

**Solicitation of Information (SOI)**  
**Bayview Flexible Housing Subsidy Pool (FHSP)**  
**Issued: November 12, 2021**  
**Contact: Federal Subsidy Team | [Loretta.Vallot@sfgov.org](mailto:Loretta.Vallot@sfgov.org)**

**I. Summary**

The Department of Homelessness and Supportive Housing (HSH) is soliciting applications from providers to administer the Bayview Flexible Housing Subsidy Pool (BFHSP) to eligible individuals from the Bayview neighborhood. The goals of these services are to reduce the length of time that individuals spend experiencing homelessness and to ensure that tenants retain housing once established.

HSH is seeking providers who demonstrate the necessary expertise, experience, and capacity to provide Housing Location services, Housing Coordination services, Subsidy Administration services, Housing-Focused Case Management services, and Landlord Liaison services, to ensure that the served population maintain housing stability.

Interested parties must submit an application to provide all services described in this solicitation. Collaborative applications will be accepted. Collaborators must submit a single application, with separate budgets, and HSH may create one or more agreements based on the preference of applicants. Interested parties may propose a collaboration where one provider delivers Housing-Focused Case Management and another provider delivers Housing Location Services, Housing Coordination Services, Subsidy Administration Services, and Landlord Liaison Services. In any application that proposes a collaboration, the provider that provides the Housing Location Services must also provide the Subsidy Administration Services, Housing Coordination services, and Landlord Liaison services.

HSH is looking for Applicants with:

- At least two years successfully providing similar services in the Bayview community;
- A racial equity-based, culturally responsive and trauma-informed approach;
- An ability to collaborate with tenants and providers with the goals of tenant housing stability; and
- The ability to begin services in a timely manner.

HSH anticipates agreements with a tentative start date of January 2022, for an initial two-year agreement, with options to renew for up to ten years.

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

Solicitation Issued	11/12/2021
Solicitation Questions Deadline <sup>2</sup>	11/19/2021 by 5pm
Solicitation Answers and Clarifications Published	11/24/2021
<b>Applications Due Date</b>	11/30/2021 by 5pm
Intent to Award Notification	December 2021
Grant Agreements Begin	January 2022

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

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

Interested parties must submit all application questions to [Loretta.Vallot@sfgov.org](mailto:Loretta.Vallot@sfgov.org) no later than **the Solicitation Questions Deadline**. Interested parties must submit all Applications to [Loretta.Vallot@sfgov.org](mailto:Loretta.Vallot@sfgov.org) no later than **the Applications Due Date** to be considered. Interested parties must not contact City staff other than the contact stated in this document.

### **III. Delivering Services with Equity**

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

Racial equity is a set of social justice practices, rooted in a solid understanding and analysis of historical and present-day oppression, aiming towards a goal of fairness for all. As an outcome, achieving racial equity would mean living in a world where race is no longer a factor in the distribution of opportunity. As a process, we apply racial equity when those most impacted by the structural racial inequities are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives<sup>3</sup>. Read the City and County of San Francisco's Equity Plan [here](#).

Since its launch, HSH has emphasized racial equity in its work to address homelessness. In acknowledging that racism is a root cause of homelessness, it is imperative that race and racism must be discussed and addressed on an interpersonal and structural level in order to make positive impact on the lives of people experiencing homelessness.

The [HSH Strategic Framework](#) includes a call for making the Homelessness Response System (HRS) more equitable as one of several guiding principles. The historic and continuing impact of anti-Blackness and white supremacy, and of homophobia and anti-trans bias, have led to vastly disproportionate levels of homelessness for communities of color, lesbian, gay, bisexual and queer (LGBQ+) and transgender persons. Deeply racialized systems are costly and depress outcomes and life chances for people of color experiencing homelessness.

COVID-19 has heightened these impacts, with communities of color vastly more likely to be impacted. Equity must be the foundational consideration in everything HSH does, and the Department is working to bring an equity lens to the forefront of all its planning and actions.

