



Solicitation of Interest (SOI)
Direct Cash Transfer
Program Pilot for Transitional Age Youth
Issued: 5/9/22
Contact: Prevention and Problem Solving– Julieta.Barcaglioni@sfgov.org

I. Summary

The Department of Homelessness and Supportive Housing (HSH) is seeking to fund a youth- serving community partner to design, implement, and manage a direct cash transfer (DCT) program pilot for youth between the ages of 18-24, usually referred to as Transitional Age Youth (TAY). Based on the most recent Point-in-Time count (conducted in 2019), there were 1,145 youth experiencing homelessness on a single night in San Francisco; 95% of these youth were TAY. In an effort to reduce the number of TAY experiencing homelessness in San Francisco, to increase TAY's housing stability, and to expand the City's inventory of available interventions to support ending youth homelessness, HSH is interested in piloting a DCT program.

To align with best practices, the DCT program pilot should be unconditional; however, HSH is interested in piloting the DCT as a housing intervention, thus testing the effects of the pilot on the housing stability of recipients.

For this pilot program, HSH is encouraging system-wide collaboration and a participatory model approach. We are seeking applications that will incorporate the voices of youth with lived experience and other relevant community partners to have a wide reach of input to successfully design and implement a DCT program to serve this population. HSH recognizes that collaborations and partnerships are often the most effective way to provide desired services and increase impact for the target population. As such, collaborative proposals are preferred and encouraged. Such proposals must identify a lead CBO to serve as the Applicant. Additionally, applicants should have a demonstrated history of working with the TAY population and leading inter-agency and cross-system collaborations.

The awarded provider will be expected to plan and design key components of the proposed program as outlined in this SOI. While the awarded provider will design most program elements of this intervention, HSH requires having at least half of the participants served to be Problem Solving status, meaning youth without access to a continued housing resource within the Homelessness Response System (HRS). Moreover, given the primary goal of supporting young people's housing stability, youth participating in this program shall receive a DCT amount that is aligned with the market rate of shared housing in or around San Francisco.

This SOI opportunity will provide \$2M in funding for a three-year agreement period. Additional details of the pilot program funding are outlined in [Section VI. Budget](#). The awarded provider is encouraged to leverage additional funding as needed to support the DCT program approach proposed.

HSH is seeking community-based organizations who demonstrate the necessary expertise, experience, and capacity to deliver the proposed program services as listed below. The Minimum Qualifications are as follows:

1. Must be a community-based agency that is a non-profit organization tax-exempt under Section 501 (c)(3) of the Internal Revenue Code.
2. Applicant organizations must be based in San Francisco.
3. At least five years of experience providing case management and peer navigation services to young adults experiencing housing instability or homelessness.
4. Must be a qualified City vendor or have started the process of becoming a City vendor at time of proposal submission.

HSH anticipates agreements with a tentative start date of September/October 2022, for a three-year agreement.

II. Schedule¹

Solicitation Issued	Monday, May 9th
Solicitation Questions Deadline ²	Friday, May 13 th 5pm
Solicitation Answers and Clarifications Published	Friday, May 20th
Applications Due Date	Friday, June 24th at 5pm
Intent to Award Notification	July/August 2022
Grant Agreements Begin	September/October 2022

Interested parties must submit all application questions to Julieta.Barcaglioni@sfgov.org no later than **the Solicitation Questions Deadline**. Interested parties must submit all Applications to 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

The Department of Homelessness and Supportive Housing (HSH) seeks to become an institution that represents the diversity of the communities we serve and fosters a more diverse, equitable, and inclusive (DEI) culture that recognizes and creates belonging for everyone in our Homeless Response Systems across all work functions, levels, and services.

Diversity, Equity, and Inclusion is the foundation upon which HSH engages and assists those we serve, builds relations with those who provide services on our behalf, and infuses the values and beliefs that enable our colleagues and contractors to develop their potential and bring their full selves to the work we do to end homelessness in the city and county of San Francisco.

