
 - v. Building security;
 - vi. Preparation of apartments for tenants move-in and move-out; and
 - vii. Coordination of building maintenance with on-site Support Services staff and In-Home Support Services (IHSS) providers.
- i. Wellness Checks: Awarded Providers shall conduct Wellness Checks in accordance with HSH policy to assess a tenant's safety when there is a reason to believe a tenant is at immediate and substantial risk due to a medical and/or psychiatric emergency.

- j. Front Desk Coverage: Awarded Providers shall provide front desk coverage 24 hours per day, seven days per week.
- k. Record-Keeping and Reporting: Awarded Providers shall maintain confidential tenant files that contain eligibility documentation, signed lease agreement and lease addenda, and documentation of rent collection and other Operations Services, including but not limited to, lease violations letters, legal notices, reasonable accommodations paperwork, and incident reports as part of overall program compliance.
- l. Compliance with Regulations:
 - i. Awarded Providers shall coordinate with the Department of Building Inspection (DBI), the Department of Public Health (DPH), and/or other City agencies to complete all required inspections of the housing site prior the start of the program.
 - ii. Awarded Providers shall comply with requirements for ongoing facility inspections.
 - iii. For program sites that receive HUD funding:
 - Awarded Providers shall ensure that residential buildings meet Housing Quality Standards (HQS) and pass all required HQS inspections upon unit turnover and coordinate with the subsidy administrator to schedule HQS inspections; and
 - Awarded Providers shall notify subsidy administrator of tenant lease violations, including housing exits, in a timely manner.
 - Awarded Providers serving tenants enrolled in VASH shall continuously communicate with the VA.
- m. Program Exit Planning and After-care: Awarded Providers shall alert Support Services staff when tenants give notice to leave housing and shall keep a record of each tenant's forwarding address. Awarded Providers shall collaborate with Support Services staff to support a tenant's successful transition from the program. In addition, Awarded Providers shall support tenants seeking to move out of Permanent Supportive Housing with any necessary paperwork, including applications for the Moving On Initiative (MOI).

F. Service Requirements & Expectations

1. Best Practice & Service Approach

Awarded Providers shall incorporate best practices in homeless crisis response, as well as the concepts articulated in HSH's Strategic Framework, including:

- a. Delivery of trauma-informed care assistance to maximize self-sufficiency for people experiencing homelessness in San Francisco, to reduce the timeline from first encounter to housing placement, and ensure that households are not subject to redundant or unnecessary access barriers;
- b. Delivery of a harm reduction model philosophy whenever possible;
- c. Flexibility and adaptability as the system is refined;
- d. Collaboration to build and maintain strong and effective working partnerships with the neighborhood and community services;
- e. The ability to communicate how the system works to people experiencing homelessness, providers, and the public;
- f. A problem-solving approach to ending homelessness and to adopt a strengths-based and tenant-centered approach to all aspects of service delivery;
- g. Housing First principles: everyone is housing ready and there should be no barriers or service participation requirements imposed on people experiencing homelessness as a condition for entering housing;

- h. A systems-thinking approach, understanding that all the work funded by HSH is designed to streamline access to housing for people experiencing homelessness;
 - i. Strong data management capacity and a willingness to use data on a continuous basis to inform and improve practice;
 - j. Seeking and collection of feedback from tenants;
 - k. Collaboration with the San Francisco HRS for continuous quality improvement;
 - l. Mindfulness about the racism and bias that has disproportionately created homelessness among people of color; members of the lesbian, gay, bisexual, transgender, and questioning (LGBTQ) community; individuals involved with justice and/or foster care systems; victims of sexual trafficking and exploitation; and people with disabilities to combat discrimination and integrate equity in staffing, staff development and training, program approach and the approach to data and outcomes; and
 - m. Limiting or eliminating administrative burdens on people experiencing homelessness in San Francisco to the maximum extent possible.
2. Awarded Providers providing Support Services are expected to maintain a 1:25 ratio of Case Managers to tenants newly referred by HSH. For continuing program sites that do not yet meet the minimum staffing ratio, Awarded Providers shall work with HSH to increase staffing capacity until this ratio is achieved⁸.
 3. Awarded Providers are expected to maintain a good working relationship with other service providers, HSH, and all other agencies involved in program operations to ensure communication and coordination that supports program goals.
 4. Possession of Licenses/Permits: Awarded Providers warrant the possession of all licenses and/or permits required by the laws and regulations of the United States, the State of California, and the City to provide the Services. Failure to maintain these licenses and permits shall constitute a material breach of grant agreements.
 5. Awarded Providers shall obtain and maintain all required staff health screenings and certifications, including, but not limited to, staff Tuberculosis testing, CPR/First Aide and AED certifications.
 6. Admission Policy: Admission policies for the 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 tenants are accepted for care without discrimination on the basis of race, color, creed, religion, sex, age, national origin, ancestry, sexual orientation, gender identification, disability, or AIDS/HIV status.
 7. Grievance Procedure: Awarded Providers agree to establish and maintain a written Grievance Procedure for tenants, which shall include the following elements, as well as others that may be appropriate to the services:
 - 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 tenant can expect a response; and
 - d. HSH Program Manager's contact information for the tenant to contact after the tenant has exhausted the Awarded Provider's internal Grievance Procedure.