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

### **IV. Served Population**

Grantee shall serve adults, aged 18 years or older, without custody of minor children.

### **V. Referral and Prioritization**

All new tenants will be referred by HSH via the Coordinated Entry System, which organizes the City's Homelessness Response System (HRS) with a common, population-specific assessment, centralized data

system, and prioritization method. Eligible individuals living in the Bayview neighborhood will be prioritized for this service.

## **VI. Description of Services**

- A. **Housing Location Services:** Grantee shall provide Housing Location Services through the following activities to identify and secure housing units:
1. Grantee shall conduct comprehensive housing searches and landlord recruitment to establish a portfolio of housing units that meet the needs of the served population. Units shall be reasonable in size, near transportation and other amenities, consistent with tenant preferences to the greatest degree possible, and accessible to tenants with disabilities.
  2. Grantee shall utilize their real estate expertise to secure appropriate housing units for the served population that may include but are not limited to a single unit in multi-unit buildings, blocks of units in multi-unit buildings, shared housing, and other options that help tenants achieve residential stability and overall health and well-being.
  3. Grantee shall employ skilled staff with experience in real estate, brokerage, sales, or other related fields, who can establish and maintain successful relationships with landlords. Grantee staff shall have excellent communication skills, build clear expectations for landlords and tenants, serve as a liaison, and respond quickly and appropriately to any concerns or problems.
  4. Grantee shall partner with HSH to identify and act upon opportunities to secure units. This may include presentations, planning, and other activities needed to engage new partners, secure real estate, or otherwise expand the housing inventory supported with Bayview Flexible Housing Subsidy Pool (BFHSP) resources.
- B. **Housing Coordination Services:** Grantee shall provide Housing Coordination services to match tenants to housing opportunities, eliminate barriers to housing placement, and allow for rapid placement into housing. Housing Coordination shall services include, but are not limited to:
1. Grantee shall communicate and coordinate with HSH Coordinated Entry Access Points to remove any barriers to the housing referral process;
  2. Lease negotiation and rental subsidy administration on behalf of tenants placed into housing and lease review to ensure compliance with all laws;
  3. Support to prospective tenants to secure units (e.g. completing housing applications, scheduling viewing appointments, and understanding lease and supporting documentation);
  4. Collection of all necessary documents to support tenants to successfully move into housing;
  5. Elimination of barriers to housing (e.g. assisting with clearance of outstanding utility debt, credit repair, correction of erroneous unlawful detainers);
  6. Initial and annual unit inspections to ensure compliance with Housing Quality Standards (HQS) and/or comparable habitability standards;
  7. Assessment and completion of minor repairs necessary to improve accessibility or other functional improvements;
  8. Payment for items needed during housing search and move-in (e.g. application fees, security deposit, furniture, and moving costs); and
  9. Income verification and rent calculation upon tenant move-in and annually thereafter, or sooner if a tenant's income changes.
- C. **Housing-Focused Case Management Services:** Grantee shall provide all necessary services to ensure a seamless transition to permanent housing. Housing-Focused Case Management services shall include assisting tenants with securing needed documentation to move into housing, housing navigation

services, and working closely with Subsidy Administration Services providers to ensure that all needed services are in place prior to housing placement.

