



Mike Levine, Executive Director

Daniel Lurie, Mayor

To	Homelessness Oversight Commission
Through	Mike Levine, Executive Director
From	Marion Sanders, Chief Deputy Director Dylan Schneider, Interim Deputy Director of Administration and Finance Edilyn Velasquez, Director, Contracts
Date	August 6, 2026
Subject	Contract Agreement Approval: RDA Consulting, SPC Just Home Evaluation

<i>Agreement Information</i>	
F\$P#	1000038822
Provider	RDA Consulting, SPC
Program Name	Just Home Evaluation
Agreement Action	Original Agreement
Agreement Term	September 1, 2026 – October 31, 2027

Agreement Amount

New	Contingency¹	Total Not to Exceed (NTE)
\$100,000	\$20,000	\$120,000

<i>Funding Information</i>	
Funding Sources²	100% MacArthur Foundation

The Department of Homelessness and Supportive Housing (HSH) Contracts team requests authorization to enter into a new contract agreement with RDA Consulting, SPC (RDA Consulting) for the provision of Just Home Evaluation for the period of September 1, 2026 to October 31, 2027. This new agreement is for new services.

Background

In May 2022, the MacArthur Foundation and The Urban Institute launched the Just Home project, a national program designed to advance community-driven efforts to break the links between housing instability and jail incarceration. San Francisco was one of four initial communities selected to participate, and the City received grant funding to support the launch and implementation of the program.

¹ Contingency applied to FY 26-27 and FY 27-28 budgeted amount.

² The funding sources listed reflect current and future years.

HSH is the City's lead agency for Just Home in San Francisco and has worked to build relationships and active partnerships with San Francisco's criminal justice agencies and homelessness response system partners to support the collective development of a more comprehensive, equitable and coordinated system to bridge significant siloes between the homelessness, housing, and criminal justice systems. One of the key components of Just Home is 3900 3rd Street, a 19-unit transitional housing program for transitional-aged youth (TAY) in Bayview Hunters Point, a historically marginalized neighborhood. The building targets TAY who have had contact with the jail system and are unstably housed. The program offers services including health and wellness, workforce connections, food security, case management, housing navigation, and personalized support. The site has been operating since April 2026.

As part of the Just Home project, all sites are required to conduct an evaluation of their programs to understand the impacts of the housing interventions.

Services to be Provided

The purpose of the contract is to provide qualitative evaluation activities to support and enhance San Francisco's Just Home program. This includes, but is not limited to, refining and finalizing an evaluation plan; designing, conducting, and analyzing data collection activities such as stakeholder interviews, client focus groups, and surveys; and creating a final evaluation report.

Selection

Contractor was selected through Request for Qualifications (RFQ) #157 Professional Consulting Services, which is valid until September 2036.

Agreement Materials

- HOC Approval Package
 - Appendix A, Services to be Provided
 - Appendix B, Budget



**Appendix A, Services to be Provided
by
RDA Consulting, SPC
Just Home Project Evaluation**

I. Purpose of Contract

The purpose of this contract is to conduct community engagement and evaluation activities to support and enhance San Francisco’s Just Home program, a system-wide effort designed to advance community-driven efforts to break the links between housing instability and jail incarceration. This includes the planning and facilitation of community discussions, convenings, surveys, and meetings and the collection and analyzing of stakeholder and client input to inform process improvement efforts and program outcomes.

San Francisco’s Just Home project is funded by the MacArthur Foundation. HSH is the project lead but works closely with the City’s Safety and Justice Challenge Workgroup, a consortium of the City’s criminal legal agencies who work together on strategies to safely reduce San Francisco’s jail population. As part of Just Home, HSH also works with the Urban Institute, a nonprofit organization that provides technical assistance and oversees the Just Home subgrant agreement with San Francisco, as well as the California Policy Lab, who is the quantitative evaluator for the project.