Awarded Providers shall, at program entry, review and provide a copy of this procedure, and any amendments, to each tenant and obtain a signed copy of the form, which must be maintained in the tenant's file. Additionally, Awarded Providers shall provide a copy of the procedure and any amendments to the HSH Program Manager or his/her designated agent.

8. Annual Survey: Awarded Providers shall utilize a written anonymous survey of tenants at least once a year to gather feedback about the quality of services and to assess their awareness of services. Awarded Providers shall publicize the survey and offer all tenants the opportunity to provide feedback.
9. Awarded Providers shall adhere to all applicable Critical/Significant Incident policies, including those regarding relevant and appropriate emergency notifications and submission of written reports to HSH.
10. Awarded Providers shall attend all meetings as required by HSH.
11. Awarded Providers shall participate, as required by HSH, in City, State and/or Federal government evaluative studies designed to show the effectiveness of Awarded Provider services. Awarded Providers agree 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 Awarded Providers within 30 working days of receipt of any evaluation report and such response will become part of the official report.
12. Awarded Providers shall maintain confidential tenant files that document the services and supportive work provided for the purpose of tracking and reporting objectives and outcomes.
13. Any information shared between Awarded Providers, HSH and other providers about tenants shall be communicated in a secure manner, with appropriate release of consent forms and in compliance with Health Insurance Portability and Accountability Act (HIPAA) guidelines. Awarded Providers shall comply with HSH policies regarding the protection of private health information as required by its agreement with the City.
14. Awarded Providers providing Support Services shall establish written Memoranda of Understanding (MOUs) with Operations Services and Subcontractors, as required by HSH.
 - a. HSH must approve all new and renewal MOUs as well as any new subcontracting or collaborative relationships not originally identified in the grant application.
15. Awarded Providers recognize that funding for these services may be provided to the City through federal, state or private foundation awards. Awarded Providers agree to comply with the provisions of the funding sources.
16. Awarded Providers agree that funds received from a source other than the City to defray any portion of the reimbursable costs allowable under the awarded grants shall be reported to the City and deducted by Awarded Providers from their billings to the City to ensure that no portion of the City's reimbursement to Awarded Providers is duplicated.
17. Good Neighbor Policies: Awarded Providers shall maintain a good relationship with the neighborhood, including:
 - a. Working with the neighborhood to ensure that neighboring concerns about the building are heard and addressed;

- b. Working closely with HSH and other relevant agencies to ensure that neighborhood concerns are addressed;
- c. Having a representative of the Awarded Provider attend all appropriate neighborhood meetings; and
- d. Actively discouraging loitering in the area surrounding the building.

G. Service and Outcome Objectives

The purpose of objectives is to measure the quantity and quality of services provided and to assess how well these services lead to intended outcomes. Both quantitative and qualitative analysis may be applied to measure program efficiency and effectiveness. Grant agreements may also include objectives mandated by the funding sources.

Objectives will be measured by reported data as specified in **Section H. Reporting Requirements** and/or via program monitoring. In measuring these areas, a balance will be created between the value of the information and the time and effort required to collect the information.

Service Objectives

As grant agreements are established with Awarded Providers, HSH will develop service objectives for each program to describe our expectations around the quantity and quality of services provided. Providers will be held accountable to meeting service objectives as they represent essential inputs tied to proposed program outcomes.

Service objectives may include:

- Number of unduplicated tenants to be served in a specified period;
- Number of unduplicated tenants that will receive specific types of services;
- Number of services provided by service type;
- Vacancy rates and length of time units remain vacant;
- Volume or quantity of services to be provided; and/or
- Timeliness or frequency of service provision.

Outcome Objectives

HSH will develop outcome objectives for each program to measure the change we hope to see in the tenant, community, or system as a result of the program. Certain outcome objectives will be calculable using tenant-level data collected from each program. HSH will clearly define outcome objectives to be reported and/or calculated in the final grant agreement.

Outcome objectives may include:

- Reduction in the length of time a person remains homeless;
- Long term housing stability (extent to which tenants placed in supportive housing remain stably housed within a given time period);
- Reduction in the rate of returns to homelessness; and/or
- Improvements to tenants' well-being and self-sufficiency.

H. Reporting Requirements

HSH is working to integrate all programs and legacy databases into the ONE System. Awarded Providers are expected to 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. HSH will not provide data uploads into the ONE System on behalf of Awarded Providers. Reporting requirements may vary by program, service type, priority population

and/or funding source. Awarded Providers shall submit reports in a timely manner using templates or formats specified by HSH.

1. When required by HSH, Awarded Providers shall submit the monthly, quarterly and/or annual metrics into either the CARBON database, via secure email, or through uploads to an FTP site. HSH will provide clear instructions to all Awarded Providers regarding the correct mechanism for sharing data.
2. When required by HSH, Awarded Providers shall provide regular reports of activities, referencing the tasks as described in the Service and Outcome Objectives sections of grant agreements. Reports may also include accomplishments and challenges encountered by Awarded Providers.
3. Awarded Providers shall provide Ad Hoc reports as required by HSH and respond to programmatic requests by HSH in a timely manner. Any information shared between Awarded Providers, HSH and other providers about tenants shall be communicated in a secure manner, with appropriate release of consent forms and in compliance with HIPAA guidelines.

I. As-Needed Services

Subject to the City's approval, the grant(s) awarded under this RFQ may be amended in accordance with City requirements to include additional services by Awarded Providers as needed by the City and for services related to the scope of work described in this RFQ. The scope and cost of as-needed services will be negotiated.

