

**Solicitation of Interest (SOI)  
Coordinated Entry and Problem Solving  
Services to the Justice-Involved Population**

**Issued: April 25, 2022**

**Contact: Prevention and Problem Solving– [Julieta.Barcaglioni@sfgov.org](mailto:Julieta.Barcaglioni@sfgov.org)**

**I. Summary**

The Department of Homelessness and Supportive Housing (HSH) is soliciting applications from community based organizations to provide Coordinated Entry and Problem Solving services to the justice-involved population. The goal of these services is to bridge the gaps between the justice involved population and the Homelessness Response System (HRS).

HSH is seeking community-based organizations who demonstrate the necessary expertise, experience, and capacity to provide Coordinated Entry and Problem Solving Services to ensure the justice involved population experiencing homelessness has equitable access to the HRS.

After community input and consultation with experts in the justice system, HSH has identified households with individuals who are incarcerated in the San Francisco County Jail and are expected to be released to the community and those who have been granted pretrial release as the targeted population for this funding. This community-based agency will take part in a citywide effort among various city Departments and other community-based agencies to have a more intentional and holistic program delivery to the justice-involved population, starting with this specific sub-group and in future years expanding to other groups.

HSH is looking for Applicants that meet the following Minimum Qualifications:

1. At least five years of experience providing case management services to individuals who are currently or formerly incarcerated; currently on parole probation or subject to court supervision; and
2. Must be a qualified City vendor.

HSH anticipates agreements with a tentative start date of September 2022, for an initial two-year agreement.

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

Solicitation Issued	Monday 4/25/22
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<sup>1</sup> Dates are subject to change. Check the HSH website for updates.

Solicitation Questions Deadline <sup>2</sup>	Friday 4/29/22
Solicitation Answers and Clarifications Published	Friday 5/6/22
<b>Applications Due Date</b>	<b>Friday 5/27/22 by 5pm</b>
Intent to Award Notification	June/July 2022
Grant Agreements Begin	September 2022

Interested parties must submit all application questions to [Julieta.Barcaglioni@sfgov.org](mailto:Julieta.Barcaglioni@sfgov.org) no later than **the Solicitation Questions Deadline**. Interested parties must submit all Applications to [Julieta.Barcaglioni@sfgov.org](mailto:Julieta.Barcaglioni@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>.

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.

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

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 households with individuals who are incarcerated in the San Francisco County Jail and are expected to be released to the community and those who have been granted pretrial release.

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

Grantee shall determine eligibility for all HRS services by verifying that the adult experiencing homelessness meets the criteria for services. Participation in the Coordinated Entry System and in Problem Solving services is voluntary. Participants may elect to end services at any point throughout the process.

#### **VI. Program Scope and Parameters**

##### **A. Purpose:**

San Francisco county jails serve a complex subset of the population exhibiting one or more compounding risk factors, including homelessness, mental illness, substance use, and chronic medical issues. As a result, this subset of the population with co-occurring issues cycle in and out of not only jails but also hospitals and shelters with much greater frequency than most jurisdictions are able to support. Comprehensive jail discharge planning, diligent case management, and strong partnerships among city Departments and with community-based programs are critical to connecting vulnerable reentry populations to relevant, effective services. Incorporating housing support as a component of the spectrum of services can often be the determining factor between success and recidivism.

##### **B. Scope and Description of Services:**

1. **Housing Assessment and Prioritization:** Grantee shall screen and assess participants using the HSH standardized tools, prioritization and referral protocols integrated into the Online Navigation and Entry (ONE) System. Grantee will conduct housing assessments to identify housing barriers and vulnerabilities to determine whether the justice involved participant is housing referral status or problem-solving status.
2. **Problem-Solving:** Grantee shall implement and provide Problem Solving conversations to all eligible adults who arrive at the Access Point. A range of flexible, short-term financial and non-financial assistance will be provided to participants who find a housing resolution that is external to the HRS. Grantee will utilize Fiscal Agent service for all direct client expenditures in accordance with Problem Solving direct client assistance guidelines. Grantee Problem Solving Specialists shall provide participants as many conversations as needed to support securing a safe permanent or temporary accommodation and to avoid entering shelter or the experience of street homelessness.
3. **Publicity and Community Education:** Grantee shall publicize Coordinated Entry and Problem-Solving services to the San Francisco community, through a range of community outreach and marketing efforts which are coordinated with HSH and providers.

