



**Request For Qualifications (RFQ) #HSH 2018-123**  
**Support Services & Operations Services in Permanent Supportive Housing**  
**RFQ Questions and Answers**  
**RFQ Issued December 21, 2018 & Amended January 14<sup>th</sup>, 2019**

**MINIMUM QUALIFICATIONS**

- 1. Question**      **For Question 2.1, if a primary Respondent with five years of experience providing Operations Services is proposing to use a Subcontractor for Operations Services, does the Respondent need to describe the Operations Services experience of the primary and Subcontractor?**
- Answer              For Minimum Qualifications Question 2.1 of the **Amended RFQ Appendix 1: Response Template**, Respondents must describe the experience of the agency that will provide each category of services. For example, if the program plan is for the primary Respondent to provide Support Services and the Subcontractor to provide Operations Services, Respondents must describe the primary Respondent’s experience with Support Services and the Subcontractor’s experience with Operations Services.
- 2. Question**      **The Appendix 1: Response Template Questions 2.1, 2.2 and 2.3 provide only one response table. If a Respondent is proposing to use a Subcontractor for one service category (Support Services or Operations Services), should Respondents mark “x” in both the “Primary Respondent” and “Subcontractor” checkboxes and then use the same response box describe how both providers meet the Minimum Qualifications?**
- Answer              If the primary Respondent meets the Minimum Qualifications, mark an “x” for the primary Respondent and describe how they meet the qualification. If the Subcontractor meets the Minimum Qualifications, mark an “x”, for the Subcontractor and describe how they meet the qualification. If a Respondent is proposing to provide both Support Services and Operations Services, and is including a Subcontractor, each service type must be addressed in response to 2.1. If additional space is needed to state how either the primary Respondent or Subcontractor meet the Minimum Qualifications, Respondents should copy and paste additional tables.
- 3. Question**      **If Respondents meet the Minimum Qualifications with multiple current programs, should they list more than one current program to meet Minimum Qualifications or will just one suffice?**
- Answer              Respondents must clearly demonstrate that they meet each Minimum Qualification for the program services they are proposing to provide. If this can be demonstrated with just one listed program, it is fine to only list that program. If additional space is needed to state how either the primary Respondent or Subcontractor meet the Minimum Qualifications, Respondents should copy and paste additional tables.

## FUNDING & BUDGET

- 4. Question** Will there be funds for staff development to support best practices?  
Answer Respondents may include estimated costs for staff training and development in proposed budgets within the allotted budget amounts provided on pages 8 and 20 of the Amended RFQ, and must clearly explain how these activities support best practices and services in the Budget Narrative. Respondents should include relevant staff development activities in their responses to Question 4.2 of the Amended RFQ Appendix 1: Response Template.
- 5. Question** Does the Support Services Tier V rate of \$5,383 for Adults anticipate a Cost of Doing Business (CODB)?  
Answer The Tier V rate is inclusive of CODB for FY 2019-20. No additional CODB will be applied during the fiscal year.
- 6. Question** What impact will the Mayor's recent announcement about the five-year economic forecasted deficit have on HSH awards and contingencies for five-year Agreements?  
Answer As stated in the Amended RFQ and any subsequent Agreements, award and budget amounts are subject to funding availability and all funds must be authorized by the Controller's Office.
- 7. Question** If a budget has two Subcontractors, do Respondents have to submit three budgets or just one budget and showing the Subcontractors on the Subcontractor line?  
Answer Respondents should submit one budget for each program site they are proposing to serve (using either Appendix 2A: Budget Template Workbook for Continuing Program Sites or Appendix 2B: Budget Template Workbook for New Program Sites, as appropriate). Subcontractors should be listed under individual budget line items under the Subcontractors section of the Operating tab of the respective Appendix 2. Respondents must provide a detailed description of the services each Subcontractor would be responsible for in the Budget Narrative.  
  