1. Grantee shall provide wrap-around case management services within a harm reduction model to ensure tenants' long-term housing retention and improved well-being. These services shall include, but are not limited to:
    - i. Engagement with all tenants referred for housing placement to determine preferred housing options, required services, and needed documentation;
    - ii. Housing Navigation services to assist successful transition into permanent housing, including unit viewings and selection, accompaniment during move-in process, and orientation to neighborhood and surrounding services;
    - iii. Arranging for necessary services after housing placement, such as In-Home Support Services (IHSS), or care by a medical or behavior health provider;
    - iv. Provision of targeted services and/or referrals to another appropriate agency for tenants whose behavior indicates a substance abuse, mental health or another issue that is jeopardizing the tenant's housing retention and/or health;
    - v. Linkages to community resources, case management, and crisis intervention within a Housing First, trauma-informed, and harm reduction modality should the tenants' needs exceed the capacity of the Grantee;
    - vi. Education on tenancy requirements and support to address barriers to housing retention;
    - vii. Support with completing any required processes for housing provider's income certification and re-certification processes; and
    - viii. Ongoing coordination with partner providing housing location and subsidy administration service, serving the tenant, through meetings, calls, and other communication, as needed.
- D. Subsidy Administration Services: Grantee shall provide Subsidy Administration services to fulfill the administrative, financial, and record-keeping functions required to issue and document timely and accurate subsidy payments and other types of financial assistance. Subsidy Administration services include, but are not limited to:
1. Initial payments associated with tenant move-in, including security deposits, first and last month's rent, including calculation of tenant monthly rental payment amounts;
  2. Timely and accurate payment of subsidies to landlords and property management, in accordance with negotiated leases;
  3. Timely and accurate payment of flexible funding to eliminate other barriers to housing; and
  4. The completion of regular income verification and rent calculation for each tenant receiving a subsidy and timely notices to tenants for any changes in rent and reflecting rent changes in subsidy payments.
- E. Landlord Liaison Services: Grantee shall provide Landlord Liaison services to support ongoing housing stability, including serving as a liaison between landlords and tenants. Landlord Liaison services include, but are not limited to:
1. Coaching tenants on being a good neighbor, developing tenancy skills, lease requirements, and other topics that support stable tenancy;
  2. Monthly home visits for the first three months of a tenant's tenure in housing, and quarterly thereafter. Grantee shall also check in with each landlord at least quarterly to ensure satisfaction;
  3. Regular communications with landlords to identify and address concerns on a proactive basis;
  4. Collaboration with the Housing-Focused Case Management services provider partners to ensure that tenants can pay rent on time, cultivate healthy relationships with neighbors and landlords, maintain connection to benefits and other community resources, and resolve any tenancy issues.

Coordination shall consist of regular, informal communication as well as structured case coordination meetings that occur at least monthly;

5. Immediate responses to lease violations or other complaints, with the goal of finding resolutions that do not jeopardize housing stability. If lease violations cannot be resolved, Grantee shall work closely with landlords and tenants to coordinate relocation prior to eviction; and
6. Ensuring that landlords fulfil their legal responsibilities, including conducting repairs, issuing proper notices, supporting tenants’ rights to Fair Housing, and adhering to lease terms.

**VII. Budget**

The available budget is summarized below by fiscal year and service component. Additionally, there is \$390,750 in one-time start up funds available in FY 21-22 only. Applicants must stay within budget amounts to be considered.

<b>FY</b>	<b>Case Management</b>	<b>Housing Location, Housing Coordination, Subsidy Administration, and Landlord Liaison services</b>	<b>Direct Client Pass Through (Subsidies)</b>	<b>One-Time Start Up</b>	<b>Total</b>
<b>21-22</b>	\$215,625	\$181,125	\$540,000	\$390,750	<b>\$1,327,500</b>
<b>22-23</b>	\$230,205	\$194,670	\$556,200	\$0	<b>\$981,075</b>

**VIII. Staffing Requirements**

Grantee shall maintain a minimum of one full time equivalent (FTE) case management staff per 20 households.

**IX. Service Requirements<sup>4</sup>**

- A. Record Keeping and Files: Grantee shall update tenant referral status information in the Online Navigation and Entry (ONE) System in accordance with HSH policy and instructions.
  1. Grantee shall maintain confidential tenant files on the served population, including signed lease agreement and addenda, notices or lease violations issued to the tenant, copies of payment plans or other agreements to support housing stability.
  2. Grantee shall maintain all eligibility and inspection documentation in the ONE System and maintain hard copy files with eligibility, including homelessness verification documents.