4. Mobile Outreach, Problem Solving and Assessment: Grantee shall conduct mobile outreach to the justice involved population currently living in San Francisco City Jails; to perform the spectrum of Coordinated Entry services, including assessments, Problem Solving, verification of current living situation, and referrals to needed social services, due to barriers to accessing citywide Access Points. Mobile Street Outreach can include coordination with other Access Point Mobile Outreach Teams and various San Francisco agencies such as San Francisco Homeless Outreach Team (SFHOT), San Francisco Department of Public Health and community based mental health providers, in order to provide the expertise for homeless response for unsheltered households. All mobile outreach engagement will be documented in the ONE System.
5. Housing Referral: Grantee shall work collaboratively with HSH to prioritized referrals into available housing opportunities, based on information collected during the assessment process.
6. Housing Navigation: Grantee shall assist housing referral status justice involved population with limited housing navigation services which includes document collection, including income verification, photo identification, social security cards. As needed, Grantee shall assist with scheduling appointments needed to procure documents.
7. Referrals to Community Based Services: Grantee shall identify and provide access to available community services that meet each individual’s needs or support progress toward housing stability-related goals. Referrals may include providing assistance with affordable housing applications, eviction prevention, employment services, public benefits, case management, therapy, and other support that is not part of the HRS.

**VII. Budget**

The available budget is summarized below. Applicants must stay within budget amounts to be considered. In your budget proposal, please include staffing that you anticipate you will need to deliver these services and all appropriate program delivery costs.

<b>FY</b>	<b>Salary/Operational Costs</b>	<b>Direct Client Assistance (Problem Solving Funds)</b>	<b>Total</b>
<b>22-23</b>	Up to \$400,000	A minimum of \$600,000	\$1,000,000
<b>23-24</b>	Up to \$400,000	A minimum of \$600,000	\$1,000,000

**VIII. Service Objectives**

A. Eligibility, Assessment and Problem Solving:

1. Grantee shall enter 100 percent of served population data into the ONE System.
2. Grantee shall conduct Housing Problem Solving with 100 percent of the served population.
3. Grantee shall complete a minimum of 250 to 300 Housing Primary Assessments per FTE for the served population, annually.
4. Grantee shall input 100 percent of Problem Solving related information (e.g. Problem Solving Screening) and all Problem Solving related services (e.g. Conversations, Financial Assistance) in the ONE System for 100 percent of the population served.

B. Housing Navigation:

1. Grantee shall enter data within the ONE System for 100 percent of the served population.
2. Grantee shall provide Housing Navigation services to 100 percent of the served population who are high acuity and referred for PSH.

**IX. Outcome Objectives**

A. Eligibility, Assessment and Problem Solving:

1. Ten percent of participants utilizing Problem Solving services will be resolved by Problem Solving, which translates to a minimum of 25 to 30 per Problem Solving Resolutions per Problem Solving FTE for the served population; and
2. 100 percent of housing referral status adults will be offered housing navigation support from the assessment through move-in processes or the decline of three housing referrals.

**X. Application and Evaluation Criteria and Submittal**

**A. Application and Evaluation Criteria**

1. Please explain your organization's experience with case management to individuals who are justice-involved, currently or formerly incarcerated; currently on parole probation; or subject to court supervision.
2. Please explain your organization's experience working with the justice-involved participants experiencing homelessness.
3. Describe your organization's experience working with law enforcement agencies, including San Francisco City Sheriff's Office and your experience with the jail clearance process.
4. Please describe your experience working with individuals with pending matters before the San Francisco Superior Court.
5. Describe your approach to discharge planning, including how your organization employs re-entry services that support harm reduction and trauma informed models.
6. Explain your approach to Continuous Quality Improvement (CQI), including how you incorporate the voice of people with lived experience, how you utilize data to drive improvements, and your process/approach for providing and obtaining feedback from relevant stakeholders to improve the quality of our shared system of care.