Respondents are free to provide additional budget detail or separate budgets for Subcontractor expenses to provide more information for the purposes of Response evaluation.
- 8. Question** If a Respondent proposes to provide services as a partnership, does one service provider (Support Services or Operation Services) have to be a Subcontractor of the other, or can there be two distinct budgets?  
Answer Respondents proposing to serve a program site as a partnership should submit one RFQ Response. Please see page 1 of the Amended RFQ. Regarding the proposed RFQ budget, please see the answer to Question #7.
- 9. Question** The RFQ states that new program sites may have existing long-term tenants not placed by HSH and that Awarded Providers must offer Support Services to these tenants. Who pays for this and how?

- Answer For the purposes of the RFQ Response, Respondents should base budget estimates on the assumptions listed on page 20 of the Amended RFQ.
- 10. Question The RFQ does not specifically mention Representative Payee Services or Modified Payment Program referrals. How are money management services accessed and paid for?**
- Answer Representative Payee Services or Modified Payment Program are outside the scope of this Amended RFQ.
- 11. Question Regarding the description of Operations Services requirements on page 12 of the RFQ, are there resources available to expand current Third Party Rent Payment Services outside of this RFQ for the new sites?**
- Answer This is unknown at this time.
- 12. Question On page 20 of the RFQ, Respondents are asked to include start-up and one-time costs in proposed budgets for new sites, but the RFQ budget templates are structured for an annual 12-month program budget, starting March 1<sup>st</sup>. Start-up costs may be incurred long before the program starts accepting tenants and full capacity is reached.**
- Answer The purpose of the RFQ is to qualify providers for new sites. HSH has provided the anticipated scope and budget assumptions so that Responses may be compared and evaluated. Respondents must use those assumptions. Respondents must provide a budget for the 12 months and Respondents should address barriers and negotiation strategies as requested on page 20 of the Amended RFQ.
- 13. Question If a Respondent proposing to serve a Continuing Program Site increased the staff-to-resident ratio to 1:25, could the Respondent apply for the Tier V subsidy amount of \$5,383 or is this only available to new sites?**
- Answer The Support Services Tier Rates listed in the Amended RFQ are only applicable to new program site budgets. Please refer to page 8 of the Amended RFQ for the current budget information for Continuing Program Sites.
- 14. Question Is there a cap on the indirect percentage Respondents can use in the budget template?**
- Answer Indirect cost rates should be reasonable and expenses covered by the indirect percentage should be clearly described in the Budget Narrative.
- 15. Question Can Respondents tour the new sites prior to RFQ budget submission?**
- Answer Specific information about new program sites is not available at this time, and will not be provided prior to the Response Deadline.
- 16. Question The new program sites are Master Leased by the provider, but who will pay for the whole site?**
- Answer HSH will pay for the Master Lease.
- 17. Question How can Respondents proposing to provide Operations Services at new sites know how to price out costs for actual sites?**

Answer Please see the answer to Question #12. Actual award amounts will vary based upon building needs.

**18. Question Will the new buildings mix populations and funding sources? How would Respondents handle that?**

Answer While new program details are unknown at this time, HSH does not expect to mix priority populations within new program sites. In RFQ Responses, please refer to page 20 of the Amended RFQ. At this time, HSH assumes the funding source will be 100 percent General Fund. In the future, there may be other funding sources.

**NEW PROGRAM SITES**

**19. Question Have the new program sites been identified?**

Answer New program sites have not yet been identified or finalized.

**20. Question How many new program sites are available?**

Answer Please see the answer to Question #19.

**21. Question For the new sites will potential providers be able to walk the buildings, review a Physical Needs Assessment or have any way to assess the condition of the property and status of existing tenants?**

Answer Please see the answer to Question #19.

**22. Question Has HSH already identified the new sites? If so, will the multiple new sites have multiple separate owners or will the multiple new sites have one single owner?**

Answer Please see the answer to Question #19.

**23. Question Do the new sites include only new developments?**

Answer HSH anticipates that most new program sites will be at existing buildings.