3. Pre-Response Information

A. Pre-Response Conference Attendance and Pre-Registration

Respondents are encouraged to attend the Pre-Response conference. To register, please email Kimberley.Norman@sfgov.org with the name of your organization(s) and number of attendees by January 7, 2019, 5:00 pm.

At the Pre-Response Conference, HSH will provide an overview of the RFQ package, submission requirements, and a question and answer portion.

B. Pre-Response Conference Time and Location

The Pre-Response Conference will be held at the date and time specified below.

January 8, 2019, 2:30 pm
Department of Homelessness and Supportive Housing
1360 Mission St., Ste. 200
San Francisco, CA 94103

Topics already covered will not be repeated for the benefit of late arrivals. Failure to attend the Pre-Response Conference shall not excuse the successful Respondent from any obligations of the grant agreement.

C. RFQ Questions Deadline

Upon conclusion of the Pre-Response Conference, questions or requests for interpretation will only be accepted by email to Kimberley.Norman@sfgov.org until the RFQ Questions Deadline, January 9, 2019, 5:00 pm.

Respondent-specific questions about compliance with the City’s vendor requirements in **Section 9. Standard City Vendor Forms**, are not subject to the above deadline and may still be asked and answered by the contact designated in this RFQ.

D. RFQ Answers and Clarifications

A summary of the clarifications, questions and answers pertaining to this RFQ will be posted on the Office of Contract Administration’s Bid and Contracts website:

<http://mission.sfgov.org/OCABidPublication>. From the search by category, select “Consultants and Professional Services” and then the link for this RFQ.

It is the responsibility of each Respondent to check for any RFQ Addenda, Question and Answer postings, and other updates posted regarding this RFQ.

4. Response Submission Requirements

A. Time and Place for Submission of Responses

Responses and all related materials (completed Appendices 1 and 2 comprising the response), both in electronic and hard copy format as detailed below, must be received by January 23, 2019, 12:00 pm.

1. Electronic PDF Responses

Respondents shall submit one electronic PDF file of the response to the RFQ Kimberley.Norman@sfgov.org. The electronic file title should include the RFQ number, the Respondent name, and the number of files submitted (i.e. 1 of 4).

2. Hard Copy Responses

Respondents shall deliver or mail five hard copies of responses to:

Kimberley Norman

Department of Homelessness and Supportive Housing
1360 Mission Street, Suite 200
San Francisco, CA 94103

Postmarks will not be considered in judging the timeliness of submissions. Responses submitted solely by email will not be accepted. Responses submitted by fax will not be accepted. Late submissions will not be considered, including those submitted late due to mail or email delivery failure. Supplemental documents or revisions after the Responses Deadline will not be accepted.

B. Response Submission Format

Respondents must submit a response, comprised of Appendix 1: Response Template and Appendix 2: Budget Template Workbook, in the order and format specified. This is necessary so that all responses can receive fair and consistent evaluation. Responses that do not follow the required format will not be considered. Information must be at a level of detail that enables effective evaluation by the Evaluation Panel. All Respondents must ensure that the response addresses Selection criteria for Awarded Providers in **Section 5. Selection of Awarded Providers**.

Respondents must print double-sided to the extent possible and bind responses copies with a binder clip, rubber band, or single staple. Response **must not** be bound with spiral binding, glued binding, or

anything similar. For word processing documents, it is preferred that text is unjustified (i.e., with a ragged-right margin); Times New Roman 12 font.

C. Response Contents

Respondents must complete and submit a response, comprised of:

- Appendix 1: Response Template; and
- Appendix 2A: Budget Template Workbook for Continuing Sites or Appendix 2B: Budget Template Workbook for New Sites; and
- Any requested attachments.

Using Appendix 1: Response Template, Respondents proposing to serve continuing and new sites may use one Appendix 1: Response Template for both continuing and new sites. Respondents must complete and submit the following:

1. Response Cover Page

- 1.1 Respondent Information: Organization Name, Federal ID Number, Address, Director and Contact Name, Email and Phone, Annual Proposed Budget Amount, Subcontractor Information, Proposed Site(s)/Services
- 1.2 Certifications

2. Minimum Qualifications:

Respondents proposing to serve continuing sites must demonstrate that they meet Minimum Qualifications 2.1 to 2.3. Respondents proposing to serve new sites must demonstrate they meet Minimum Qualifications 2.1. to 2.4.

When listing experience, Respondents must include the prior or current program name; funder name; funder contact name, title and email; and the start/end dates. If a Subcontractor will be used, Respondents must identify the Subcontractor and how it meets the Minimum Qualifications.

- 2.1 Respondents must have at least five years of experience providing the services required at the site(s) the Respondent is proposing to serve within the past seven years; Respondents proposing to provide services at sites where both Support Services and Operations Services are indicated must have at least five years of experience providing each type of service. If a Subcontractor will be responsible for a service component, the Respondent must show that the Subcontractor meets minimum experience requirements for that service.
- 2.2 Respondents must have at least five years of experience working with individuals and/or families experiencing homelessness and/or formerly homeless populations.
- 2.3 Respondents must have at least five years of experience providing responsive services to diverse individuals and/or families, including Black, Latino and LGBTQ tenants, within the past seven years.
- 2.4 If Respondent is proposing to provide services at new sites, Respondents must have at least five years of experience directly holding a Master Lease or serving as the primary steward of a Master Lease.

