

File No. 200314

Committee Item No. _____

Board Item No. 15

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: _____

Date: _____

Board of Supervisors Meeting

Date: March 31, 2020

Cmte Board

- Motion
- Resolution
- Ordinance
- Legislative Digest
- Budget and Legislative Analyst Report
- Youth Commission Report
- Introduction Form
- Department/Agency Cover Letter and/or Report
- MOU
- Grant Information Form
- Grant Budget
- Subcontract Budget
- Contract/Agreement
- Award Letter
- Application
- Public Correspondence

OTHER

- Grant Application - Embarcadero SAFE Navigation Center
Summary
- Grant Application - Bayshore Navigation Summary
- Notice of Funding Availability - December 31, 2019
- Draft Standard Agreement
- _____
- _____

Prepared by: Brent Jalipa

Date: March 26, 2020

Prepared by: _____

Date: _____

1 [Apply for Grant - California Department of Housing and Community Development - Pets
2 Assistance and Support Program - \$200,000]

3 **Resolution authorizing the Department of Homelessness and Supportive Housing to**
4 **apply for a grant in the amount of \$200,000 from the Pets Assistance and Support**
5 **Program of the California Department of Housing and Community Development for**
6 **both the Embarcadero SAFE Navigation Center and the Bayshore Navigation Center.**

7
8 WHEREAS, The State of California (the "State"), California Department of Housing and
9 Community Development ("Department") issued a Notice of Funding Availability ("NOFA")
10 dated December 31, 2019, under the Pets Assistance and Support (PAS) program (program,
11 or PAS program); and

12 WHEREAS, The Department of Homelessness and Supportive Housing in partnership
13 with Five Keys Schools and Programs is applying for a PAS program grant to support the
14 work at both the Embarcadero SAFE Navigation Center and the Bayshore Navigation Center;
15 and

16 WHEREAS, Applicant will receive a PAS program grant to fund shelter, food, and
17 veterinarian services, staffing and liability insurance related to providing those services; and

18 WHEREAS, The Department may approve funding allocations for the PAS program,
19 subject to the terms and conditions of the NOFA, PAS program requirements, and the
20 Standard Agreement and other contracts between the Department and PAS program grant
21 recipients; now therefore be it

22 RESOLVED, That if the Applicant receives a grant of PAS program funds from the
23 Department pursuant to the above referenced PAS program NOFA, it represents and certifies
24 that it will use all such funds in a manner consistent and in compliance with all applicable state
25

1 and federal statutes, rules, regulations, and laws, including without limitation all rules and laws
2 regarding the PAS program, as well as any and all contracts Applicant may have with the
3 Department; and

4 FURTHER RESOLVED, that the Applicant is hereby authorized and directed to receive
5 a PAS program grant, in an amount not to exceed \$200,000 per application in accordance
6 with all applicable rules and laws, and

7 FURTHER RESOLVED, that the Applicant hereby agrees to use the PAS program
8 funds for eligible activities as approved by the Department and in accordance with all program
9 requirements, and other rules and laws, as well as in a manner consistent and in compliance
10 with the Standard Agreement and other contracts between the Applicant and the Department,
11 and

12 FURTHER RESOLVED, that the Director or Deputy Director of the Department of
13 Homelessness and Supportive Housing is authorized to execute the Standard Agreement and
14 any subsequent amendments or modifications thereto, as well as any other documents which
15 are related to the PAS program or the PAS program grant awarded to Applicant, as the
16 Department may deem appropriate.

17
18
19 RECOMMENDED:

20 

21 _____
22 Deputy Directory of Administration and Finance, Gigi Whitley
23 Department of Homelessness and Supportive Housing

Overview

Rev. 12/23/19

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Shelter Overview

Project Name:		Five Keys' PET SERVICES at Embarcadero SAFE Navigation Center (a.k.a. "Em-BARK-adero")					
Project Address:		555 Beale Street					
City:	San Francisco	Zip:	94107	County:	San Francisco		
Total Square Feet of project:	44,000	Number of Rooms:	2 large dorms	Number of Bathrooms:	22	Maximum Project Bed Occupancy:	200
Total Number of Shelter Beds:	128	Total Number of Subsidized Shelter Beds:	128	Total Proposed Number of PAS Shelter Beds:	30		
Total Existing Kennels/Crates/Space (per pet):	3	Total Proposed Number of New Kennels/Crates/Space (per pet):	17 for dogs 5 for cats	Project has ADA Accessibility:	Yes		
Status of Shelter (proposed/existing):	existing	Animals Allowed in the past and number (in past year):	Yes 22	Surrounding Neighborhood	Mixed Use		

Briefly Describe the Project:

Five Keys operates 2 navigation centers (Bayshore and Embarcadero) at the request of San Francisco Department of Homelessness and Supportive Housing. We are submitting 2 separate PAS applications. The Bayshore Nav Center opened in October 2018 and the Embarcadero SAFE Nav Center opened in December 2019. The Bayshore Nav Center serves longer-term guests who stay for up to a year, as they progress toward permanent housing. The Embarcadero SAFE Navigation Center is a low-threshold, high-service temporary shelter that provides short-term "safe space" for highly vulnerable unhoused individuals who may be in need of respite from life on the street or be in need of mental health services and substance abuse treatment programs. All individuals using Nav Center services arrive through coordinated entry referrals of the CoC and Homeless Outreach Teams. The number of pets "allowed in the past" as listed above reflects the number served last year, but is not the limit that would have been allowed. All pet owners referred by the CoC are welcome to bring pets into the shelter and efforts are made to build trust to motivate individuals to accept shelter services, where in the past they would not.

Five Keys partners with Full Belly Bus (FBB) (fullbellybus.org), an all-volunteer 501(c)3 non-profit that provides pets and their owners with "Care without Conditions." FBB has six mobile pet care clinics that bring veterinarian and other pet services directly to San Francisco Navigation Centers. FBB helps to reduce intakes at local animal shelters, while improving the quality of life for transitionally-housed pets that provide their owners with warmth, security, companionship, and normalcy during times of housing hardship.

PAS funding will allow Five Keys to contract with Full Belly Bus to coordinate animal services for pet owners and shelter staff on-site. FBB will provide expertise that will improve kenneling; increase veterinary care; guide cost-saving procurement of food and husbandry equipment; ensure proper installation of safe canine play and relief zones; prepare pet-owner welcome kits for different size and species of animals; and coordinate qualified experts to deliver classes and workshops in pet grooming, animal socialization, and instruction on local ordinances. We have given our pet assistance programs the tongue-in-cheek nicknames of "Bark-shore" and "Em-bark-adero" with a nod to each of our shelter locations.

Five Keys' Nav Centers focus on the dignity and humanity of each person. As such, we refer to our clients as "guests" and allow couples to stay together. We provide on-site storage for personal belongings and welcome companion pets of all types and breeds, with few exceptions. Care Managers (not case managers) and Center Ambassadors are readily accessible as part of daily activities at the Centers. The Nav Center model cultivates intentional community-building between guests and staff. Navigation Centers operate 24x7 and guests enter and exit individually vs. lining up to enter or exit as a group. As part of restoring humanity, meals and snacks are available for 22 hours each day, as people come and go on their own schedules.