Application Section	Submittal Format	Applicant must complete/ respond to the following:	Evaluation Criteria	Points
1.Summary	Appendix 1: Application Template	Applicant Information: Organization Name, Federal ID #, Address, Director Information, Contact Information, Point of Contact Information.	HSH will review for pass/fail: <input type="checkbox"/> Did applicants complete Appendix 1: Applicant Template?	Pass/Fail
2.Minimum Qualifications		Applicant must demonstrate that they meet all minimum qualifications outlined in this document.	<input type="checkbox"/> Did Applicant(s) demonstrate that they meet the minimum qualifications?	
3.Responses to SOI Evaluation Questions		Applicant must answer all Questions	<p>Responses will be evaluated based on how Applicant(s)' plan, approach and experience align with the requirements of this Solicitation.</p> <p>3.1: How well did the applicant demonstrate adequate experience serving the target population? How well does the Applicant understand the target population's needs and challenges, specifically for those experiencing homelessness? To what extent does the applicant have experience working in and collaborating with relevant organizations/Departments in the justice system? <b>(Q1 – 4)</b></p> <p>3.2: To what extent does the applicant's approach to services support a harm reduction, culturally responsive and trauma informed model? To what extent does the Applicant have experience and demonstrated success in implementing services that reflect an intentional approach to equity? <b>(Q5)</b></p> <p>3.3: To what extent does the applicant demonstrate a continuous quality improvement approach to their work and a collaborative, participatory approach to ongoing learning? How does Applicant address challenges and incorporate learnings? <b>(Q6)</b></p>	

Application Section	Submittal Format	Applicant must complete/respond to the following:	Evaluation Criteria	Points
4. Budget	Appendix 2: Budget Template	Applicants must submit a completed Appendix 2: Budget Template for a 2-year period (FY 22-23 and FY23-24). Submittals with budgets above the allocated budget amount and/or those that do not contain the required staffing will not be evaluated further.	How well does Applicant budget align with the requirements of this Solicitation (e.g. how reasonable and clear is the Applicant's budget; does it contain the appropriate staffing and operating costs; is the narrative complete)?	20
<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 CE/PS Justice Involved Population App Organization Name(s).”
- Applicants shall submit the Appendix 2: Budget Template in Excel version as well saved as “SOI CE/PS Justice Involved Population Budget Organization Name(s)”.
- Applicants shall submit the two attachments to [Julieta.Barcaglioni@sfgov.org](mailto:Julieta.Barcaglioni@sfgov.org).
- The email subject shall have the subject “SOI CE/PS Justice Involved Population 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.

**XI. 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>.

**XII. 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 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.
Problem Solving	Problem Solving helps people identify possible pathways to resolve their current housing crisis without needing ongoing shelter or a housing resource from the Homeless Response System (HRS). The foundation of Problem Solving is a creative, strengths-based conversation that helps people explore all safe housing options available to them – the person or household drives their own solutions. A Problem Solving resolution is achieved when a household has found a safe, indoor solution to their housing crisis outside of the HRS.
Homelessness Response System	The HRS is an 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. Core components of the HRS include Coordinated Entry, Problem Solving, Street Outreach, Temporary Shelter, Housing, and Housing Ladder programs.
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 System Navigation System (ONE)	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.
HSH Homeless Definition	<a href="https://hsh.sfgov.org/wp-content/uploads/2020/05/HSH-Definitions-Populations-San-Francisco-Connection-and-Homeless-Status.pdf">https://hsh.sfgov.org/wp-content/uploads/2020/05/HSH-Definitions-Populations-San-Francisco-Connection-and-Homeless-Status.pdf</a>

### **XIII. 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