3. Organizational Capability and Experience

Respondents proposing to serve continuing sites must respond to 3.1. Respondents proposing to serve new sites must respond to 3.1 and 3.2.

- 3.1 Describe the agency's experience delivering the services required at the site(s) the Respondent is proposing to serve, and the agency's organizational capability and infrastructure to deliver the services described in the RFQ.

3.2 If the Respondent is proposing to serve new sites, describe the agency's experience holding or serving as the primary steward of a Master Lease, including responsibilities related to lease enforcement and negotiations with the property's owner.

4. Program Plan

For Respondents proposing to provide services at **continuing and new sites**, Respondents must address items 4.1 to 4.3. For Respondents proposing to serve sites that require Operations Services (**new sites and 2524 Mission Street**), Respondents must respond to 4.4.

4.1 Describe the agency's plan to provide the services required at the proposed site(s). Make note of any challenges and barriers that may arise, and how the agency plans to mitigate such issues, including how it plans to ensure continuity of services for tenants.

4.2 Describe the agency's plan to integrate best practices and HSH's Strategic Framework into services.

4.3 Describe the agency's proposed staffing structure and coverage, including brief job descriptions, qualifications, training, supervision system, and quality assurance plan. The ratio of Case Managers to tenants should be at least 1:25. If a Respondent proposing to serve tenants at a continuing program site believes that it cannot meet this standard by the time the agreement term begins, describe the agency's plan to increase Support Services staffing capacity until this ratio is achieved.

4.4 If proposing to provide Operations Services, describe the agency's plan to provide 24-hour front desk coverage.

5. Budget and Budget Narrative

For each site a Respondent is proposing to serve, Respondents must complete and submit the appropriate Budget Template Workbook. As Workbooks have been pre-programmed with computational formulas, Respondents should enter text or figures in the designated yellow-highlighted cells only.

Continuing Program Sites

For each continuing site a Respondent is proposing to serve, use Appendix 2A: Budget Template Workbook for Continuing Program Sites to provide a three-year budget for all services required at that site (e.g., Support Services only or Support Services and Operations Services). Figures entered in the first term year column will auto-populate in second and third year columns.

New Program Sites

If a Respondent is proposing to serve one or more new program sites, use one Appendix 2B: Budget Template Workbook for New Sites to provide an estimated budget for Support Services and/or Operations Services at a single site for one year. Be sure to include and clearly label any one-time startup costs that will be incurred prior to tenant move-in as "one-time" in the relevant budget line item (such as cleaning, IT infrastructure, etc.), and provide justification for those costs in the Budget Narrative tab.

As new program site details are not yet available, please base budget estimates on the following assumptions:

- The program site is a building with 100 SRO Units;
- The building has 25 percent private and 75 percent shared shower and restroom facilities;
- The program serves 100 single adults who meet Tier V criteria; and
- The annual budget for Support Services is ~~\$5,293~~ **\$5,383 per unit**.

- 5.1 Using the Salary, Operating and Capital tabs of the spreadsheet, as appropriate, list direct expenses for all proposed costs.
- Salaries, Operating and Capital Expenditure are direct costs and must be clearly and easily attributable to the program.
 - If a Subcontractor will be used to provide program services, provide a brief explanation of the Subcontractor arrangement, as well as a budget breakdown. Please note the total Subcontractor budget amount should appear on the Operating tab under the Subcontractor section.
 - List the indirect cost rate on the Summary tab. Please note that indirect rates are not allowable on Subcontractor or capital expenditures, aid payments, other direct voucher payments, or any stipend, subsidy or expense paid on behalf of a tenant (i.e., security deposit, rental payment assistance, transportation vouchers, etc.). These examples are not intended to be a comprehensive list.
 - If rental income is expected, estimate the annual amount and include it in the “Other Revenue” section at the bottom of the Summary tab.
- 5.2 Complete the Budget Narrative tab, to clearly explain the basis for each expense listed on the Salaries, Operating and Capital Detail tabs, as appropriate. The Budget Narrative should provide calculations supporting the amount allocated to each budget line item.
- 5.3 Attach a Cost Allocation Plan.

A Cost Allocation Plan is required. Respondents should follow cost allocation guidelines for nonprofit entities, as applicable, that largely follow those described by Generally Accepted Accounting Principles (GAAP) and in Federal OMB Circular A-122. The plan should include how indirect costs were calculated. A response submitted without a Cost Allocation Plan may be considered non-responsive.

5. Selection of Awarded Providers

This section describes the guidelines to be used for analyzing and evaluating responses. It is the City’s intent to select Awarded Providers that will provide the highest quality of program services to the City within the available funding. Respondent(s) selected for agreement negotiations are not guaranteed a grant. This RFQ does not in any way limit the City’s right to solicit grant agreements or contracts for similar or identical services.

A. Minimum Qualifications

The Respondent must clearly demonstrate that it meets the Minimum Qualifications to be considered for evaluation. The Respondent’s responses to Minimum Qualifications in Appendix 1: Response Template will be reviewed on a pass/fail basis to determine eligibility for response evaluation only.

The Minimum Qualifications determination will be solely based on the information submitted by the Respondent in Appendix 1, Section 2. Insufficient or incomplete information will result in a response being considered non-responsive. Responses of “To be provided upon request” or “To be determined” or “Confidential” or the like, or that do not otherwise provide the information requested (e.g., left blank) are not acceptable. Any response that does not demonstrate that the Respondent meets the Minimum Qualifications required for its proposed services will be issued a notice of non-responsiveness and will not be evaluated or eligible for grant award under this RFQ.