**X. Data Standards**

- A. Records entered into the HSH Homeless Management Information System (HMIS) Online Navigation and Entry (ONE) System shall meet or exceed the ONE System Continuous Data Quality Improvement Process standards: <https://onesf.clarityhs.help/hc/en-us/articles/360001145547-ONE-System-Continuous-Data-Quality-Improvement-Process>.
- B. Grantee shall maintain updated unit vacancy information on a weekly basis in the data system designated by HSH (Offline Vacancy Tracker and/or ONE System) as required. Changes to vacancy reporting shall be communicated to Grantees in writing from HSH.

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<sup>4</sup> Additional Service Requirements may be required and will be ultimately reflected in the awarded agreement’s Appendix A, Services to be Provided.

- C. Grantee shall enter data into the ONE System but may be required to report certain measures or conduct interim reporting in CARBON, via secure email, or through uploads to a File Transfer Protocol (FTP) site. When required by HSH, Grantee shall submit the monthly, quarterly and/or annual metrics into the CARBON database. Changes to data collection or reporting requirements shall be communicated to Grantees via written notice at least one month prior to expected implementation.
- D. Any information shared between Grantee, HSH, and other providers about the served population shall be communicated in a secure manner, with appropriate release of consent forms and in compliance with 24 C.F.R. Part 578, Continuum of Care; 45 C.F.R. Parts 160 and 164, the Health Insurance Portability and Accountability Act (HIPAA) and federal and state data privacy and security guidelines.

## **XI. Service Objectives**

All service objectives shall be calculated at a household level rather than per tenant. A household may include more than one tenant. All service objectives below will be monitored by sampling tenant files during annual program monitoring visits:

### **A. Housing Location Services**

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

### **B. Housing Coordination Services**

1. Grantee shall provide 100 percent of tenants with Housing Coordination services.
2. Grantee shall provide 100 percent of tenants with at least one home visit per month for the first three months to support their landlord relationship.

### **C. Subsidy Administration Services**

1. Grantee shall issue 100 percent of subsidy payments on or before the first of the month every month for each tenant.

### **D. Housing-Focused Case Management Services**

1. Grantee shall offer 100 percent of tenants Housing-Focused Case Management Services.
2. Grantee shall offer 100 percent of tenants referrals to other Case Management should the tenant decline services.

### **E. Landlord Liaison Services**

1. Grantee shall provide 100 percent of tenants with Landlord Liaison Services.
2. Grantee shall respond to 100 percent of requests from tenants/landlords submitted on the 24-hour hotline within two business days.
3. Grantee shall administer an annual Tenant Satisfaction survey to 100 percent of tenants that are active in the program.

## **XII. Outcome Objectives**

All outcome objectives shall be calculated at a household level rather than per tenant. A household may include more than one tenant. All outcome objectives will be monitored using ONE system data.

- A. The following Outcome Objectives shall apply to Housing Location Services and Housing-Focused Case Management Services: At least 90 percent of tenants enrolled in the program will successfully move into housing as verified via their housing move-in date.
- B. The average length of time that tenants spend homeless, from referral to housing move-in, shall be less than or equal to 75 days, as calculated by Referral Start Date to Housing Move-in Date.

The following Outcome Objectives shall apply to Housing-Focused Case Management Services and Landlord Liaison Services:

- C. At least 90 percent of households will maintain their housing for a minimum of 12 months, move to other permanent housing, or be provided with more appropriate placements.