II. Description of Services

Contractor shall provide the following services during the term of this contract:

Deliverables and Tasks	Timeline (FY26-27)	Timeline (FY27-28)
A. Evaluation Plan		
Tasks include: - Review the current evaluation plan to ensure that the qualitative measures and evaluation methods are well-defined and responsive to the project’s needs, are community informed, and are aligned with the project’s data collection requirements. - In coordination with HSH, its core implementation partners, and California Policy Lab (CPL), refine the project’s evaluation plan and qualitative metrics to ensure alignment and integration of the project’s requirements, goals, objectives, timelines and deliverables. This includes both a process and outcome evaluation of 3900 3rd Street at least six and 12 months after project launch, as well as a systemwide evaluation to inform programming and process improvement efforts for those at the intersection of homelessness and justice system involvement. - Plan and facilitate consultations, interviews, meetings and workshops (virtual and/or in-person, as appropriate) with project partners, project leadership, contract-funded technical assistance providers, people	Evaluation Plan Update: September 1, 2026 – October 31, 2026 Updates, as needed: November 1, 2026 – June 30, 2027	Updates, as needed: July 1, 2027 – October 31, 2027

with lived expertise, and other stakeholders as needed to gather feedback on the proposed adjustments to the evaluation plan. • Document key inputs and recommendations from stakeholders, analyze feedback gathered from stakeholders, and share meeting minutes. • Incorporate final feedback and update the evaluation plan in collaboration with CPL, including but not limited to the project's key questions, data collection methods, and qualitative metrics as needed. • Form a Participatory Action Research (PAR) Workgroup made up of youth with lived experience of justice system involvement and/or housing insecurity. The PAR Workgroup will meet and engage with the project through the duration of the evaluation period to update evaluation plan, plan protocols, receive training on and facilitate focus groups, and to co-interpret and validate qualitative data. • Present a summary of findings and a revised qualitative evaluation plan to project leadership and stakeholders for review and approval. • Update the evaluation plan and activities as needed.		
B. Data Collection and Analysis		
Tasks include: • Use the revised evaluation plan to create, adjust, and manage data collection tools and protocols, engage participants, gather stakeholder feedback, and inform project-based and systemwide process improvements. Data collection tools include but are not limited to: residential surveys, client focus groups, and stakeholder interviews or questionnaires. • Engage participants as active partners in the evaluation process, using a participatory approach that involves them directly in data collection, and in shaping ongoing analysis that informs program improvement and a broader citywide effort across multiple Departments and community-based agencies to approach services for justice-involved populations. • Present the data collection tools and protocols to project leadership and stakeholders for review and approval.	September 1, 2026 – June 30, 2027	July 1, 2027 – October 31, 2027
C. Reporting and Final Evaluation Report		
Tasks include: • Collect qualitative data and conduct community engagement throughout the entire duration of the contract period, focusing on a comprehensive	September 1, 2026 – June 30, 2027	July 1, 2027 – October 31, 2027

evaluation. All activities will be conducted within an agreed-upon timeframe and in coordination with HSH and project partners, abiding by the project's data collection requirements. • Synthesize and analyze data collection. • Advise and support additional components of the Just Home evaluation as determined by HSH, other Just Home project partners, CPL, or the project requirements, including but not limited to providing policy recommendations based on evaluation findings and conducting additional community engagement in response to interim evaluation results to inform continuous quality improvement. • Compensate people with lived experience who provide input for evaluation activities in accordance with HSH's Gift Card Policy. • Produce quarterly evaluation reports, a final qualitative evaluation report with project findings (due prior to the end of the project period), and other reports as requested to satisfy Just Home subcontract requirements. Coordinate with CPL as needed. • Work with HSH, other partners, and people with lived expertise to develop a communications strategy around the evaluation results including but not limited to data visualization and narratives and storytelling. • Present the final qualitative evaluation report to project leadership and stakeholders, including people with lived experience, for review and approval.		
D. Administrative Responsibilities and Technical Assistance		
Tasks include: • Meet with project leadership on a regular basis at least monthly; prepare documentation and participate in site visits with HSH, program partners and funders as requested. • Share Monthly Project Status Updates and help prepare Quarterly Progress Reports to the funder. • Attend monthly meetings with Just Home's Referral Partners (e.g., care coordination meetings, technical assistance meetings and Safety and Justice Challenge Workgroup meetings). • Coordinate with partners and provide technical assistance as needed including but not limited to aligning on relevant department or systemwide initiatives, continuous quality improvement, etc.	September 1, 2026 – June 30, 2027	July 1, 2027 – October 31, 2027