Describe Project Amenities:

Five Keys pet assistance program addresses the Five Freedoms: (1) Freedom from hunger and thirst; (2) Freedom from discomfort; (3) Freedom from pain, injury, or disease; (4) Freedom to express normal behavior; and (5) Freedom from fear and distress.

PAS funding will support the purchase of sturdy reusable kennel-crates; as well as "consumables" such as food and pet welcome kits and carrying cases, as needed. An increase in veterinary services will include new urgent and emergency care that will go a long way to averting tragic preventable loss of animal companions. The PAS grant will fund fenced cement-floor areas for safe canine play, exercise, bathing, and socialization. The project also includes pet-owner education and professional development for all Nav Center staff.

Describe the Neighborhood Around the Project (condition of neighborhood, amenities, and surrounding structures):

Bayshore Navigation Center is located in a mixed use urban area with a number of industrial warehouses and distribution centers, storage containers, some restaurants, and parks nearby. There are also some small single family homes in the area. The Embarcadero SAFE Navigation Center is located in an upscale, largely residential area on the waterfront, surrounded by condominiums, expensive shops and restaurants, and mass transit hubs. It is densely populated and also has lots of green space and a dog park. The San Francisco CoC deploys Homeless Outreach Teams to engage people living on the street in encampments, to encourage voluntary use of Navigation Centers. The streets and sidewalks around the Navigation Centers are kept clean by Five Keys' staff.

General Application Requirements

Is the Applicant a recognized by the IRS as a 501(c)(3) organization or a city or county?	Yes
Is the Applicant's primary mission to shelter individuals experiencing homelessness?	Yes

NOTE: the Navigation Centers are part of Five Keys' many program areas.

Is the Applicant committed to meeting all the following conditions? Has rules of conduct and responsibility regarding pets and their owners; Provides crates or kenneling either near bunks or in a separate area; Provides food for both people experiencing homelessness and their pets; and Offers the services of a veterinarian, including, but not limited to, spaying and neutering services, and behavioral support.

Yes

NOTE: The maximum grant limit per applicant is \$200,000 for an individual homeless shelter. Assistance is awarded as a grant and shall be used in accordance with SB 109 and this NOFA. The PAS program grant shall not be less than \$100,000 and will be limited to the amount of gap funds needed to cover the allowable PAS program costs. Applicants may partner with other eligible applicants to apply for funding. Either applicant must document experience owning and operating a homeless shelter. Applicants that operate multiple shelters may apply for up to \$200,000 per homeless shelter. Applicants must submit separate applications for each shelter to be funded but may submit the same applicant information in each application.

Applicant

Name: Five Keys Schools and Programs
 Applicant Type: Nonprofit Organization
 Address: 70 Oak Grove Street
 City: San Francisco State: CA Zip: 94107 County: San Francisco
 Federal Tax ID Number (FEIN): 81-0622701 Data Universal Numbering System (DUNS): 8320949450000

Authorized Representative (Per Board Resolution)

Name: Steve Good Title: Executive Director Email Address: SteveG@fivekeys.org Phone: (415) 734-3311
 Address: 70 Oak Grove Street City: San Francisco State: CA Zip: 94107

Applicant Contact Information (If different from Authorized Representative)

Name: Title:
 Address: City: State: Zip:
 Phone: Ext. Fax: Email:

File Name: App1 503(C)(3) IRS Letter (if applicable)	503(C)(3) Letter naming Applicant as a nonprofit	Attached and uploaded?	Yes
File Name: App1 Government TIN Form	Applicants that are a government agency must submit a Government TIN Form	Attached and uploaded?	No
File Name: App1 STD-204	Applicants that are not a government agency must submit a Payee Data Record (STD-204)	Attached and uploaded?	Yes
File Name: App1 Resolution	Resolutions (Refer to resolution instructions and sample resolution on Pet Assistance and Support Program website)	Attached and uploaded?	Yes
File Name: App1 PAS OrgDoc 1, Pets OrgDoc 2, Pets OrgDoc3, etc..	Non-Government organizational documents (includes a with a mission a to serve individuals experiencing homelessness and bylaws, articles, operating agreements, limited liability agreements, and Secretary of State Good Standing) and Government organizational documents (includes a Charter)	Attached and uploaded?	Yes
File Name: App1 PAS Borrower Organizational Structure	Diagram of the recipient entity's organizational structure (e.g., nonprofit, Limited Liability Company, or Limited Partnership)	Attached and uploaded?	Yes
File Name: App1 PAS Signature Block	Signature block (upload in Microsoft word document)	Attached and uploaded?	Yes

Co-Applicant

Name: N/A
 Applicant Type:
 Address:
 City: State: Zip: County:
 Federal Tax ID Number (FEIN): Data Universal Numbering System (DUNS):

Authorized Representative (Per Board Resolution)

Name: Title: Email Address: Phone:
 Address: City: State: Zip:

Applicant Contact Information (If different from Authorized Representative)

Name: Title:
 Address: City: State: Zip:
 Phone: Ext. Fax: Email:

File Name: App2 503(C)(3) IRS Letter (if applicable)	503(C)(3) Letter naming Applicant as a nonprofit	Attached and uploaded?	
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File Name:	App2 Government TIN Form	Applicants that are a government agency must submit a Government TIN Form	Attached and uploaded?	
File Name:	App2 STD-204	Applicants that are not a government agency must submit a Payee Data Record (STD-204)	Attached and uploaded?	
File Name:	App2 Resolution	Resolution (Refer to resolution instructions and sample resolution on Pet Assistance and Support Program website)	Attached and uploaded?	
File Name:	App2 PAS OrgDoc 1, Pets OrgDoc 2, Pets OrgDoc3, etc..	Non-Government organizational documents (includes a with a mission a to serve individuals experiencing homelessness and bylaws, articles, operating agreements, limited liability agreements, and Secretary of State Good Standing) and Government organizational documents (includes a Charter)	Attached and uploaded?	
File Name:	App2 PAS Borrower Organizational Structure	Diagram of the recipient entity's organizational structure (e.g., nonprofit, Limited Liability Company, or Limited Partnership)	Attached and uploaded?	
File Name:	App2 PAS Signature Block	Signature block (upload a document created in Microsoft word)	Attached and uploaded?	
Other Contacts				
Property Manager				
Name	Lisa Rachowicz	Title: Navigation Centers Program Manager	Email Address	lisa.rachowicz@sfgov.org
Phone	(415) 301-1310			
Address	Department of Homelessness and Supportive Housing; 440 Turk Street		City:	San Francisco
State	CA	Zip	96102	
Administrative Fiscal Representative (i.e., CFO, Accountant/Bookkeeper)				
Name	Trevor Skelton	Title: CTO /client manager	Email Address	trevor.skelton@edtec.com
Phone	(510) 663-3500x359			
Address	EdTec Inc., 1410-A 62nd Street		City:	Emeryville
State	CA	Zip	94608	
Continuum of Care (CoC) (if applicable)				
CoC Service Area	San Francisco CoC CA-501			
CoC Rep	San Francisco Local Homeless Coordinating Board			
Name	Jill Hroziencik	Title: Housing Subsidy Team Manager	Email Address	jill.hroziencik@sfgov.org
Phone	(628) 652-7723			
Address	Department of Homelessness and Supportive Housing; 440 Turk Street		City:	San Francisco
State	CA	Zip	94102	
Contractor (if applicable)				
Name	Full Belly Bus (FBB) Paula Benton	Title: President	Email Address	paulabentonsemail@gmail.com
Phone	(415) 635-1007			
Address	4104 - 24 Street, #937		City:	San Francisco
State	CA	Zip	94114	
Minimum Requirements				
Encumbrance of Funds				
Applicant(s) acknowledge and agrees that funds must be expended by June 30, 2022.				Yes
Project Narratives				
1. Provide a detailed narrative that explains how animals will be sheltered either with crates, kenneling or some other means.				