**XIII. Application and Evaluation Criteria and Submittal**

**A. Application and Evaluation Criteria**

Application Section	Submittal Format	Applicant must complete/provide/respond to the following:	Evaluation Criteria	Points
1.Summary	Appendix 1: Application Template	1.1 Applicant Information: Organization Name, Federal ID #, Address, Director Information, Contact Information, Point of Contact Information, Collaboration information, if any, preferred agreement structure, identify which provider will deliver Housing-Focused Case Management Services and which provider will deliver Housing Location, Housing Coordination, Subsidy Administration, and Landlord Liaison services in any collaborative applications. 1.2 Certifications	HSH will review for pass/fail: <input type="checkbox"/> Did applicants complete Appendix 1: Applicant Template?	Pass/Fail
2.Minimum Qualification		2.1 For each service type (e.g. Housing-Focused Case Management, Housing Location, Housing Coordination, Subsidy Administration and Landlord Liaison services), Applicant(s) must demonstrate, respectively, that each has at least two years of experience delivering similar services.	2.1 Did Applicant(s) demonstrate a verifiable minimum of two years of experience delivering similar services for each respective service type?	
3.Plan		3.1 Applicant(s) must describe the proposed program plan—as well as, collaborations, if applicable (e.g. Housing Location, Housing Coordination, Housing-Focused Case Management, Subsidy Administration and Landlord Liaison providers), if any, communication plan, and how tenant stability will be achieved.	3.1 How well does Applicant(s) plan align with the requirements of this Solicitation (e.g. how thoughtful, clear, and comprehensive are collaboration and challenges considered and described)?	



<b>Application Section</b>	<b>Submittal Format</b>	<b>Applicant must complete/provide/respond to the following:</b>	<b>Evaluation Criteria</b>	<b>Points</b>
		3.2 For each service type, Applicant(s) must describe their respective plan to engage tenants and maintain housing stability for tenants using a racial equity-based, culturally responsive and trauma informed approach.	3.2 How well does Applicant(s) plan align with the requirements of this Solicitation (e.g. how well does the Applicant understand tenant needs and challenges, specifically for homeless individuals living in the Bayview, and describe ways to address them to maintain tenant housing)?	20
4. Organizational Experience & Capacity		4.1 For each service type, Applicant(s) must describe their respective service experience, including delivering services with equity, Housing First, and housing stability principles, to fulfil the services as outlined in the Solicitation.	4.1 How well does Applicant(s) experience and capacity align with the requirements of this Solicitation (e.g. to what extent does the Applicant understand equity, Housing First, and housing stability and how to achieve positive outcomes)?	25
		4.2 For each service type, Applicant(s) must describe their respective organizational capacity, including hiring, onboarding, retention and turnover rates, and current staff vacancies.	4.2 How well does Applicant(s) capacity align with the requirements of this Solicitation?	10
		4.3 For each service type, Applicant(s) must describe their respective challenges and learnings from their experience in service delivery.	4.3 How well does the Applicant(s) experience and capacity align with the requirements of this Solicitation (e.g. how well suited for these services is Applicant based on similar experiences and how does Applicant address challenges and incorporate learnings)?	10

Application Section	Submittal Format	Applicant must complete/provide/respond to the following:	Evaluation Criteria	Points
5. Budget	Appendix 2: Budget Template	5.1 Applicants must submit a completed Appendix 2: Budget Template for an 18 month period from 1/1/2022 to 6/30/2023. Applicants that submit applications without collaborations must submit only one Appendix 2: Budget Template. Applicants that submit collaborative applications shall submit separate Appendix 2: Budget Templates for their respective service components. Submittals with budgets above the allocated budget amount and/or those that do not contain the required staffing will not be evaluated further.	5.1 How well does Applicant(s) budget(s) align with the requirements of this Solicitation (e.g. how reasonable and clear is the Applicant's budget; does it contain the appropriate staffing)?	15
<b>Total</b>				<b>100</b>

**B. Time and Place for Submission of Applications**

Applications are due electronically in the format detailed below and must be received by the Applications Deadline. Applications received after the deadline may not be considered.

- Applicants shall submit the Appendix 1: Application Template and Appendix 2: Budget Template attachments—including separate Appendix 2: Budget Templates for each collaborator, if any—in **one** PDF file saved as “SOI Bayview FHSP App Organization Name(s).”
- Applicants shall submit the Appendix 2: Budget Template in Excel version as well saved as “SOI Bayview FHSP Budget Organization Name(s).”
- Applicants shall submit the two attachments to **Loretta.Vallot@sfgov.org**.
- The email subject shall have the subject “SOI Bayview FHSP App Organization Name(s).”

Applications submitted by fax will not be accepted. Applicants must receive an email confirmation from the City to be considered submitted. Supplemental documents or revisions submitted after the Applications Deadline will not be accepted.