**24. Question When will the new sites be announced so we can tour them?**

Answer Please see the answer to Question #19.

**25. Question Are there Physical Needs Assessments available for new sites?**

Answer Please see the answer to Question #19.

**26. Question Is HSH committed to needed capital upgrades to any sub-standard new sites? Who will pay for those?**

Answer HSH is committed to ensuring that new program sites meet all applicable building and public health codes.

**27. Question If new sites include existing buildings, does the landlord or owner have any say on who provides services in the building?**

Answer Per the response to Question #23, HSH anticipates that most new sites will be existing buildings and any landlord say over service provision provider would be determined by the terms of the negotiated Master Lease.

**28. Question**      **The RFQ states that awards will be announced in February, which leaves less than a month to negotiate, execute and make payment on Master Leases. That seems unlikely at best. What is the timeline Plan B?**  
Answer              HSH anticipates that Master Lease negotiations will begin in March, however, all dates are subject to change, as stated on the cover page of the Amended RFQ.

## **PRIORITY POPULATION AND STAFFING**

**29. Question**      **Will any of the new program sites serve families?**  
Answer              Respondents proposing to serve new program sites should base their Responses on the assumptions listed on page 20 of the Amended RFQ.

**30. Question**      **How will units for priority populations be allotted? Are there determined percentages for family/older adult/veteran or adult units?**  
Answer              Priority Populations for Continuing Program Sites are described on page 8 of the Amended RFQ. Respondents proposing to serve new program sites should base Responses on the assumptions listed on page 20 of the Amended RFQ.

**31. Question**      **For Tier V, should Respondents expect to offer services to a medically fragile population, in addition to clinical services? Is there additional money to support that?**  
Answer              HSH prioritizes eligible households for Permanent Supportive Housing based on vulnerability, severity of housing barriers and chronicity of homelessness. The priority populations for programs covered by this Amended RFQ are described on pages 6 to 7 of the Amended RFQ. Respondents are expected to provide the services described in the Amended RFQ.

**32. Question**      **In reference to the required Support Services staffing ratio of 1 Case Manager per every 25 tenants - Other than full time equivalent Case Manager, are any other program staff considered into the 1:25, such as Program Coordinator and/or Program Director?**  
Answer              The program staff member required for the 1:25 ratio must serve the Case Management functions described on pages 9 to 11 of the Amended RFQ. The staff member does not have to hold the specific position title of “Case Manager.”

**33. Question**      **Does the required 1:25 Case Manager to tenant ratio assume that supervisors are not a part of the ratio?**  
Answer              Case Management Supervisors are not expected to carry a caseload and do not count towards this staffing ratio requirement.

**34. Question**      **Are supervisors included or excluded from the 1:25 Case Management ratio?**  
Answer              Please see the answer to Question #33.

**35. Question**      **To meet requirements for Tier V Clinical Support Services, are staff required to be licensed?**  
Answer              Direct service staff (e.g. Case Managers) are not required to be licensed, but they must have adequate supervision from supervisors with clinical expertise.

**36. Question**      **How does exit planning/aftercare factor into the 1:25 ratio? What is the funding to support aftercare?**  
Answer              Exit planning and aftercare are considered part of the scope of work of this RFQ. Awarded Providers must provide exit planning and aftercare to tenants as part of the Support Services scope of work described on pages 9 through 11 of the Amended RFQ within the budgets listed on pages 8 and 20 on the Amended RFQ.

#### **PROGRAMS COVERED BY THIS RFQ**

**37. Question**      **Which providers currently hold the contracts for the continued sites? Is HSH expecting these providers to reapply?**  
Answer              HSH expects that and welcomes current providers serving the Continuing Program Sites covered by this Amended RFQ to submit Responses and reapply for grant funding.

**38. Question**      **For the Continuing Program Sites, are any of the current operators no longer planning to manage those programs or would Respondents be competing against the current provider?**  
Answer              This information is unknown at this time.