We envision outcomes where racial disparity gaps in homelessness are closed, and the Homelessness Response System (HRS) is structured to benefit, and not further marginalize and harm, the BIPOC, LGBTQ+, and Differently-abled communities. Our mission will inform the policies, procedures, and program development that end cycles of homelessness for our unsheltered and at-risk communities through equitable access to housing opportunities.

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

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

COVID-19 has heightened the historic and continuing impact of anti-Blackness and white supremacy, and of homophobia and anti-trans bias, have led to vastly disproportionate levels of homelessness for communities of color, lesbian, gay, bisexual, and queer (LGBQ+) and transgender persons. Thus, 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.

HSH grantees extend the department's reach into the community. It is our vision that all services funded by HSH further the department's mission and reflect its values, including the commitment to more equitable outcomes for BIPOC individuals experiencing homelessness in San Francisco. HSH is seeking to partner with grantees who demonstrate a deep understanding of and focus on racial equity to achieve different outcomes in the communities HSH serves and pay close attention to those who are often excluded. All applications for HSH funding will be evaluated in part based on the applicant's ability to articulate and demonstrate how it will operationalize a commitment to racial equity. Awarded grantees shall demonstrate the ability to conduct equity-focused data analyses and use feedback from the served population to enhance services.

IV. Served Population

Grantee shall aim to serve transitional aged youth (ages 18 to 24) experiencing housing instability or homelessness with at least half of the participants be Problem Solving Status (i.e. youth without access to a continued housing resource within the HRS). All youth participants shall meet the HSH definition of homelessness at enrollment (see glossary).

V. Program Scope and Parameters

Applicant will be responsible for the following key program components outlined below:

A. Scope and Description of Services:

1. **Planning:** Grantee will be expected to plan and design key components of the proposed program such as deciding the target population to be served, eligibility criteria for participants, and all other program components outlined below. Planning will require Grantee to collaborate with other key partners/stakeholders (including HSH) in overall program design, implementation, and evaluation processes including but not limited to: finalizing program design, finalizing program implementation guide, youth identification and recruitment, and participation in all related training, meetings, and activities as required by HSH. Grantee is also encouraged to identify, secure and leverage additional sources of funding.
2. **Community Input on Program Design:** Grantee shall hold community input sessions and partner with community members and the target population to gather input on the program design to ensure that services are client-centered. Grantee shall develop program guidelines based on collective feedback.
3. **Outreach:** Grantee shall build or leverage existing relationships with other key stakeholders serving youth experiencing homelessness in San Francisco to reach potential participants for DCT program. Grantee shall develop and implement an outreach and engagement plan that will provide information about the program to potential applicants. Grantee should work collaboratively with other community-based organizations to maximize outreach efforts.
4. **Youth Identification and Recruitment:** Grantee will be responsible for coordinating and overseeing timely identification, recruitment, and referral of participants to the DCT pilot program. This includes working closely with community partners/referral agencies to ensure strong engagement and recruitment and also supporting participation and recruitment for the evaluation component

of this pilot.

5. Program Orientation and Enrollment: Grantee shall carry out program orientation and enrollment activities for all participants. Grantee shall provide standardized orientation to all youth participants in the DCT pilot program. Grantee shall ensure that such services are provided in a method that considers the circumstances and preferences of the youth participants.
6. Resource Distribution: Grantee shall determine the payment amount that each participant will receive as part of the direct cash transfer, as well as the payment frequency, duration & mechanism. Grantee shall ensure that payment amounts take into consideration current housing market rates for units in or around San Francisco. Grantee shall also ensure that the payments are not conditional on services.
7. Supportive Programming: Grantee shall provide flexible, client-centered, trauma-informed, low-barrier, voluntary supportive programming to all program participants. Supportive programming can include, but not be limited to the following services: goal planning, budgeting, referrals to other community-based organizations, benefits counseling, financial literacy/education, housing navigation, connection to employment and higher education, and skills development. Grantee shall identify and provide access to available community services that meet each individual's needs or support progress toward housing stability-related goals.
8. Program Evaluation: Grantee shall conduct a comprehensive evaluation of the pilot program through existing internal evaluation resources and/or with the assistance of an evaluation consultant. The Grantee should emphasize gathering both quantitative and qualitative information to show the impact of the program. Grantee and Evaluator shall share data and have regular communication with HSH regarding the program evaluation.
9. Program Policy: Grantee shall develop and maintain clear a policy & procedures program policy/protocol.
10. Ongoing Quality Improvement: Grantee shall adopt a continuous improvement approach to this pilot and be in constant communication with HSH, the Evaluator, and other relevant stakeholders to monitor and evaluate the program during duration of the grant.