The City reserves the right to request clarifications from Respondents prior to rejecting a response for failure to meet the Minimum Qualifications. Clarifications are limited exchanges between the City and Respondent and will not provide a Respondent the opportunity to revise or modify its response.

B. Response Evaluation (100 total possible points)

HSH intends to award grants to providers that it considers will provide the best overall program services at a reasonable pricing structure. HSH reserves the right to accept other than the lowest priced offer and to reject any Responses that are not responsive to this RFQ. If more than one response per program site is received, responses will be evaluated by an Evaluation Panel. Respondents proposing to serve new, non-currently operational sites can be qualified based on their responses to this RFQ. The City intends to evaluate the responses generally in accordance with the criteria itemized below and award the highest scoring Respondents.

Organizational Capability and Experience (40 points)

- The agency clearly demonstrates that it has the experience, organizational capability and infrastructure to successfully provide the proposed services to the priority populations and has an understanding of the issues faced by the priority population(s).
- If the Respondent is proposing to Master Lease one or more program sites covered by this RFQ, the agency clearly demonstrates that it has the expertise and in-house capacity to hold a Master Lease to a Permanent Supportive Housing site.

Program Plan (30 points)

- The agency's plan is clear, reasonable and will ensure continuity of services to tenants. In its plan, the agency anticipates and thoughtfully addresses likely challenges and barriers to implementation, including how it intends to mitigate or resolve them.
- The proposed plan clearly demonstrates that the agency understands and plans to integrate best practices and HSH's Strategic Framework into the program.
- The proposed plan is clear, is consistent with the required staffing ratio and supervision requirements to provide the services in this RFQ. For continuing program sites, if the ratio of Case Managers to tenants is lower than 1:25, the response includes a cost-effective and reasonable plan to meet this standard.

Budget Template Workbook (30 points)

- The proposed budget is reasonable; reflects good allocation of resources; and matches the program requirements; and matches the proposed staffing structure.
- The proposed staffing structure is clear, reasonable, and is well matched to the services required in the RFQ. The ratio of Case Managers to tenants is at least 1:25 for all new program sites.
- The Budget Narrative is clear and provides justification for budget line items.

6. Terms and Conditions for Receipt of Responses

A. Errors and Omissions in RFQ

Respondents are responsible for reviewing all portions of this RFQ. Respondents are to promptly notify the Department, in writing, if the Respondent discovers any ambiguity, discrepancy, omission, or other error in the RFQ. Any such notification should be directed to the Department promptly after discovery, but in no event later than 72 hours prior to the Responses Deadline.

B. Inquiries Regarding RFQ

Respondents shall submit all questions concerning this RFQ, scope of services or requirements in writing by email only before the RFQ Questions Deadline and directed to: Kimberley.Norman@sfgov.org. All Respondent questions concerning the RFQ process must be submitted no later than 72 hours prior to the Responses Deadline.

C. Objections to RFQ Terms

Should a Respondent object on any ground to any provision or legal requirement set forth in this RFQ, the Respondent must, not less than 72 hours prior to the Responses Deadline, provide written notice to the Department setting forth with specificity the grounds for the objection. The failure of a Respondent to object in the manner set forth in this paragraph shall constitute a complete and irrevocable waiver of any such objection.

D. Change Notices

The Department may modify the RFQ, prior to the Responses Deadline, by issuing Addenda to the RFQ, which will be posted at <http://mission.sfgov.org/OCABidPublication>. The Respondent shall be responsible for ensuring that its response reflects any and all Addenda issued by the Department prior to the Responses Deadline regardless of when the response is submitted. Therefore, the City recommends that the Respondent consult the website frequently, including shortly before the Responses Deadline, to determine if the Respondent has downloaded all RFQ Addenda. It is the responsibility of the Respondent to check for any Addenda, Questions and Answers, and updates, which will be posted on the City's Bid and Contracts website:

<http://mission.sfgov.org/OCABidPublication>.

E. Term of Response

Submission of a response signifies that the proposed services and prices are valid for 180 calendar days from the Responses Deadline and that the quoted prices are genuine and not the result of collusion or any other anti-competitive activity. At Respondent's election, the response may remain valid beyond the 180-day period in the circumstance of extended negotiations.

F. Revision of Response

A Respondent may revise a response on the Respondent's own initiative at any time before the Responses Deadline. The Respondent must submit the revised response in the same manner as the original. A revised response must be received on or before, but no later than the Responses Deadline.

In no case will a statement of intent to submit a revised response, or commencement of a revision process, extend the Responses Deadline for any Respondent. At any time during the response evaluation process, the Department may require a Respondent to provide oral or written clarification of its response. The Department reserves the right to make an award without further clarifications of Responses received.

G. Errors and Omissions in Response

Failure by the Department to object to an error, omission, or deviation in the response will in no way modify the RFQ or excuse the Respondent from full compliance with the specifications of the RFQ or any grant awarded pursuant to the RFQ.

H. Financial Responsibility

The City accepts no financial responsibility for any costs incurred by a Respondent in responding to this RFQ. Submissions of the RFQ will become the property of the City and may be used by the City in any way deemed appropriate.

