



Solicitation of Interest (SOI)

Mission Cabins at 1979 Mission Street

Contact: HSH Temporary Shelter | HSHTemporaryShelter@sfgov.org

I. Summary

The City and County of San Francisco (“City”) Department of Homelessness and Supportive Housing (HSH) is soliciting applications from qualified community-based organizations (CBO) to operate the new Mission Cabins program at 1979 Mission Street, which will serve adults experiencing homelessness in a “tiny home” shelter setting similar to the successful Cabin Pilot Project at 33 Gough Street. By U.S. Department of Housing and Urban Development (HUD) definition, this program is considered emergency shelter and accordingly will follow all applicable City shelter policies and procedures. The Mission Cabins are tentatively scheduled to open in October 2023.

To be considered for funding under this Solicitation, Applicants must meet the following Minimum Requirements:

- At least two years of experience providing shelter or homeless services.
- Must be a certified City vendor or have initiated the process to become a City vendor, as evidenced by registering at the San Francisco City Partner website by the time of submitting materials for the Solicitation of Interest (SOI).
- Must be in good standing with the California Attorney General’s Registry of Charitable Trusts¹.

HSH is seeking a CBO that will provide the best overall value and highest quality guest services. Collaborations are welcome, however, HSH seeks to create one agreement with a lead organization, which may subcontract with other providers.

II. Schedule²

Solicitation Issued	May 9, 2023
Solicitation Questions Deadline	May 26, 2023
Solicitation Answers and Clarifications Published	June 2, 2023
Application Due Date	June 9, 2023 at 5:00 PM
Intent to Award Notification	July 2023
Grant Agreements Begin	October 2023

Interested applicants must submit all questions and applications to HSHTemporaryShelter@sfgov.org no later than the stated deadlines to be considered. Questions and applications received after the applicable deadlines will not be considered. Interested parties must not contact City staff other than the email address stated in this document.

Appendices

Appendix 1: Application Template

¹ Good standing may include nonprofit suppliers in closed, current, exempt, or probationary status with the Registry of Charitable Trusts. Providers may check their status: <https://rct.doi.ca.gov/Verification/Web/Search.aspx?facility=Y>

² Dates are subject to change. Check the HSH website for updates.

Appendix 2: Budget Template

Attachment

Attachment 1: Concept Budget

III. Funding Availability

The available funding through this SOI is summarized below. Applicants must stay within the total budget amount to be considered. Please submit a 12-month budget with narrative. Pro-ration and other adjustments can be made after funds have been awarded. Please see section “X. Concept Budget” for additional budget guidance. Please note that the total budget cap includes funding for meals.

Total 12-month Budget Amount
\$2,976,140.40

IV. Program Scope and Parameters

In October 2023, San Francisco will be opening a new Cabins shelter program in the Mission. Cabins, or tiny homes, are essential to reducing unsheltered homelessness and connecting guests to services and housing assistance. The purpose of the Mission Cabins program is to help the served population obtain emergency, no-cost, non-congregate shelter, hygiene amenities, and connection to income, public benefits, health services, problem-solving, and housing, as available. This program employs a low-barrier, harm reduction model, with limited rules, which are focused on specific guest actions rather than functional addictions or problems.

The Mission Cabins program will operate 24/7 and have space for approximately 60-70 single room cabin units for people experiencing homelessness. The site is located at 1979 Mission Street adjacent to 16th and Mission BART station in a former parking lot. Site amenities will include cabins, bathrooms, showers, laundry, staff offices, meeting spaces, community space, bike racks, storage, and security. Services will include 24/7 staffing and case management.

The served population is defined as single adults and couples, 18 years old and older, who are experiencing homelessness and do not have a fixed, regular, or adequate nighttime residence. People cannot walk up to the program and access the site. Program access is by invitation only and will be coordinated through the HSH centralized referral process.

Once accepted into the Mission Cabins, guests will have access to significant amenities, services, and resources. The program will include:

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Amenities

- 60-70 individual cabin units, each with a bed, desk and chair, shelving, lighting, electrical outlet, heater, and locking door and window
- 24/7 staffing, including program monitors and safety/de-escalation staff
- Restroom trailer
- Shower trailer
- Hand washing stations
- Privacy fencing
- Front gate on Mission Street and back gate on Capp Street
- Controlled entry/exit with guard station at each gate
- Security cameras
- Trash, recycling, and compost area
- Wi-Fi internet access
- Staff offices
- Meeting space
- Community space
- Site lighting
- Client mailboxes
- Storage
- Bike racks
- Pet relief area
- Planters
- Smoking area
- Two meals per day
- Subcontracted laundry services

Supportive Services

- Housing-focused case management staffing with a 1:25 staff to client ratio
- Part-time behavioral health services provided by the Department of Public Health (DPH)
- Part-time medical services provided by DPH
- Confidential meeting spaces for case management and behavioral health meetings

Services Provided

The program will provide services including, but not limited to, intake, assessment, program orientation, service planning, housing-focused case management, benefits navigation, document readiness, referrals and coordination of services, group activities, frequent wellness checks, and exit planning. Housing-

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focused case management services shall focus on navigating guests through housing resources and the housing process, including linkage to Problem-Solving services, housing navigation into HSH Permanent Supportive Housing, and assistance applying for housing outside of the homelessness response system. Support Services staffing shall include 3 case managers and case management supervisor. It is ideal for the case management supervisor to have clinical training and experience to support the team in working with persons with complex behavioral health needs.