VI. Budget

The available budget is \$2M over the course of 3 years. Around 60% of the total budget amount should be allocated to direct client assistance; 40% to program delivery/operational costs. Please, provide a ramp-up and spent-down plan with the ratio stated above. If leveraging other sources of funding, overall pilot program budget should be close to a 60/40 ratio.

VII. Service & Outcome Objectives

Grantee shall work in partnership with HSH and Evaluator to determine appropriate service and outcome objectives for this intervention.

IX. Application and Evaluation Criteria and Submittal

A. Application and Evaluation Criteria

1. Please discuss the top three reasons why your organization is interested in piloting a DCT Program to youth experiencing homelessness or housing instability. (250-500 word limit)
2. Please describe your experience distributing financial assistance to youth and describe partnerships with agencies that have assisted with this process, if any. (250-500 word limit)
3. Please describe any innovative approaches designed to improve outcomes for youth experiencing homelessness designed and/or implemented by your agency in the past. Include information about partnerships with other community-based organizations and/or the public sector and how you have considered best practices when developing new interventions. (250-500 word limit)
4. Please describe how your organization specifically supports the needs of BIPOC, LGBTQ youth, youth with disabilities, and youth involved in the child welfare system. (250-500 word limit)
5. Please provide examples of how your organization has collected and used input from youth with lived experience when developing, implementing or evaluating programs. (250-500 word limit)
6. Please describe your organization's approach to Continuous Quality Improvement (CQI), including how you utilize data to guide and improve the quality of services offered by your agency and your organization's experience and previous participation in program evaluations. (250-500 word limit)
7. Please provide a description of your agency's approach to operationalize and deliver the DCT pilot program and how your approach will address the needs of the target population. **Please, note that the program design is not expected to be fully fleshed out in advance of submitting a response. HSH is seeking for applicants to describe their initial thinking and ideas and the process by which program designed will be finalized.** Please address the following areas: planning, community input on program design, outreach, youth identification and recruitment, program orientation and enrollment, resource distribution, supportive programming and partnerships, and program evaluation.

Applicati on 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 youth? How well does the Applicant describe their knowledge of the needs and challenges of youth experiencing homelessness? Does the Applicant demonstrate experience designing or implementing interventions to support youth successfully exit homelessness (e.g., financial distribution)? To what extent does the applicant have experience collaborating with relevant organizations/ Departments that serve youth experiencing homelessness or housing instability? To what extent does the Applicant's approach to services reflect a culturally responsive/trauma informed model and an intentional approach to equity? (Q 1-4)</p> <p>3.2: 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? To what extent does the applicant consider feedback from the target population? (Q 5-6)</p> <p>3.3: How well has the applicant provided details about their approach to the overall design and implementation of the program, including all of the program design elements described in question 7. (Q7)</p>	<p>30</p> <p>20</p> <p>30</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
Total				100

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 in **one** PDF file saved as “SOI DCT Youth App Organization Name(s).”
- Applicants shall submit the Appendix 2: Budget Template in Excel version as well saved as “SOI DCT Youth Budget Organization Name(s)”. If multiple collaborators, please submit separate budget templates.
- Applicants shall submit the two attachments to Julieta.Barcaglioni@sfgov.org.
- The email subject shall have the subject “SOI DCT Youth 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: Application 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.

VIII. 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>.

IX. Glossary of Terms

Term	Definition
Grantee	Any Applicant awarded an Agreement for services under this procurement. Also known as Awarded Provider 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.
Transitional Age Youth	An unaccompanied individual between the ages of 18 and 24.
HSH Homeless Definition	https://hsh.sfgov.org/wp-content/uploads/2020/05/HSH-Definitions-Populations-San-Francisco-Connection-and-Homeless-Status.pdf

X. 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