III. Service Requirements

- A. Meetings: Contractor shall attend meetings as requested by HSH.
- B. Contractor shall establish written Memoranda of Understanding (MOU) with subcontractor/s.
- C. Diversity, Equity, and Inclusion: The Department is committed to a culture of inclusion in which our differences are celebrated. This includes foundational perspectives that everyone should have equitable access to what they need to thrive no matter their race, age, ability, gender, sexual orientation, ethnicity, or country of origin and that a diverse and inclusive workforce will produce more creative and innovative outcomes for the organization, and ultimately, its clients. And the Department is committed to addressing the disparate impact of historical limits on access to governmental services and advancing equity in all aspects of our work, ensuring access to services, and providing support to all communities to ensure their ability to succeed and thrive. Therefore, Contractor shall maintain organizational plans, strategies, and activities to address diverse, equitable, and inclusive access to services provided by Contractor under the Services, as well as internal controls to regularly review current practices through the lens of diversity, equity, and inclusion to identify areas of improvement. This includes but is not limited to: the organizational mission and/or inclusion statements; non-discrimination documents; community outreach plans; plans to increase diverse applicants for staff positions; communication strategies to address program recipients who have historically been excluded from participation; and staff training activities on diversity, equity, and inclusion.
- D. Confidentiality:
 - 1. Contractor shall comply with applicable federal, state, and local laws that govern the confidentiality, privacy, and security of client data shared between Contractor, HSH, and other providers if those laws apply for the purposes described in the Contract Plan, including but not limited to: U.S. Department of Housing and Urban Department (2004) Homeless Management Information Systems (HMIS) Data and Technical Standards Final Notice and 24 C.F.R. Part 578, Continuum of Care.
 - 2. Contractor shall safeguard the confidentiality of all client data by (a) ensuring the security and integrity of all client data; (b) maintaining computers and other information systems and technology infrastructure that it uses to create, receive, maintain, use, or transmit client data in a secure manner; (c) protecting against any anticipated threats or hazards to the security and integrity all client data; (d) protecting against unauthorized disclosure, access, or use of all client data; (e) ensuring the proper disposal of client data; and (f) ensuring that all of Contractor's employees, agents, and subcontractors, if any, comply with all of the foregoing.
 - 3. Contractor shall immediately notify HSH upon receipt of any subpoenas, service of process, litigation holds, discovery requests and other legal requests ("Legal Requests") related to client data shared under this Contract Plan or which in any

way might reasonably require access to client data, and in no event later than twenty-four (24) hours after Contractor receives the request. Contractor shall not respond to Legal Requests without first notifying City.

4. In the event that Contractor becomes aware of a breach that results in a confirmed unauthorized disclosure that compromises the security, confidentiality, or integrity of client data, Contractor shall, as applicable: (a) notify HSH immediately following discovery, but no later than 48 hours, of such confirmation; (b) coordinate with HSH in its breach response activities; (c) perform or take any other actions required to comply with applicable law as a result of the occurrence; (d) provide to HSH a detailed plan within 10 calendar days of the occurrence describing the measures Contractor will undertake to prevent a future occurrence; and (e) assist HSH upon request and/or as directed in providing notice and/or monitoring to affected individuals in compliance with applicable law.
 5. Contractor staff shall complete the City's compliance and privacy training upon hire. Contractor shall have a privacy compliance policy and best practices training for staff that Contractor must review and update on an annual basis or in response to a data breach. Contractor shall provide a copy of the current policy, training materials, and attendance sheets when requested by HSH Privacy Officer.
- E. Language and Interpretation Services: Contractor shall ensure that translation and interpreter services are available, as needed. Contractor shall address the needs of and provide services to the served population who primarily speak language(s) other than English. Additional information on Language Access standards can be found on the HSH Providers Connect website: <https://sfgov1.sharepoint.com/sites/HOM-Ext-Providers>.
- F. Record Keeping and Files:
1. Contractor shall maintain all eligibility, inspection, and services documentation and care plans in the Online Navigation and Entry (ONE) System and maintain hard copy files with eligibility, including homelessness verification documents.
 2. Contractor shall document services in the ONE System as needed to meet external funding and/or billing requirements.
 3. Contractor shall maintain confidential files on the served population, including developed plans, notes, and progress. Hard copy files shall be stored securely within a locked cabinet and within a locked office.
- G. Data Ownership:
1. The City will retain ownership and rights to the data collected, including derivative works made from the data and the licensing applied to the data.
 2. All rights, including all intellectual property rights, in and to the data and any derivative works of the data shall remain the exclusive property of the City.
 3. The Contractor must not have ownership and usage rights to the data except to provide the service.
 4. The Contractor is provided a limited non-exclusive license to use the data solely for performing its obligations under the Contract and not for the Contractor's own

purposes or later use. Nothing herein shall be construed to confer any license or right to the data by implication, estoppel or otherwise, under copyright or other intellectual property rights, to any third party. Unauthorized use of the data by the Contractor is prohibited. For purpose of this requirement, the phrase “unauthorized use” means the data mining or processing of data, stored or transmitted by the service, for unrelated commercial purposes, advertising or advertising-related purposes, or for any other purpose other than security or service delivery analysis that is not explicitly authorized by the City.