The operations staffing will provide program monitoring, frequent cabin-by-cabin wellness checks, safety/de-escalation of guests, janitorial services, and maintenance services. The CBO will be expected to complete maintenance and repairs needed for the turnover of cabins.

The program will follow the Shelter Grievance Policy and maintain the Shelter Standards of Care, and all DPH requirements. The program will cooperate with the Shelter Monitoring Committee and other City systems that relate to temporary shelters³. The program will utilize HSH database systems, including the ONE System.

The program will adhere to HSH's Good Neighbor Policy including, but not limited to:

1. Collaboration with neighbors and relevant city agencies to ensure that neighborhood concerns about the facility are heard and addressed;
2. Site representative will attend all appropriate neighborhood meetings;
3. Site representative is available to respond to neighbors within 24 hours, if reasonable;
4. Minimizing the impact on the neighborhood of cabin population waiting to enter the site or in the immediate vicinity of the site;
5. Actively monitor the site perimeter, 7 days per week;
6. Active discourage loitering in the area surrounding the site; and
7. Summon law enforcement, SFHOT, HSOC, and/or DPW as needed to address safety, cleanliness, and/or encampment issues on the block.

Service Objectives

Annual service objectives include:

- Provide intake and program orientation to 100 percent of all new guests and updates for returning guests in a new stay.
- Conduct daily guest count and wellness checks for 100 percent of guests.

³ The reference to the Shelter Grievance Policy, Shelter Standards of Care and Shelter Monitoring are key components of the temporary sheltering system prior to the COVID-19 pandemic. Although the response to the COVID-19 virus may result in a change for this site, please respond to these program components as presented. Alterations in the numbers and related issues will be part of the negotiation with the selected provider(s).



- Utilize intake and assessment information with partnering service providers to identify options and create a service plan for at least 95 percent of guests. Written service plans shall include clear goals and objectives and identified barriers. Service connections, progress, and follow-up on these service plans will be documented in the guest's record.
- At least 90 percent of guests who do not have a current Coordinated Entry assessment or are not Housing Referral status shall be offered referral for Coordinated Entry and/or Problem-Solving assessment within one week of placement.
- At least 90 percent of guests with referral needs shall be provided referrals related to benefits, employment, health, and related transportation support if needed.
- Administer a quarterly satisfaction survey and achieve at least a 50 percent response rate for guests.
- 100 percent of all staff will have completed the required annual training.

Outcome Objectives

Annual outcome objectives include:

- At least 50 percent of guests referred will have received Coordinated Entry and/or Problem-Solving assessment within 15 business days of initial intake.
- At least 75 percent of Housing Referral Status guests will meet document readiness standards within three months of initial intake.
- At least 75 percent of guests who completed the quarterly satisfaction survey will Strongly Agree or Agree that they are satisfied with the services on site.
- At least 25 percent of shelter exits shall be exits to permanent housing.

Service and Outcome Objectives may be subject to change during the agreement negotiation phase with a selected provider.

V. Fire Watch

The selected CBO provider will be required to conduct "fire watch protocol" at the Mission Cabins Site in accordance with San Francisco Fire Department requirements. Fire Watch requirements will include, but are not limited to, the following:

- Hiring one full time fire watch monitor per shift to patrol the site for fire;
- Conduct weekly inspections of each cabin;
- Keep a fire watch log denoting times and locations of fire watch patrol;
- Using alarm signal (whistle or body horn) in case of fire or emergency;
- Contact 911 in the case of fire or emergency;
- Conduct bi-annual fire drills;



- Conduct regular tests of smoke and Co2 detectors;
- Conduct routine staff training on emergency response, including site egress.

VI. Delivering Services with Equity

The Department of Homelessness and Supportive Housing 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 HSH's behalf, and infuses the values and beliefs that enable colleagues and contractors to develop their potential and bring their full selves to the work to end homelessness in the city and county of San Francisco.

HSH envisions 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. HSH's mission will inform the policies, procedures, and program development that end cycles of homelessness for unsheltered and at-risk communities through equitable access to housing opportunities.

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+), gender non-conforming, and transgender persons. Thus, equity must be the foundational consideration in everything HSH does, and 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 HSH's 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 applicants 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.