I. Respondent's Obligations under the Campaign Reform Ordinance

Respondents must comply with Section 1.126 of the S.F. Campaign and Governmental Conduct Code, which states:

No person who contracts with the City and County of San Francisco for the rendition of personal services, for the furnishing of any material, supplies or equipment to the City, or for selling any land or building to the City, whenever such transaction would require approval by a City elective officer, or the board on which that City elective officer serves, shall make any contribution to such an officer, or candidates for such an office, or committee controlled by such officer or candidate at any time between commencement of negotiations and the later of either (1) the termination of negotiations for such contract, or (2) three months have elapsed from the date the contract is approved by the City elective officer or the board on which that City elective officer serves.

If a Respondent is negotiating for a contract that must be approved by an elected local officer or the board on which that officer serves, during the negotiation period the Respondent is prohibited from making contributions to:

- The officer's re-election campaign;
- A candidate for that officer's office; and
- A committee controlled by the officer or candidate.

The negotiation period begins with the first point of contact, either by telephone, in person, or in writing, when a contractor approaches any city officer or employee about a particular contract, or a city officer or employee initiates communication with a potential contractor about a contract. The negotiation period ends when a contract is awarded or not awarded to the contractor. Examples of initial contacts include: (1) a vendor contacts a city officer or employee to promote himself or herself as a candidate for a contract; and (2) a city officer or employee contacts a contractor to propose that the contractor apply for a contract. Inquiries for information about a particular contract, requests for documents relating to a Request for Qualifications, and requests to be placed on a mailing list do not constitute negotiations.

Violation of Section 1.126 may result in the following criminal, civil, or administrative penalties:

1. Criminal. Any person who knowingly or willfully violates section 1.126 is subject to a fine of up to \$5,000 and a jail term of not more than six months, or both.
2. Civil. Any person who intentionally or negligently violates section 1.126 may be held liable in a civil action brought by the civil prosecutor for an amount up to \$5,000.
3. Administrative. Any person who intentionally or negligently violates section 1.126 may be held liable in an administrative proceeding before the Ethics Commission held pursuant to the Charter for an amount up to \$5,000 for each violation.

For further information, Respondents should contact the San Francisco Ethics Commission at (415) 581-2300.

J. Sunshine Ordinance

In accordance with S.F. Administrative Code Section 67.24(e), Respondents' bids, responses to RFQs and all other records of communications between the City and persons or firms seeking contracts shall be open to inspection immediately after a contract has been awarded. Nothing in this provision requires the disclosure of a private person's or organization's net worth or other proprietary financial data submitted for qualification for a contract or other benefits until and unless that person or organization is awarded the contract or benefit. Information provided which is covered by this paragraph will be made available to the public upon request.

K. Public Access to Meetings and Records

If a Respondent is a non-profit entity that receives a cumulative total per year of at least \$250,000 in City funds or City-administered funds and is a non-profit organization as defined in Chapter 12L of

the S.F. Administrative Code, the Respondent must comply with Chapter 12L. The Respondent must include in its response (1) a statement describing its efforts to comply with the Chapter 12L provisions regarding public access to Respondent's meetings and records, and (2) a summary of all complaints concerning the Respondent's compliance with Chapter 12L that were filed with the City in the last two years and deemed by the City to be substantiated. The summary shall also describe the disposition of each complaint. If no such complaints were filed, the Respondent shall include a statement to that effect. Failure to comply with the reporting requirements of Chapter 12L or material misrepresentation in Respondent's Chapter 12L submissions shall be grounds for rejection of the response and/or termination of any subsequent grant agreement reached on the basis of the response.

L. Reservations of Rights by the City

The issuance of this RFQ does not constitute an agreement by the City that any grant will actually be entered into by the City. The City expressly reserves the right at any time to:

4. Waive or correct any defect or informality in any response or response procedure;
5. Reject any or all responses;
6. Reissue a Request for Qualifications;
7. Prior to submission deadline for responses, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this RFQ, or the requirements for contents or format of the responses;
8. Procure any materials, equipment or services specified in this RFQ by any other means; or
9. Determine that no project will be pursued.

M. No Waiver

No waiver by the City of any provision of this RFQ shall be implied from any failure by the City to recognize or take action on account of any failure by a Respondent to observe any provision of this RFQ.

N. Local Business Enterprise Goals and Outreach

Due to county, federal and state funding for these services, Local Business Enterprise (LBE) bid discounts will not be used in this RFQ.

O. Compliance with Previous Grant and Contract Requirements

Agencies submitting responses that have previously been granted by the City and County of San Francisco and/or Federal agencies to provide goods and/or services must successfully demonstrate compliance with performance/monitoring requirements specified in previous grants and/or contracts (corrective actions) in order to be considered responsive to this RFQ. Documented failure to correct performance/monitoring deficiencies identified in past City and County contracts or grant agreements may result in disqualification from participating in this RFQ.

P. Other Terms and Conditions

The selection of any Respondent for grant agreement negotiations shall not imply acceptance by the City of all terms of any response to this RFQ, which may be subject to further negotiation and approvals by the City.

If a satisfactory grant agreement cannot be negotiated in a reasonable time with the selected Respondent, then the City, in its sole discretion, may terminate negotiations and begin grant agreement negotiations with the next highest scoring Respondent or may continue competition among remaining Respondents without reinitiating the RFQ process.

The City reserves the right at any time to approve, disapprove, or modify proposed staffing, plans, timelines and deliverables, provided that all modifications are within the scope of services sought by this RFQ.