**C. Application Submission Format**

Applicants must submit one Appendix 1: Proposal Template and one Appendix 2: Budget Template as instructed above. This is necessary so that all Applications can receive fair and consistent evaluation. Applications that do not follow the required format may not be considered. Information must be at a level of detail that enables effective evaluation.

The City intends to select Grantees who best meet the criteria set forth in this Solicitation.

Applicants who are qualified are not guaranteed an agreement. Applicants selected for negotiations are not guaranteed an agreement. This Solicitation does not in any way limit the City’s right to solicit similar or identical services. The City may at a future date elect to fund additional Applicants not originally selected.

**D. Additional Information**

In some instances, the City may request additional information from Applicants prior to deciding whether to enter into an agreement.

**XIV. Standard City Grant**

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

**XV. Glossary of Terms**

<b>Term</b>	<b>Definition</b>
Adult	An individual or couple over the age of 18 years without custody of a minor child. Couples consist of two adult individuals.
Awarded Provider	Any Proposer awarded an Agreement for services under this procurement. Also known as Grantee or Contractor.
Coordinated Entry	Organizes the Homelessness Response System (HRS) with a common, population-specific assessment, centralized data system, and prioritization

Term	Definition
Coordinated Entry (continued)	method that directs participants to the appropriate resources and allows for data-driven decision-making and performance-based accountability. Coordinated Entry in San Francisco is organized to serve three subpopulations at designated Access Points, Adults, Family, and Youth, as described above.
Equitable	With mindfulness about the racism and bias that has disproportionately unhoused people of color, lesbian, gay, bisexual, transgender, and questioning (LGBTQ) youth, HSH is committed to equity in the Department, system, and programs.
Online Entry Navigation System (ONE System)	ONE is the data system used for all housing and services to people experiencing homelessness in San Francisco. The ONE System is a participant-level database that is used system-wide to track all HSH related services and housing placements. The implementation of the ONE System is ongoing.

## XVI. Standard City Vendor Forms

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

Proposers must fulfill the City’s administrative requirements for doing business with the City and become a compliant supplier prior to agreement award. Fulfillment is defined as completion, submission and approval by applicable City agencies of the forms and requirements referenced below.

Before the City can award any agreement, all vendors must become a City Vendor by meeting the requirements described below. There may be additional requirements placed upon a vendor depending on the type of good or service to be purchased.

### B. Mandatory Forms

In order to become eligible to do business with the City, vendors must first become an Approved Supplier by following the instructions on the San Francisco City Partner Become a Supplier page: <https://sfcitypartner.sfgov.org/pages/become-a-supplier.aspx>.

At a minimum, vendors will be required to complete the following steps:

1. Register to become a “Registered Bidder”
2. Complete a San Francisco Business Tax Registration
3. Complete a 12B Equal Benefits Declaration

To view step-by-step directions on how to become an Approved Supplier, visit <https://sfcitypartnersupport.sfgov.org/support/solutions/articles/11000022936-bidder-a-step-by-step-guide-to-becoming-an-approved-supplier>.

Vendors must have:

1. A City-issued vendor/supplier number;
2. Have all compliance paperwork submitted and approved by the City; and
3. Have an executed agreement or purchase order before payments can be made.

Once a vendor/supplier number has been assigned, an email notification will be provided by the City's Vendor File Support Division. This notification will include instructions on how to sign up to receive payments through the City's vendor/supplier portal.

The City and County of San Francisco requires vendors/suppliers to comply with multiple ordinances and provide proof of insurance coverage, including compliance with the below. Please visit <https://sfgov.org/oca/qualify-do-business> for a list of the forms and when they are required.

- Minimum Compensation Ordinance
- Health Care Accountability Ordinance
- Insurance Requirements
- Payment (Labor and Material Bond)
- Performance Bond
- Local Business Enterprise Program
- Sweatfree Contracting Ordinance
- Nondiscrimination in Contracts