Five Keys' sheltering of animals addresses "Freedom from Discomfort, Fear and Distress" and the "Freedom to express normal behavior."

Kenneling is essential for promoting safety and comfort for the animals and for all who live and work in the Navigation Centers. In a 6-month period, the Bayshore Navigation Center serves up to 120 individuals who have pets. At Embarcadero SAFE Navigation Center, where there is more turnover, up to 170 individuals with pets will be served in 6 months. On any single day, there may be up to 25 pets at each Nav Center.

Each PAS grant will increase Five Keys' sheltering capacity with:

- ___ Fifteen to twenty-four (15-24) sturdy plastic pop-up dog kennels in small, medium, and large sizes;
- ___ Five (5) dual-function enclosures for cats (with separate areas for litter box and sleeping) at each shelter;
- ___ 100 Pet Welcome Kits each 6 months for pet owners entering the center with species-specific supplies such leashes, muzzles, ID tag, cat litter; toys; clean-up bags; blankets, kennel pee pads, bedding, enrichment items for reducing stress/boredom (Kongs, toys, and brain games); and products for flea and tick prevention. The Embarcadero shelter will need 150 kits per 6 months.
- ___ 50 carrying cases per 6 months with handles and straps, to be provided to departing guests who need them, along with replenishments of consumables, as they depart.

Kennels will be set up in a designated interior pet-watch area with central heating and ventilation in the vicinity of beds designated for pet owners. Folding crates will be easily accessible to accommodate changing needs on a daily basis. Roaming ambassadors keep an eye on animals and log their comings and goings to ensure no animal is left abandoned.

With PAS funding, Five Keys will install an outdoor dog play/grooming area at each Nav Center, with a properly drained cement floor and chainlink fence that will include large wash tubs, play structure, and tent for shade. The dog play area will be used for classes and workshops and assist pet owners in providing exercise, grooming, and socialization to their pets, away from traffic, while addressing sanitation and cleaning needs.

2. Provide a detailed narrative that explains how the shelter will feed occupants and their pets:

In our mission to provide a humane and dignified shelter experience, guests at Five Keys' Nav Centers may eat whenever they wish. The kitchen stays open 22 hours/day (closing for just an hour, 2 or 3 times/day) and snacks are always available. The provision of pet food and treats addresses the Freedom from Hunger and Thirst.

In San Francisco, food pantries do not currently devote shelf space to pet food. Full Belly Bus makes the effort to close this gap by delivering donated pet food to 5 Navigation Centers/shelters run by the City and County of San Francisco and to mobile access points throughout the city. As a volunteer organization relying on donations, their supply of pet food varies and is at times insufficient to meet the need. Funding through PAS will ensure that Five Keys' shelters have sufficient food and behavioral training treats for guests, on a daily basis. Other supplies include lockable rodent-resistant food bins, pet bowls, and replenishment food and snacks for Pet Welcome Kits. Full Belly Bus will assist Five Keys in obtaining food supplies at best prices. These funded supplies will free up some of FBB's donated inventory, to distribute to other sites throughout the City where people experiencing homelessness and food insecurity also need access to food for their pets.

The requested PAS funding for food is based on a per dog cost of \$4./day and a per cat cost of \$2.50 /day. With 5 to 25 pets on site on any given day at each of the Nav Centers, we have based daily cost estimates for food on an average of **12 dogs per day** (per shelter) x \$4 = \$48. per day; and an average of **4 cats per day** x \$2.50 per cat = \$10 per day. The annual calculation of \$58/day in average food costs (per shelter) x 365 days per year = \$21,170. per year in total estimated food costs for each shelter, rounded down to \$20,000/year. Five Keys and Full Belly Bus will cover food needs in excess of what has been budgeted from PAS funding, with donated supplies and/or use of general funds to ensure shelter guests' pets are fed every day.

3. Provide a detailed narrative that explains the provision of veterinarian services; including spay and neuter services and behavioral support.

Detailed narrative that explains the provision of veterinarian services that include spay/neutering and behavior support. The provision of veterinarian services and pet behavior support from PAS funds will include: (1) regularly scheduled bi-monthly visits to each Navigation Center by a mobile veterinarian clinic, supported by an independent vet technician and volunteers; (2) urgent care visits between regularly scheduled mobile clinics; (3) spay and neutering services; (4) a fund for acute emergency services through referrals to nearby veterinary hospitals; (5) regularly scheduled grooming classes for guests to learn to care for their pets and gain knowledge to comply with ordinances; (6) canine good citizen group classes, for socialization, handling practices and licensing education; and (7) on-site pet management training for navigation center staff.

Five Keys will contract Full Belly Bus at \$10,000 per year to coordinate scheduling and oversight of independent providers (paid services) and supplemental volunteers. A mobile veterinarian clinic, Vet-on-Wheels will be provided by Dr. Julio Bolivar-Dillon. The cost of on-site clinics at each Nav Center is \$300/hour for the vet and van; and \$100/hour for the vet technician. With each clinic running up to 2 hours, the per-visit cost is \$800. Six mobile clinic visits/year = \$4,800. per shelter, per year. The mobile clinic is further supported by a crew of 5-6 volunteers from Full Belly Bus. Other vet expenses include: vaccinations (Rabies, DHLPP, Feline, etc.); parasite prevention; ongoing medications; palliative care and euthanasia; microchipping and registration/licensing. These additional costs are estimated at \$12,000 per year, per shelter. "Urgent care" veterinary visits by Vet-on-Wheels will provide services that are needed prior to the next regularly scheduled clinic visit to the shelter. \$2,400 has been budgeted for 3 extra clinic visits/year, per shelter. Spay and neutering services will be provided through three options: First, an off-site free clinic offered on a monthly basis by San Francisco Animal Care and Control at 1200 15th St. This clinic uses the services of Peninsula Humane Society Mobile Bus and quickly fills up on a first-come basis. Second, referrals to San Francisco SPCA at 250 Florida St. Five Keys will pay for spay and neutering fees, as well as transportation costs of guests prepared to take their animals to the vet hospital. It typically takes three to five conversations to build trust and agreement for spay/neutering services, making on-site options more important. Five Keys will host the Peninsula Humane Society Mobile Bus twice a year (at each Nav Center) for on-site spay and neutering at a cost of \$3,000 per visit, for up to 10 animals. \$5,000 will be set aside for emergency hospital visits and services requiring anesthesia. We have too often heard tragic stories of people being turned away from animal hospitals, because of inability to pay. Five Keys will refer emergency cases to two veterinary hospitals: the SPCA and VCA San Francisco Veterinary Specialists at 600 Alabama St.