VII. Delivering Services Using a Housing First Approach

Grantee shall adhere to Housing First principles found in [California Welfare and Institutions Code Section 8255](#) and follow the processes agreed upon by Grantee, HSH, property owner, housing subsidy administrators, funding regulations, fair housing laws, and/or other entities involved with referrals.

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Housing First is an evidence-based model that uses housing as a tool, rather than a reward, for recovery and that centers on providing or connecting homeless people to permanent housing as quickly as possible. Housing First providers offer services as needed and requested on a voluntary basis and that do not make housing contingent on participation in services.

Under Housing First, tenant screening and selection practices must promote accepting applicants regardless of their sobriety or use of substances, completion of treatment, or participation in services. Tenant applicants must not be rejected based on poor credit or financial history, poor or lack of rental history, criminal convictions unrelated to tenancy, or behaviors that indicate a lack of “housing readiness.”

VIII. Overdose Prevention in the Homelessness Response System

The primary way that HSH promotes harm reduction and overdose prevention throughout the Homelessness Response System is to include, rather than exclude, substance users from services. For many years, housing was treated as an award for compliance with social standards, including sobriety. This approach left substance users out on the streets and did not provide access to the resources often needed to reduce drug use and overdose through housing or other services. Consistent with the State of California’s Housing First Principles found in the California Welfare and Institutions Code Section 8255, housing providers must accept enrollees into their programs regardless of their sobriety or use of substances, completion of treatment, participation in services, or other behaviors presumed to indicate a lack of “housing readiness.”

All HSH-funded programs across the Homelessness Response System are committed to serving and being accessible to people using substances. The Department provides dedicated support services through outreach, shelter, and housing to mitigate harmful behaviors stemming from substance use and to help stabilize people within HSH’s programs.

Additionally, to help the most vulnerable people experiencing homelessness access long-term stabilizations and exits from homelessness, HSH has included a substance use disorder as one of the vulnerabilities assessed through Coordinated Entry to determine housing prioritization status.

The agreement awarded as a result of this solicitation will incorporate requirements of the Department’s Overdose Prevention Policy, as required by Administrative Code Section 15.17. For additional information, please refer to the HSH Overdose Prevention Policy⁴.

⁴ HSH’s most current Overdose Prevention Policy can be found: <https://hsh.sfgov.org/about/research-and-reports/additional-reporting/>



IX. Nonprofit Supplier Compliance with California Attorney General Registry of Charitable Trusts

City Suppliers may receive City funding as a Prime Contractor, Subcontractor, Grantee, Subgrantee and/or Subrecipient. Prime Contractors and Grantees have a contract directly with the City to deliver services. Subcontractors, Subgrantees and/or Subrecipients may receive City funding, with the Prime Contractor/Prime Grantee serving as a Fiscal Intermediary, Fiscal Sponsor or Fiscal Agent.

All nonprofits doing business in California, regardless of contracting relationship with the City, are required to register with the Secretary of State to receive a business license, and to register with the Attorney General (AG) in order to receive charitable donations and to operate in the state as a nonprofit.

When signing new contracts with the City, it will be the responsibility of Prime Contractors or Grantees to ensure any Subcontractors, Subgrantees and Subrecipients receiving City funding via the contract are eligible to do business within California and have submitted all required filings to the State AG, using the State AG's Registry website to verify the status of each as "current" or "probationary."

During contract execution, Prime Contractors/Grantees that are nonprofits will be required to affirm their own "current" or "probationary" status through the contract terms and conditions. On or before this time, Prime Contractors and/or Grantees should notify the Contracting Department about any selected Subcontractors, Subgrantees and/or Subrecipients that are not in good standing prior to entering into a new contract.

If a Subcontractor, Subgrantee and/or Subrecipient is in Delinquent, Revoked or Suspended status, the Prime Contractor/Grantee and Contracting Department should identify an alternate organization in "Current" status to receive City funding.

Subcontractors, Subgrantees and/or Subrecipients may be eligible for City technical assistance to come into compliance.

X. Concept Budget

The attached concept budget is a guideline to use when proposing your program budget. It is based on the staffing structure described below. A provider may offer a different staffing structure in the proposed Appendix 2: Budget Template. In the negotiation, the selected provider will be able to present alternative expenses, but the overall cost of the proposed provider's ongoing annual budget should not exceed \$2,976,140.40 for 12 months of operations. This includes funding for 43,800-51,100 meals per year.