**39. Question**      **Does this RFQ cover other expiring agreements in the future?**  
Answer              The Amended RFQ covers nine existing sites with current agreements that expire June 30, 2019, listed on page 8 of the Amended RFQ. These nine sites are the only continuing programs covered by this Amended RFQ. This Amended RFQ will also qualify selected Respondents to serve new or future program sites.

**40. Question**      **Would providers serving Continuing Program Sites be able to increase the number of units covered by the agreement and request a commensurate increase in the award amount?**  
Answer              HSH intends to award funding for continuing programs as described on page 8 of the Amended RFQ. Please also see footnote 6 on page 8 of the Amended RFQ.

**41. Question**      **Would an existing Permanent Supportive Housing program in San Francisco qualify to become a new program site under this RFQ?**  
Answer              Please see the answers to Questions #39 and #40.

**42. Question**      **If Support Services must be re-procured by HSH, do Operations Services and/or the landlords have any say about which Support Service provider is selected?**  
Answer              HSH determines the award outcomes of the procurement processes that it administers. Please also see the answer to question #27.

**43. Question**      **If an existing program can qualify, would a Licensed Residential Care Facility for the Chronically Ill (HIV) currently partially funded by HOPWA thru MOHCD and DPH Ryan White qualify for this funding? All of the residents have come from the SF Housing Wait List.**

Answer Please refer to the Minimum Qualifications in the RFQ. Please also see the answer to Question #39.

## **SERVICE REQUIREMENTS**

**44. Question Are Service Requirements and Expectations (as listed on page 13 of the RFQ) the same for Support Services and Operations Services?**

Answer Yes. Service Requirements and Expectations listed on pages 13 to 16 of the Amended RFQ apply to both service categories.

**45. Question What information will need to go into the ONE System?**

Answer Please see pages 7 and 16 to 17 of the Amended RFQ for information about provider expectations and reporting requirements related to the ONE System.

## **PROPOSAL & SUBMISSION**

**46. Question Do partnerships have to be identified prior to responding? Can Respondents just propose to do Operations Services?**

Answer Respondents proposing to serve new sites may propose to provide only one service component, but may be required to work in a subcontractor partnership upon award. Please note that this has been updated on page 1 of in the Amended RFQ.

**47. Question Who evaluates Responses and makes awarding decisions?**

Answer Once HSH Contracts staff determines that a Respondent meets Minimum Qualifications, Responses will be reviewed and scored by an Evaluation Panel, comprised of individuals with relevant expertise and without a conflict of interest. Grants will be awarded to Respondents deemed most qualified whose Responses conform to the Amended RFQ and meet City requirements.

**48. Question Are there page limits or word count requirements for RFQ Responses?**

Answer Respondents are encouraged to submit Responses that address all Amended RFQ Questions, but are concise and contain only relevant information, keeping in mind that evaluation panelists must be able to digest and understand what is being proposed.

**49. Question Should Responses be single or double-spaced? Other formatting requirements?**

Answer The Amended RFQ does not specify a spacing requirement; however, single space is preferred. HSH strongly encourages Respondents to conserve paper and print hard copies double-sided. As stated on pages 18 and 19 of the Amended RFQ, HSH prefers that Response text is unjustified (i.e., with a ragged-right margin) and in Times New Roman 12 point font.

**50. Question If Operations Services through a Subcontractor must be included in a Response, does the Subcontractor need to be taken off of a list from a procurement process?**

Answer The Amended RFQ #123 serves as the procurement process for program services

listed in the Amended RFQ document. HSH does not require a separate procurement process for Subcontractors of Amended RFQ Respondents.

**51. Question**      **Can a Support Services/Operations Services team both contract directly with HSH rather than have one be a Subcontractor to the other?**

Answer              Please see the answer to Question #46.

**52. Question**      **If an organization is unable or unwilling to subcontract to another non-profit, should that organization not apply?**

Answer              Please see the answer to Question #46.