Full Belly Bus will coordinate grooming classes every 2 weeks for guests to learn to care for their pets and gain knowledge to comply with ordinances. Experienced and compassionate groomers who have excellent handling skills will teach guests how to bathe, brush, and groom nails, while discussing best practices and the need to spay/neuter. Pet care classes will take place in fenced areas equipped with large tubs, water houses, and needed supplies. Grooming instructors will be paid \$100./class, for an annual cost of \$2,500 per shelter. An additional monthly workshop will be offered called "Canine Good Citizen" with all breeds welcome on-leash, up to a 10-dog limit per session. The dogs and their owners come together in the fenced play area. Positive reinforcement and behavior counseling address excessive barking, chewing, and biting problem behaviors. The monthly positive socialization instruction will be provided by Paul Ellis (Paulellisdogtraining.com) for \$150/per workshop, inclusive of expenses, with an annual cost of \$1,800. per shelter, per year. To establish high quality pet management practices at the shelter, Full Belly Bus will coordinate professional development for Five Keys staff. The program will consist of 4 one-hour sessions that cover environment management, animal body language, concerning behaviors, kenneling, handling techniques and San Francisco shelter system animal ordinances and laws. To accommodate the differing staff schedules, training will be offered 2x/month with each of the sections offered at different times, until all staff have rotated through all 4 sections. Full Belly Bus will work with Five Keys to produce resource toolkits for staff. Professional development will be led by: Paula Benton (<http://www.paulabentondogtraining.com/>); Rebecca Frank dog training (<https://www.rebeccafrankdogtraining.com/>); and Ariana Luchsinger, CTC, CPDT-KA, Operations Manager at San Francisco Animal Care and Control and Bitchin' Dog Training (<https://www.linkedin.com/in/ariana-luchsinger-ctc-cpdt-ka-87332418>). These trainers will work together on curriculum development and class preparation. Trainers will be paid a fee of \$100. per hour. Estimated total cost to train 95 Five Keys staff across Bayshore and Embarcadero will be \$5,500 per shelter.

4. Provide a detailed narrative that describes of what types of grants and operating subsidies have been secured for the project site or similar projects during the past year.

Five Keys operates education, workforce, and reentry programs for adults in 9 counties in California, including inside 24 county jails, funded through contracts with government agencies and state education apportionment. Five Keys is currently developing a reentry housing project for mature women survivors of domestic violence who are being released from state prison (CDCR) after having been incarcerated for decades.

5. Provide a detailed narrative that explains the applicant's rules of conduct and responsibility regarding pets and their owners, including liability insurance, limiting pet contact to family and shelter staff, and the plan to connect with an animal protection organization.

Five Keys adheres to the pet and pet owner rules of conduct and responsibility defined by the San Francisco Department of Homelessness and Supportive Housing. (See attached intake form.)

Agreements about pet owner responsibilities are discussed and documented during the intake process. Upon entry, we take a photo of the guest and their animal and find out whether a dog has been previously registered as a "Vicious & Dangerous Dog" by Animal Control. For the safety of all pets and people, it is strongly encouraged that dogs not greet each other and that people not approach or touch an animal that does not belong to them, or whose owner has not granted permission.

As part of PAS funding, Five Keys will offer classes and workshops in grooming and dog behavior that will also include instruction about the importance of spay and neutering and adherence to public safety and health ordinances. For instance, by law, the City and County of San Francisco requires all Pit Bulls and Pit Bull mixes to be spay/neutered. Staff can provide Pit Bull identification guidelines used by San Francisco Animal Care and Control and assist dog and cat owners (of any breed) with spay/neutering services. Reminders about animal safety are also posted around pet-serving areas. Furthermore, Nav Center staff will receive professional development training on pet owner policies and safe and humane animal handling.

Through Full Belly Bus, Five Keys has a direct link to a large network of animal protection agencies and professional services. Both Five Keys and Full Belly Bus maintain liability insurance and will name each other on our respective insurance policies. Five Keys' insurance documents are attached.

6. Provide a detailed narrative summarizing how the project will meet all relevant state, municipal, and local animal ordinances and laws.

Five Keys adheres to the pet and pet owner policies defined by the San Francisco Department of Homelessness and Supportive Housing as well as all relevant state, municipal, and local animal ordinances and laws. Pet owners are required to follow rules of conduct and responsibility defined by the Department for all Navigation Centers, which reference ordinances. Examples include:

- Animals must have current Rabies vaccinations and other required vaccinations (if applicable); an animal must not have any communicable diseases, which creates a risk for other animals. Staff can assist animal owners to get vaccinations for animals that need them.
- It is illegal to permit your animal to defecate and not pick up the waste and dispose of the feces. The San Francisco Health Code has a two-part ordinance: Pick It Up and Carry the Bag to a disposal can. Staff can provide bags to properly dispose of animal feces and disposal bags are also provided in the Pet Welcome Kit.
- Guests are also instructed about penal laws which may be charged as felonies or misdemeanors, including CA Penal Code 597.1 Permitting an Animal To Go Without Care (failure to provide vet care, keep safe, etc.); CA PC 597: (a) maliciously and intentionally injure or kill an animal and (b) general cruelty and neglect.

Copies of these policies, ordinances, and pet owner agreements are attached to this application.
 In addition, Five Keys advises guests that by law, the City and County of San Francisco requires all Pit Bulls and Pit Bull mixes to be spay/neutered. Staff can provide Pit Bull identification guidelines used by San Francisco Animal Care and Control and assist dog and cat owners (of any breed) with spay/neutering services.

File Name:	State, Municipal, and Local Animal Ordinances and Laws Documentation	State, municipal, and local animal ordinances and laws documentation	Attached and uploaded?	Yes
File Name:	Applicant Financials	Submit three years of financials for an operated emergency shelter (one year minimum).	Attached and uploaded?	Yes

Site Control

Does Sponsor have site control that complies with UMR §8303? No

Form of site control: not applicable Most recent document execution date: 11/1/19

Provide details below for unusual site control special circumstances:

The City and County of San Francisco via the Department of Homelessness and Supportive Housing (HSH) has site control for both Bayshore and Embarcadero navigation centers. Five Keys has attached its two contracts with HSH that state that Five Keys is to operate the programs at these sites:
 Bayshore Navigation Center: 125 Bayshore Blvd., San Francisco, CA 9412 (Oct 1, 2018)
 Embarcadero SAFE Navigation Center: 555 Beale St., San Francisco CA 94107 (Nov 1, 2019)

File Name:	Site Control Documentation	Site control documentation (grant deed, sales contract, purchase/lease agreement, development and disposition agreement, and exclusive rights to negotiate)	Attached and uploaded?	Yes
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Ineligible expenditures

Applicant(s) acknowledge and agrees that ineligible expenditures include the following: **a. off-site boarding or housing of pets, b. real-estate acquisition, c. operating costs and services unrelated to eligible expenses.** Yes

Legislative and Congressional Information

Provide the Legislative and Congressional information for the applicant and shelter location, (if different than applicant location), included in this application.
 To locate or verify the Legislative and Congressional information, click on the respective links below and enter the applicant office location zip code, the activity location site zip code(s) (i.e. zip code(s) where activities are performed), and any additional activity location site(s), as applicable.