- H. Leading with People with Lived Experience: A key component of the Just Home project is bringing insight and leadership from people who have lived expertise of housing and justice systems. Authentic partnership and input from community members with lived expertise is essential to the success of the evaluation. The Contractor shall ensure that the evaluation not only includes the voices of people with lived experience in the evaluation activities but that it also centers the leadership of community members who have lived expertise to lead, consult, and participate in any evaluation efforts. This could include but is not limited to ensuring that staff with lived expertise of these systems lead any evaluation activities, training or partnering with individuals and local community-based subcontractors with lived expertise to conduct components of the evaluation, and partnering with organizations led by individuals with lived experience to conduct participatory action research.
- I. Additional Contract Requirements: The Contractor should ensure that they meet any additional requirements as is required by the Just Home project contract including but not limited to complying with all applicable federal provisions, statutes, and regulations relating to the protection of human subjects in research and adhering to any publication requirements.

IV. Reporting Requirements

- A. Contractor shall provide a report of activities and findings, based on the frequency described in II. Description of Services.
- B. Contractor shall provide Ad Hoc reports and presentations as required by the Department and respond to requests by the Department in a timely manner.

For assistance with reporting requirements or submission of reports, contact the assigned Contract and Planning contacts.

City and County of San Francisco - Department of Homelessness and Supportive Housing
Appendix B Budget

Document Date:	7/20/2026	
Contract Term	Begin Date	End Date
	9/1/2026	10/31/2027
Provider Name	RDA Consulting, SPC	
Program	Just Home Project	
F\$P	1000038822	
Effective Date	9/1/2026	
Budget Name	Just Home Evaluation	

Funding	Current
Budget Total	\$ 100,000
Contingency	\$ 20,000
Not-to-Exceed	\$ 120,000

		Year 1 9/1/2026 - 6/30/2027	Year 2 7/1/2027- 10/31/2027	All Years 9/1/2026- 10/31/2027
Deliverables	Tasks	Budget	Budget	Budget
A. Evaluation Plan	Operational Launch and Project Kickoff	\$ 20,835	\$ 3,750	\$ 24,585
	Evaluation Plan and document review			
	Metric Refinement			
	Key Informant Interviews			
	Client Engagement Meetings			
	Recommendations Summary			
	PAR Workgroup			
	Finalize Workplan			
	Subtotal	\$ 20,835	\$ 3,750	\$ 24,585
B. Data Collection and Analysis	Create, adjust, and manage data collection tools and protocols	\$ 7,929	\$ 2,921	\$ 10,850
	Focus Group Protocol and participant engagement			
	Survey Development			
	Client Analysis Meetings			
	Subtotal	\$ 7,929	\$ 2,921	\$ 10,850
C. Reporting and Final Evaluation Report	Focus Group Facilitator Training and Implementation (including translation and travel)	\$ 30,489	\$ 2,226	\$ 32,715
	Survey Implementation (incl. translation)			
	Qualitative and Quantitative Analysis			
	Evaluation Reporting			
	Client Implementation Meetings	\$ 5,280	\$ -	\$ 5,280
	Participant Incentives/ Gift Cards			
	Subtotal	\$ 35,769	\$ 2,226	\$ 37,995
D. Reporting and Administrative Responsibilities	Monthly Progress Status Updates	\$ 26,138	\$ 432	\$ 26,570
	Progress Reports			
	Monthly Referral Partner Meetings			
	Additional Meetings Requested by HSH			
	Project Management & Internal Meetings			
	Subtotal	\$ 26,138	\$ 432	\$ 26,570
Total Costs		\$ 90,671	\$ 9,329	\$ 100,000
Revenue	MacArthur Foundation			\$ 100,000
Revenue - Cost (Budget Match Check)				\$ (0)

RDA Consulting Consultants

Name	FY 26/27 Rates	FY 27/28 Rates
Dina de Veer	\$ 270	\$ 270
Jamon Franklin	\$ 220	\$ 220
Brooke Miller	\$ 220	\$ 220
Leslie Giglio	\$ 190	\$ 190

DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING

APPENDIX B, BUDGET

Document Date	7/20/2026	0			
Contract Term	Begin Date	End Date	Duration (Years)		
Current Term	9/1/2026	10/31/2027	2		
Approved Subcontractors				FY 26/27 Amount	FY 27/28 Amount