This RFQ does not in any way limit the City's right to solicit grant agreements or contracts for similar or identical services if, in the City's sole and absolute discretion, it determines the responses submitted for this RFQ are inadequate to satisfy its needs.

7. City Agreement Requirements

A. Standard Agreement Provisions

The successful Respondent will be required to enter into a grant agreement. Failure to timely execute the agreement, or to furnish any and all insurance certificates and policy endorsement, surety bonds or other materials required in the agreement, shall be deemed an abandonment of a grant offer. The City, in its sole discretion, may select another Respondent.

B. Nondiscrimination in Contracts and Benefits

The successful Respondent will be required to agree to comply fully with and be bound by the provisions of Chapters 12B and 12C of the San Francisco Administrative Code. Generally, Chapter 12B prohibits the City and County of San Francisco from entering into contracts or leases with any entity that discriminates in the provision of benefits between employees with domestic partners and employees with spouses, and/or between the domestic partners and spouses of employees. The Chapter 12C requires nondiscrimination in contracts in public accommodation. Additional information on Chapters 12B and 12C is available on the CMD's website at <http://sfgov.org/cmd/>.

C. Minimum Compensation Ordinance (MCO)

The successful Respondent will be required to agree to comply fully with and be bound by the provisions of the Minimum Compensation Ordinance (MCO), as set forth in S.F. Administrative Code Chapter 12P. Generally, this Ordinance requires City contractors and grantees to provide employees covered by the Ordinance who do work funded under the agreement with hourly gross compensation and paid and unpaid time off that meet certain minimum requirements. For the amount of hourly gross compensation currently required under the MCO, see www.sfgov.org/olse/mco. Note that this hourly rate may increase on January 1 of each year and that Awarded Providers will be required to pay any such increases to covered employees during the term of the grant agreement. Additional information regarding the MCO is available on the web at www.sfgov.org/olse/mco.

D. Health Care Accountability Ordinance (HCAO)

The successful Respondent will be required to agree to comply fully with and be bound by the provisions of the Health Care Accountability Ordinance (HCAO), as set forth in S.F. Administrative Code Chapter 12Q. Respondents should consult the San Francisco Administrative Code to determine their compliance obligations under this chapter. Additional information regarding the HCAO is available on the web at www.sfgov.org/olse/hcao.

E. First Source Hiring Program (FSHP)

If a contract is for more than \$50,000, then the First Source Hiring Program (Admin. Code Chapter 83) may apply. Generally, this ordinance requires contractors to notify the First Source Hiring Program of available entry-level jobs and provide the Workforce Development System with the first opportunity to refer qualified individuals for employment.

Awarded Providers should consult the San Francisco Administrative Code to determine their compliance obligations under this chapter. Additional information regarding the FSHP is available on at <http://oewd.org/first-source> and from the First Source Hiring Administrator, (415) 701-4848.

F. Conflicts of Interest

The successful Respondent will be required to agree to comply fully with and be bound by the applicable provisions of state and local laws related to conflicts of interest, including Section 15.103 of the City's Charter, Article III, Chapter 2 of City's Campaign and Governmental Conduct Code, and Section 87100 et seq. and Section 1090 et seq. of the Government Code of the State of California. The successful Respondent will be required to acknowledge that it is familiar with these laws; certify that it does not know of any facts that constitute a violation of said provisions; and agree to immediately notify the City if it becomes aware of any such fact during the term of the agreement.

Individuals who will perform work for the City on behalf of the successful Respondent might be deemed consultants under state and local conflict of interest laws. If so, such individuals will be required to submit a Statement of Economic Interests, California Fair Political Practices Commission Form 700, to the City within ten calendar days of the City notifying the successful Respondent that the City has selected the Respondent.

G. Insurance Requirements

Upon award, Awarded Providers shall provide a copy of current insurance certificate naming the City as Additional Insured in a separate endorsement page, or submit evidence that it can obtain the following coverage and name the City as Additional Insured: (1) Workers' Compensation, in statutory amounts, with Employers' Liability Limits not less than \$1,000,000 each accident, injury or illness; (2) Commercial General Liability Insurance with limits not less than \$1,000,000 each occurrence Combined Single Limit for Bodily Injury and Property Damage, including Contractual Liability, Personal Injury, Products and Completed Operations; (3) Commercial Automobile Liability Insurance with limits not less than \$1,000,000 each occurrence Combined Single Limit for Bodily Injury and Property Damage, including Owned, Non-Owned and Hired auto coverage, as applicable; and (4) Professional Liability Insurance for negligent acts, errors or omission with respect to professional or technical services with limits not less than \$1,000,000 for each claim.

H. Compliance with Municipal Codes

Awarded Providers that do not comply with laws set forth in San Francisco's Municipal Codes may be unable to enter into an agreement with the City. Some of the laws are included in this RFQ.

I. Companies Headquartered in Certain States

Respondents awarded grants through this RFQ are subject to the requirements of Administrative Code Chapter 12X, which prohibits the City from entering into contracts with companies headquartered in states with laws that perpetuate discrimination against LGBT populations or where any or all of the work on the grant agreement will be performed in any of those states. Respondents are hereby advised that Respondents which have their United States headquarters in a state on the Covered State List, as that term is defined in Administrative Code Section 12X.3, or where any or all of the work on the grant agreement will be performed in a state on the Covered State List may not enter into grant agreements with the City. A list of states on the Covered State List is available at the website of the City Administrator.