[State Legislator](#)

[U.S. House of Representatives](#)

Applicant Office Location

	District #	First Name	Last Name
State Assembly Member	17	David	Chiu
State Senate Member	11	Scott	Wiener
U.S. House of Representatives	12	Nancy	Pelosi

Certifications

On behalf of the entity identified below, I certify that: The information, statements and attachments included in this application are, to the best of my knowledge and belief, true and correct and I possess the legal authority to submit this application on behalf of the entity identified in the signature block.

Steve Good Executive Director Signature Block page is attached 2/26/20

Authorized Representative Printed Name	Title	Signature	Date
Entity name:	Five Keys Schools and Programs	Phone Number:	(415) 734-3311
Entity Address	70 Oak Grove St.	City:	San Francisco
		State:	CA
		Zip:	94107

Sources & Operating Budget								Rev. 12/23/19			
0											
Funding Gap (expenses not covered by other subsidies or funds)					Maximum Allowable Loan Amount						
TOTAL Project Costs (including HCD & non-HCD)					\$8,122,276	PAS Maximum Award Limit Per NOFA		\$200,000			
TOTAL ESTIMATED SUPPORT AND OTHER REVENUE					\$8,122,276	Maximum Allowable Award>>		\$197,000			
<i>PAS Funds Requested</i>					\$197,000						
<i>Proposed Eligible PAS Expenses</i>					\$197,000						
<i>Cash Flow Without PAS</i>					\$197,000						
Eligible Funding Gap					\$197,000						
Non-PAS Funds Used to Supplement the Project											
Funding/ Subsidy Program Name:	Funding/ Subsidy Program Type:	Funding/ Subsidy Program Committed	Application Submittal Date:	Date Award Expected:	Contract Term (Years):	Expected 1st Year Amount:	Basis for Subsequent Amount:				
Embarcadero Contract: County of SF Human Services Agency	Grant	Yes	9/20/19	11/1/19	11/15/19 to 6/30/21 2 years	\$ 3,252,991	ongoing contract				
In-Kind supplies and services from Full Belly Bus	Self-Funded	Yes	n/a	n/a	n/a	n/a	MOU				
File Name:	Funding/ Subsidy Commitment Letters	Provide documentation for the funding or subsidy sources above.					Attached and uploaded?	Yes			
Continuum of Care Process											
If one or more of the subsidy programs listed above is part of your local Continuum of Care process (i.e., Shelter Plus Care, Supportive Housing Program, Section 8 Mod Rehab SRO, etc.), please complete the following:											
1. Has your community completed its Continuum of Care ranking process?											
n/a											
2. If you answered yes to question number one, is your Project ranked within the fundable range?											
n/a											
3. If you answered no to question number one, when will your community complete its Continuum of Care ranking process?											
n/a											
Financial Feasibility: The Project must be financially feasible, as determined by HCD and based on an evaluation of development funding and operating subsidies committed to the Project at time of application and the Applicant's track record of securing operating subsidies for similar Projects over an extended period. Complete the following operating budget for a past or the proposed Emergency Shelter Project and attach Applicant Financials for the past three years to support amounts reported (minimum of one year). Only the proposed facility will be required to list funding for crates/kenneling, food, veterinary services, staffing and liability insurance. Past years delivering these services is optional.											
Operations Budget											
				Three year average of income/expenses for past shelters operated by Applicant.		Projections					
SUPPORT AND OTHER REVENUE				2017	2018	2019	3 Year Avg	2020	2021	2022	Total
PAS Funding (PROPOSED)								\$65,500	\$96,000	\$35,500	\$197,000
Embarcadero Contract: County of SF Human Services Agency				ONE YEAR REQ MET BY BAYSHORE			\$0	\$3,252,991	\$4,672,285		\$7,925,276
In-Kind supplies and services from Full Belly Bus							\$0				\$0
							\$0				\$0
2019 PAS							\$0				\$0

0

Section 1: Projected Performance Measures (as required under NOFA Section II.G.)

Part A: Tenant Satisfaction Surveys

Describe the types of questions asked, how they are reviewed, what you do with results, and how often you conduct this survey. (The results of the survey may be incorporated as part of the other categories.)

Five Keys' Navigation Center Satisfaction Surveys have been developed by the San Francisco Department of Homelessness and Supportive Housing. A copy is attached. Five Keys provides internal professional development to ensure that frontline staff are using data collection instruments properly and consistently when they engage with program participants. Satisfaction Surveys are conducted quarterly, with all guests in residence, requested to participate anonymously. The survey replies are collected by the Activities Coordinator and reviewed by the Management Team. Results of analysis are shared with other Nav Center staff; used for policy and strategy improvements; and are made available for review by the County.

Most survey questions are answered on a scale of: Excellent-Good-Fair-Poor-No Opinion/Don't Know. Examples include:

- Rate the overall cleanliness of the Navigation Center.
- Rate how you are treated by staff at the Navigation Center.
- Rate the level of safety you feel at the Navigation Center.

An open ended question on the survey reads: Use the space below to share anything else you would like us to know about this Navigation Center.

Part B: Tenant Exit Survey

Describe the questions asked to determine the reasons for exiting the shelter.

A sample Exit Survey is attached. Sample questions include:

1. How did you feel when you first arrived at the Navigation Center?
2. How was your experience at the Navigation Center?
3. Is there anything the Navigation Center could have done to make your stay better?
4. What was the best part of your stay at the Navigation Center?
5. How do you feel now that you're moving into your housing?
6. Where are you moving to?

Part C: Measurable Outcomes

Outcomes are what you expect to happen for the people served by your project. Outcomes are sometimes called results. Outcome objectives are time-specific measurable goals that identify how you know if you are achieving your desired results. Outcome objectives are sometimes called outcome benchmarks or indicators.

Please categorize the outcomes for your project into the following six categories:

Category	Outcomes	Outcome Objectives
Assisted by the Shelter: occupants housed by the shelter (see examples in cell comments to the right)	Participants will be assisted by the SHELTER.	750
Assisted by the Program: occupants assisted by the Program (see examples in cell comments to the right)	PAS Participants will be assisted by the PAS PROGRAM	170
Residential Stability: occupants move to permanent housing (see examples in cell comments to the right)	Participants will move into affordable HOUSING with needed services.	25
Increased Skills and/or Income: occupants gain job-related skills, participate in job-related training and/or education, gain stipend part-time or full-time supported employment, gain access to mainstream service/income support programs for which they are eligible (see examples in cell comments to the right)	Participants will gain access to navigation service programs for which they are eligible	750