Concept Budget Notes:

- There are expenses that providers do not need to validate and should not change. These line items include Rental of Property, Utilities, and Cable/Internet. As the site is developed during negotiation with the selected provider and during the first months of operation, these placeholder expenses will be adjusted accordingly as actual estimates and expenses are confirmed. **For the purpose of the proposed Appendix 2: Budget Template, providers should not alter these amounts.**
- The staffing structure in the concept budget is not a required structure. This staffing structure was created to target the overall budget based on HSH's experience with sites of this size and structure. Individual staffing positions, salaries, FTEs, and fringe benefits may be adjusted. However, HSH does have the following staffing recommendations:
 - The housing-focused case management staffing ratio should be no higher than 1:25.
 - HSH budget modeling assumes that entry level Monitors will be paid at least \$22/hour and that entry-level Case Managers will be paid at least \$28/hour. To the extent the proposed budget reflects lower wages, the total funding allocated to the Awarded Provider may be adjusted accordingly.
- Please note in the concept budget, there is a staffing line item for a safety/de-escalation staff position. A provider may staff this themselves or create a subcontract with unarmed safety and de-escalation service company. A provider may suggest the subcontractor and associated budget costs. Safety and de-escalation services should be staffed 24 hours per day.
- The budget total includes funding for between 43,800-51,100 meals per year. This assumes 60-70 clients x 2 meals per day x 365 days per year = 43,800-51,100 meals per year. HSH will confirm the final meal count during budget negotiations once the final cabin count is known. The per meal cost should not exceed \$12 per meal. Please note that the site is not expected to have a commercial kitchen on-site. If your CBO is interested in providing meals in-house (prepared off-site) or via subcontract, please budget for meal service at the site based on the aforementioned information. If your CBO is not interested in providing meals (neither in-house nor via subcontract), then please use \$358,938 as a placeholder for meals in your budget.
- Although a provider's analysis of the budget may result in changes, the overall cost for Fiscal Year 2023-2024 should not be exceeded.
- Budget negotiations with the potential provider will occur once HSH has received responses and proposed budgets from interested providers.

The Concept Budget has a proposed provider staffing model that includes 24/7 coverage, including:

- Site Manager
- Supervisor
- 2 Monitors per shift
- 1 Fire Watch Monitor per shift



- 3 Housing-Focused Case Managers
- Housing-Focused Case Manager Supervisor
- 1 or 2 safety/de-escalation staff or subcontracted security staff per shift stationed at the front/back gate
- Janitorial staff
- Subcontractor to provide two meals per day (43,800-51,100 meals per year)
- Subcontractor to provide laundry services

Outside program staff should not be included in the budget but may partner for onsite services (e.g. Department of Public Health nurses, Human Services Agency (HSA) benefits staff, Coordinated Entry organizations)

XI. How to Submit Interest in Being the Provider

Interested providers must complete and submit ALL the following documents via email to HSHTemporaryShelter@sfgov.org with the subject line “Mission Cabins Program Interest” by 5:00 PM on Friday 6/9/2023. Late submissions will not be accepted.

Appendix 1 - Application Template:

Complete the applicant information requested on page 1 and provide a narrative response on page 2. The narrative response must not exceed 2,000 words total. Please respond to the following questions:

1. General Background and Qualifications (500 word limit):
 - a. Description of the organization.
 - b. Demonstrate having two years of experience in shelter or homeless services.
 - c. Is your agency a City and County of San Francisco approved vendor?
 - d. Is your organization applying individually or in partnership?
2. Program Population (500 word limit):
 - a. Please explain your agency’s experience working with marginalized populations, including people experiencing homelessness.
 - b. How will you use racial equity and trauma informed approaches when providing services to guests?
3. Program Implementation (750 word limit):
 - a. Description of the program model and services you envision for this program.
 - b. Description of your agency's experience implementing a harm reduction model.
 - c. Description of how you will maintain good relations with the neighbors and community.
 - d. Description of your program’s measures of success. Describe the kinds of data and information your organization will collect related to this work. What outcomes are you looking to achieve?
4. Ability to Initiate Services (250 word limit):

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- a. Describe your organization's ability to initiate services outlined in this SOI. Please include a timeline that incorporates how your organization will staff up, initiate, and fully implement services by the anticipated launch date in the SOI.

Appendix 2 - Budget Template:

Interested providers should submit a proposed budget, including budget narrative, attached to your response email. Please reference the Concept Budget section for instructions. The final program budget will be refined and finalized during the negotiation process once a provider is chosen. **Please use the Appendix 2 budget template document provided by HSH for your proposed budget.**

- a. You may use the attached concept budget as a budget example for this size and type of program.
- b. If including subcontractor(s), please indicate how the staffing will be structured and divided among the agencies in the budget narrative tab.
- c. Please state whether you are proposing to handle site security with your agency personnel or with a subcontract. Please name the security subcontractor if known.
- d. Please state whether you are proposing to provide meals or subcontract meals. Please name the meals subcontractor if known.

Attachments: Please attach job descriptions for all key staff positions including, but not limited to, Site Manager, Supervisor, Monitor, Security, Housing-Focused Case Manager, Janitor, etc.