8. Protest Procedures

The City reserves the right to proceed with its Awarded Provider selection and/or negotiation process during any protest period. The City will cease its Awarded Provider selection process only if and when it receives a notification of decision that is in favor of the protester.

A. Protest of Non-Responsiveness Determination

Within five business days of the City's issuance of a notice of non-responsiveness, any Respondent that has submitted a response and believes that the City has incorrectly determined that its response is non-responsive may submit a written notice of protest by email (fax is not acceptable). Such notice of protest must be received by the City on or before the fifth (5th) business day following the City's issuance of the notice of non-responsiveness. The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the Respondent, and must cite the law, rule, local ordinance, procedure or RFQ provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

B. Protest of Grant Award

Within five business days of the City's issuance of a notice of intent to award grant(s) under this RFQ, any Respondent that has submitted a responsive response, and believes that the City has incorrectly selected another Respondent for award, may submit a written notice of protest by email (fax is not acceptable). Such notice of protest must be received by the City on or before the fifth (5th) business day after the City's issuance of the notice of intent to award a grant(s).

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the Respondent, and must cite the law, rule, local ordinance, procedure or RFQ provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

All protests must be received by the due date. Protests **must** be submitted by email addressed to Gigi Whitley, Deputy Director for Administration and Finance for the Department of Homelessness and Supportive Housing at Gigi.Whitley@sfgov.org. Protests or notice of protests made by mail, orally (e.g., by telephone) or by FAX will not be considered.

9. Standard City Vendor Forms⁹

A. How to Become Eligible to Do Business with the City

Before the City can award any award to a provider, all providers must meet the minimum requirements described below. There may be additional requirements placed upon a provider depending on the type of good or service to be purchased.

B. Mandatory Forms

⁹ In this RFQ section, the term “Vendor” is used interchangeably with “Supplier,” and describes a provider seeking to enter into a grant agreement with the City. Since the City’s transition to the PeopleSoft Financial System (F&P) in 2017, City providers are now assigned Supplier identification numbers (Supplier IDs), which replace previously-assigned Vendor numbers. Any references on response forms to “Vendor Number” shall mean a Supplier ID, assigned by the City. For more information, please visit <https://sfcitypartner.sfgov.org/>.

At a minimum, in order to become eligible to do business with the City, a provider must submit the following documents to the Vendor Support Division via the City's supplier portal located at <https://sfcitypartner.sfgov.org/>:

1. Vendor Application Packet (includes **New Vendor Number Request Form** and **IRS Form W-9**)
2. CCSF Vendor - Business Registration (Electronic Submission - you must have a vendor number to complete)
3. CMD 12B-101 Declaration of Nondiscrimination in Contracts and Benefits

C. Provider Eligibility and Invoice Payment

Providers must have a City-issued Supplier number, have all compliance paperwork submitted and approved by the City, and have an executed agreement or purchase order before payments can be made. Once a Supplier number has been assigned, an email notification will be provided by the City's Vendor File Support Division. This notification will include instructions on how to sign up to receive payments through the City's supplier portal located at <https://sfcitypartner.sfgov.org/>.

D. Vendor Eligibility Forms

Form	Purpose/Info	Routing
<u>CCSF Vendor - Business Registration (Electronic Submission - you must have a vendor number to complete)</u>	This declaration is required for city vendors to determine if you are required to obtain a Business Registration Certificate.	https://sfcitypartner.sfgov.org/
<u>Declaration of Nondiscrimination in Contracts and Benefits with supporting documentation</u> (Form CMD-12B-101)	This Declaration is used by the City's Contract Monitoring Division to determine if a vendor offers benefits to employees. When a vendor offers benefits, it must be verified that all benefits, including insurance plans and leaves, are offered equally to employees with spouses and employees with domestic partners. For more information and assistance, please visit the City Administrator's Contract Monitoring Division Equal Benefits web page.	https://sfcitypartner.sfgov.org/
<u>Vendor Profile Application</u>	Includes New Vendor Number Request Form and IRS Form W-9.	https://sfcitypartner.sfgov.org/

E. Supplemental Forms

Form:	Required If:
Minimum Compensation Ordinance (MCO) Declaration ( pdf)	You have at least \$25,000 (\$50,000 for non-profit organizations) in cumulative annual business with a City department or departments and have more than 5 employees, including employees of any parent, subsidiaries and Subcontractors.
Health Care Accountability	You have at least \$25,000 (\$50,000 for non-profit organizations) in

Ordinance (HCAO) Declaration ( pdf)	cumulative annual business with a City department or departments and have more than 20 employees (more than 50 employees for nonprofit organizations), including employees of any parent, subsidiaries or Subcontractors.
Insurance Requirements (pdf)	The solicitation requires the successful Respondent to demonstrate proof of insurance.
Payment (Labor and Material) Bond (pdf)	The solicitation requires the awarded vendor to post a Payment (Labor and Material) bond.
Performance Bond (pdf)	The solicitation requires the awarded vendor to post a Performance bond.
Local Business Enterprise Program Application (Contract Monitoring Division)	You desire to participate in the City's Local Business Enterprise Program which helps certain financially disadvantaged businesses increase their ability to compete effectively for City contracts

For further guidance, refer to the City's supplier training videos that are located online at: <https://sfcitypartner.sfgov.org/>