<p>Measurable Outcome: (as determined from applicant tenant satisfaction surveys)</p>	<p>Participants will voluntarily participate in an anonymous satisfaction survey</p>	<p>50</p>
<p>Additional Measurable Outcome: (as determined from applicant tenant satisfaction surveys) Examples of comments responding to the question: Rate your overall experience at The Navigation Center.</p> <p>"Staff training is really important and evident at 125. I like the services, laundry, food, cell phone charging, security. I like the autonomy of my own personal space and hope to maintain it." "Very good place, this place is very needed." "Best place I have ever been to that helps people in need to navigate their lives toward a better future." "[The] incredible team [has] changed my life. So happy I came here!" "Never have so many opportunities to be a better person presented themselves to me as the time I have been at 125 Bayshore...I see this as my family" "I appreciate all the help from the Center and staff. It's a hand up not a hand out." "I think Bayshore Nav is without a doubt the best of all." "The people in management are great people." "I have seen nothing but care, respect and concern from all staff case managers. This is the role model of Navigations." "I believe that Bayshore Navigation Center is a beautiful place overall including its staff who have a beautiful understand[ing] for people like me in my situation. Thanks Bayshore Navigation Center." "I love the staff. They treat us like human beings and are very happy to help us and go out of their way to get the things we need. A big thank you to all of Bayshore staff! You are greatly appreciated!!!" "Staff training is really important and evident at 125." "This place is a blessing..." "Staff does an excellent job considering the issues they have to deal with." "Best place I have ever been to that helps people in need to navigate [their] lives toward a better." "You rock!" "I thank the Navigation staff as well as [supervisors] for seeing the better person I've become and seeing me when I needed an uplifting spirit and better look at life. Thank you for giving me a second chance at being a somebody. Appreciate you all...uplifting and uplifted." "Both of my case managers...are a cut above and beyond, would be willing to nominate for sainthood." "You have hardest working CMs in SF." "Thank GOD for the 'directors' wonderful spirits...and my case [manager]!! Thanks so much" "Most of the staff are really good, even great I would go as far to say."</p>	<p>Minimum % of survey takers who rate their overall experience as good or excellent</p>	<p>65</p>
<p>Section 2: Evaluation Plan</p>		
<p>Describe your evaluation plan, including how you intend to collect, track and analyze data on the effectiveness of your project, including the outcomes projected above. Indicate who will analyze the data and perform your program evaluation. (e.g., staff, consultant, etc.).</p>		

Five Keys is committed to "continual improvement" and regularly collects, tracks and analyzes program data for this purpose. Internal professional development ensures that frontline staff are using data collection instruments properly and consistently when they engage with program participants. Five Keys coordinates data collection within each Navigation Center database (the County's database for the Nav Center system mandated by the CoC) and the Homelessness Response System (HRS) network. Five Keys also participates in steps the County is taking to adopt the centralized ONE system for tracking referrals and reporting on participants' progress, housing placements, and related services. Until the County connects all Nav Centers with the ONE system, Five Keys tracks guest information in excel spreadsheets.

Navigation Care Managers maintain files with intake surveys, assessment results, case notes with details of accessed services, as well as certification forms from referring agencies, progress made on housing stability planning goals (as detailed in individualized Housing Stability Plans), and copies of relevant documents needed for securing housing. Files are stored in a way to maintain requisite client privacy and confidentiality. The County pulls data from the database system and Five Keys provides monthly and annual programmatic reports.

The evaluation of the PAS project will include data in all of the categories listed above, and include tracking of:

- # of guests assisted by each Navigation Center
- # of guests assisted by Pet Services
- # of participants who gain access to navigation service programs for which they are eligible
- # of participants who move into affordable housing with needed services.
- Information about participants who exercise more control over their lives and improve their quality of life and ability to live independently.

Ongoing monitoring of outcomes for owners and pets includes:

- How many pets exited for behavioral issues in a six-month period?
- How many owners report concerns about their pet/other pets in the Nav Center?
- How many non-pet-owner guests report concerns about control over pets in the Navigation Center?

With the support of Full Belly Bus consulting, Five Keys' Nav Center managers and senior operations directors analyze the financial and programmatic effectiveness of pet services at the Navigation Centers, looking at:

- Intake questions and answers regarding pet owners' needs; pets' needs; spay/neuter status; vet services, interests in training; etc.
- Quarterly guest satisfaction survey
- Monthly pet owner survey
- Exit interviews conducted with care manager prior to exit

Surveys and data are uploaded into a "pet owner tracking sheet" which is shared with management to address any ongoing concerns or issues around pet care in the Navigation Center.

Overview

Rev. 12/23/19

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Shelter Overview

Project Name:		Five Keys' PET SERVICES at Bayshore Navigation Center (a.k.a. "Bark-shore")					
Project Address:		125 Bayshore Blvd., San Francisco, CA 94124					
City:	San Francisco	Zip:	94124	County:	San Francisco		
Total Square Feet of project:	23,417	Number of Rooms:	1 large dorm	Number of Bathrooms:	11	Maximum Project Bed Occupancy:	128
Total Number of Shelter Beds:	128	Total Number of Subsidized Shelter Beds:	128	Total Proposed Number of PAS Shelter Beds:	30		
Total Existing Kennels/Crates/Space (per pet):	2	Total Proposed Number of New Kennels/Crates/Space (per pet):	24 for dogs 6 for cats	Project has ADA Accessibility:	Yes		
Status of Shelter (proposed/existing):	existing	Animals Allowed in the past and number (in past year):	Yes 75	Surrounding Neighborhood	Mixed Use		

Briefly Describe the Project:

Five Keys operates 2 navigation centers (Bayshore and Embarcadero) at the request of San Francisco Department of Homelessness and Supportive Housing. We are submitting 2 separate PAS applications. The Bayshore Nav Center opened in October 2018 and the Embarcadero SAFE Nav Center opened in December 2019. The Bayshore Nav Center serves longer-term guests who stay for up to a year, as they progress toward permanent housing. The Embarcadero SAFE Navigation Center is a low-threshold, high-service temporary shelter that provides short-term "safe space" for highly vulnerable unhoused individuals who may be in need of respite from life on the street or be in need of mental health services and substance abuse treatment programs. All individuals using Nav Center services arrive through coordinated entry referrals of the CoC and Homeless Outreach Teams. The number of pets "allowed in the past" as listed above reflects the number served last year, but is not the limit that would have been allowed. All pet owners referred by the CoC are welcome to bring pets into the shelter and efforts are made to build trust to motivate individuals to accept shelter services, where in the past they would not.

Five Keys partners with Full Belly Bus (FBB) (fullbellybus.org), an all-volunteer 501(c)3 non-profit that provides pets and their owners with "Care without Conditions." FBB has six mobile pet care clinics that bring veterinarian and other pet services directly to San Francisco Navigation Centers. FBB helps to reduce intakes at local animal shelters, while improving the quality of life for transitionally-housed pets that provide their owners with warmth, security, companionship, and normalcy during times of housing hardship.

PAS funding will allow Five Keys to contract with Full Belly Bus to coordinate animal services for pet owners and shelter staff on-site. FBB will provide expertise that will improve kenneling; increase veterinary care; guide cost-saving procurement of food and husbandry equipment; ensure proper installation of safe canine play and relief zones; prepare pet-owner welcome kits for different size and species of animals; and coordinate qualified experts to deliver classes and workshops in pet grooming, animal socialization, and instruction on local ordinances. We have given our pet assistance programs the tongue-in-cheek nicknames of "Bark-shore" and "Em-bark-adero" with a nod to each of our shelter locations.

Five Keys' Nav Centers focus on the dignity and humanity of each person. As such, we refer to our clients as "guests" and allow couples to stay together. We provide on-site storage for personal belongings and welcome companion pets of all types and breeds, with few exceptions. Care Managers (not case managers) and Center Ambassadors are readily accessible as part of daily activities at the Centers. The Nav Center model cultivates intentional community-building between guests and staff. Navigation Centers operate 24x7 and guests enter and exit individually vs. lining up to enter or exit as a group. As part of restoring humanity, meals and snacks are available for 22 hours each day, as people come and go on their own schedules.

Describe Project Amenities:

Five Keys pet assistance program addresses the Five Freedoms: (1) Freedom from hunger and thirst; (2) Freedom from discomfort; (3) Freedom from pain, injury, or disease; (4) Freedom to express normal behavior; and (5) Freedom from fear and distress.

PAS funding will support the purchase of sturdy reusable kennel-crates; as well as "consumables" such as food and pet welcome kits and carrying cases, as needed. An increase in veterinary services will include new urgent and emergency care that will go a long way to averting tragic preventable loss of animal companions. The PAS grant will fund fenced cement-floor areas for safe canine play, exercise, bathing, and socialization. The project also includes pet-owner education and professional development for all Nav Center staff.

Describe the Neighborhood Around the Project (condition of neighborhood, amenities, and surrounding structures):

Bayshore Navigation Center is located in a mixed use urban area with a number of industrial warehouses and distribution centers, storage containers, some restaurants, and parks nearby. There are also some small single family homes in the area. The Embarcadero SAFE Navigation Center is located in an upscale, largely residential area on the waterfront, surrounded by condominiums, expensive shops and restaurants, and mass transit hubs. It is densely populated and also has lots of green space and a dog park. The San Francisco CoC deploys Homeless Outreach Teams to engage people living on the street in encampments, to encourage voluntary use of Navigation Centers. The streets and sidewalks around the Navigation Centers are kept clean by Five Keys' staff.

General Application Requirements

Is the Applicant a recognized by the IRS as a 501(c)3 organization or a city or county?	Yes
Is the Applicant's primary mission to shelter individuals experiencing homelessness?	Yes

NOTE: the Navigation Centers are part of Five Keys' many program areas.

Is the Applicant committed to meeting all the following conditions? Has rules of conduct and responsibility regarding pets and their owners; Provides crates or kenneling either near bunks or in a separate area; Provides food for both people experiencing homelessness and their pets; and Offers the services of a veterinarian, including, but not limited to, spaying and neutering services, and behavioral support.

Yes

NOTE: The maximum grant limit per applicant is \$200,000 for an individual homeless shelter. Assistance is awarded as a grant and shall be used in accordance with SB 109 and this NOFA. The PAS program grant shall not be less than \$100,000 and will be limited to the amount of gap funds needed to cover the allowable PAS program costs. Applicants may partner with other eligible applicants to apply for funding. Either applicant must document experience owning and operating a homeless shelter. Applicants that operate multiple shelters may apply for up to \$200,000 per homeless shelter. Applicants must submit separate applications for each shelter to be funded but may submit the same applicant information in each application.

Applicant

Name: Five Keys Schools and Programs
 Applicant Type: Nonprofit Organization
 Address: 70 Oak Grove Street
 City: San Francisco State: CA Zip: 94107 County: San Francisco
 Federal Tax ID Number (FEIN): 81-0622701 Data Universal Numbering System (DUNS): 8320949450000

Authorized Representative (Per Board Resolution)

Name: Steve Good Title: Executive Director Email Address: SteveG@fivekeys.org Phone: (415) 734-3311
 Address: 70 Oak Grove Street City: San Francisco State: CA Zip: 94107

Applicant Contact Information (If different from Authorized Representative)

Name: Title:
 Address: City: State: Zip:
 Phone: Ext. Fax: Email:

File Name: App1 503(C)(3) IRS Letter (if applicable)	503(C)(3) Letter naming Applicant as a nonprofit	Attached and uploaded?	Yes
File Name: App1 Government TIN Form	Applicants that are a government agency must submit a Government TIN Form	Attached and uploaded?	No
File Name: App1 STD-204	Applicants that are not a government agency must submit a Payee Data Record (STD-204)	Attached and uploaded?	Yes
File Name: App1 Resolution	Resolutions (Refer to resolution instructions and sample resolution on Pet Assistance and Support Program website)	Attached and uploaded?	Yes
File Name: App1 PAS OrgDoc 1, Pets OrgDoc 2, Pets OrgDoc3, etc..	Non-Government organizational documents (includes a with a mission a to serve individuals experiencing homelessness and bylaws, articles, operating agreements, limited liability agreements, and Secretary of State Good Standing) and Government organizational documents (includes a Charter)	Attached and uploaded?	Yes
File Name: App1 PAS Borrower Organizational Structure	Diagram of the recipient entity's organizational structure (e.g., nonprofit, Limited Liability Company, or Limited Partnership)	Attached and uploaded?	Yes
File Name: App1 PAS Signature Block	Signature block (upload in Microsoft word document)	Attached and uploaded?	Yes

Co-Applicant

Name: N/A
 Applicant Type:
 Address:
 City: State: Zip: County:
 Federal Tax ID Number (FEIN): Data Universal Numbering System (DUNS):

Authorized Representative (Per Board Resolution)

Name: Title: Email Address: Phone:
 Address: City: State: Zip:

Applicant Contact Information (If different from Authorized Representative)

Name: Title:
 Address: City: State: Zip:
 Phone: Ext. Fax: Email:

File Name: App2 503(C)(3) IRS Letter (if applicable)	503(C)(3) Letter naming Applicant as a nonprofit	Attached and uploaded?	
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File Name:	App2 Government TIN Form	Applicants that are a government agency must submit a Government TIN Form	Attached and uploaded?					
File Name:	App2 STD-204	Applicants that are not a government agency must submit a Payee Data Record (STD-204)	Attached and uploaded?					
File Name:	App2 Resolution	Resolution (Refer to resolution instructions and sample resolution on Pet Assistance and Support Program website)	Attached and uploaded?					
File Name:	App2 PAS OrgDoc 1, Pets OrgDoc 2, Pets OrgDoc3, etc..	Non-Government organizational documents (includes a with a mission a to serve individuals experiencing homelessness and bylaws, articles, operating agreements, limited liability agreements, and Secretary of State Good Standing) and Government organizational documents (includes a Charter)	Attached and uploaded?					
File Name:	App2 PAS Borrower Organizational Structure	Diagram of the recipient entity's organizational structure (e.g., nonprofit, Limited Liability Company, or Limited Partnership)	Attached and uploaded?					
File Name:	App2 PAS Signature Block	Signature block (upload a document created in Microsoft word)	Attached and uploaded?					
Other Contacts								
Property Manager								
Name	James Lew, WYL Orion Properties, LLC.	Title:	Owner	Email Address	ameslew@pacbell.net	Phone	(415) 559-2246	
Address	P.O. Box 27025		City:	San Francisco	State	CA	Zip	96127
Administrative Fiscal Representative (i.e., CFO, Accountant/Bookkeeper)								
Name	Trevor Skelton	Title:	CTO /client manager	Email Address	trevor.skelton@edtec.com	Phone	(510) 663-3500x359	
Address	EdTec Inc., 1410-A 62nd Street		City:	Emeryville	State	CA	Zip	94608
Continuum of Care (CoC) (if applicable)								
CoC Service Area	San Francisco CoC CA-501							
CoC Rep	San Francisco Local Homeless Coordinating Board							
Name	Jill Hroziencik	Title:	Housing Subsidy Team Manager	Email Address	jill.hroziencik@sfgov.org	Phone	(628) 652-7723	
Address	Department of Homelessness and Supportive Housing; 440 Turk Street		City:	San Francisco	State	CA	Zip	94102
Contractor (if applicable)								
Name	Full Belly Bus (FBB) Paula Benton	Title:	President	Email Address	paulabentonsemail@gmail.com	Phone	(415) 635-1007	
Address	4104 - 24 Street, #937		City:	San Francisco	State	CA	Zip	94114
Minimum Requirements								
Encumbrance of Funds								
Applicant(s) acknowledge and agrees that funds must be expended by June 30, 2022.							Yes	
Project Narratives								
1. Provide a detailed narrative that explains how animals will be sheltered either with crates, kenneling or some other means.								
Five Keys' sheltering of animals addresses "Freedom from Discomfort, Fear and Distress" and the "Freedom to express normal behavior."								
Kenneling is essential for promoting safety and comfort for the animals and for all who live and work in the Navigation Centers. In a 6-month period, the Bayshore Navigation Center serves up to 120 individuals who have pets. At Embarcadero SAFE Navigation Center, where there is more turnover, up to 170 individuals with pets will be served in 6 months. On any single day, there may be up to 25 pets at each Nav Center.								
Each PAS grant will increase Five Keys' sheltering capacity with:								
___ Fifteen to twenty-four (15-24) sturdy plastic pop-up dog kennels in small, medium, and large sizes;								
___ Five (5) dual-function enclosures for cats (with separate areas for litter box and sleeping) at each shelter;								
___ 100 Pet Welcome Kits each 6 months for pet owners entering the center with species-specific supplies such leashes, muzzles, ID tag, cat litter; toys; clean-up bags; blankets, kennel pee pads, bedding, enrichment items for reducing stress/boredom (Kongs, toys, and brain games); and products for flea and tick prevention. The Embarcadero shelter will need 150 kits per 6 months.								
___ 50 carrying cases per 6 months with handles and straps, to be provided to departing guests who need them, along with replenishments of consumables, as they depart.								
Kennels will be set up in a designated interior pet-watch area with central heating and ventilation in the vicinity of beds designated for pet owners. Folding crates will be easily accessible to accommodate changing needs on a daily basis. Roaming ambassadors keep an eye on animals and log their comings and goings to ensure no animal is left abandoned.								
With PAS funding, Five Keys will install an outdoor dog play/grooming area at each Nav Center, with a properly drained cement floor and chainlink fence that will include large wash tubs, play structure, and tent for shade. The dog play area will be used for classes and workshops and assist pet owners in providing exercise, grooming, and socialization to their pets, away from traffic, while addressing sanitation and cleaning needs.								

2. Provide a detailed narrative that explains how the shelter will feed occupants and their pets:

In our mission to provide a humane and dignified shelter experience, guests at Five Keys' Nav Centers may eat whenever they wish. The kitchen stays open 22 hours/day (closing for just an hour, 2 or 3 times/day) and snacks are always available. The provision of pet food and treats addresses the Freedom from Hunger and Thirst.

In San Francisco, food pantries do not currently devote shelf space to pet food. Full Belly Bus makes the effort to close this gap by delivering donated pet food to 5 Navigation Centers/shelters run by the City and County of San Francisco and to mobile access points throughout the city. As a volunteer organization relying on donations, their supply of pet food varies and is at times insufficient to meet the need. Funding through PAS will ensure that Five Keys' shelters have sufficient food and behavioral training treats for guests, on a daily basis. Other supplies include lockable rodent-resistant food bins, pet bowls, and replenishment food and snacks for Pet Welcome Kits. Full Belly Bus will assist Five Keys in obtaining food supplies at best prices. These funded supplies will free up some of FBB's donated inventory, to distribute to other sites throughout the City where people experiencing homelessness and food insecurity also need access to food for their pets.

The requested PAS funding for food is based on a per dog cost of \$4./day and a per cat cost of \$2.50 /day. With 5 to 25 pets on site on any given day at each of the Nav Centers, we have based daily cost estimates for food on an average of **12 dogs per day** (per shelter) x \$4 = \$48. per day; and an average of **4 cats per day** x \$2.50 per cat = \$10 per day. The annual calculation of \$58/day in average food costs (per shelter) x 365 days per year = \$21,170. per year in total estimated food costs for each shelter, rounded down to \$20,000/year. Five Keys and Full Belly Bus will cover food needs in excess of what has been budgeted from PAS funding, with donated supplies and/or use of general funds to ensure shelter guests' pets are fed every day.

3. Provide a detailed narrative that explains the provision of veterinarian services; including spay and neuter services and behavioral support.

Detailed narrative that explains the provision of veterinarian services that include spay/neutering and behavior support.

The provision of veterinarian services and pet behavior support from PAS funds will include: (1) regularly scheduled bi-monthly visits to each Navigation Center by a mobile veterinarian clinic, supported by an independent vet technician and volunteers; (2) urgent care visits between regularly scheduled mobile clinics; (3) spay and neutering services; (4) a fund for acute emergency services through referrals to nearby veterinary hospitals; (5) regularly scheduled grooming classes for guests to learn to care for their pets and gain knowledge to comply with ordinances; (6) canine good citizen group classes, for socialization, handling practices and licensing education; and (7) on-site pet management training for navigation center staff.

Five Keys will contract Full Belly Bus at \$10,000 per year to coordinate scheduling and oversight of independent providers (paid services) and supplemental volunteers. A mobile veterinarian clinic, Vet-on-Wheels will be provided by Dr. Julio Bolivar-Dillon. The cost of on-site clinics at each Nav Center is \$300/hour for the vet and van; and \$100/hour for the vet technician. With each clinic running up to 2 hours, the per-visit cost is \$800. Six mobile clinic visits/year = \$4,800. per shelter, per year. The mobile clinic is further supported by a crew of 5-6 volunteers from Full Belly Bus. Other vet expenses include: vaccinations (Rabies, DHLPP, Feline, etc.); parasite prevention; ongoing medications; palliative care and euthanasia; microchipping and registration/licensing. These additional costs are estimated at \$12,000 per year, per shelter. "Urgent care" veterinary visits by Vet-on-Wheels will provide services that are needed prior to the next regularly scheduled clinic visit to the shelter. \$2,400 has been budgeted for 3 extra clinic visits/year, per shelter. Spay and neutering services will be provided through three options: First, an off-site free clinic offered on a monthly basis by San Francisco Animal Care and Control at 1200 15th St. This clinic uses the services of Peninsula Humane Society Mobile Bus and quickly fills up on a first-come basis. Second, referrals to San Francisco SPCA at 250 Florida St. Five Keys will pay for spay and neutering fees, as well as transportation costs of guests prepared to take their animals to the vet hospital. It typically takes three to five conversations to build trust and agreement for spay/neutering services, making on-site options more important. Five Keys will host the Peninsula Humane Society Mobile Bus twice a year (at each Nav Center) for on-site spay and neutering at a cost of \$3,000 per visit, for up to 10 animals. \$5,000 will be set aside for emergency hospital visits and services requiring anesthesia. We have too often heard tragic stories of people being turned away from animal hospitals, because of inability to pay. Five Keys will refer emergency cases to two veterinary hospitals: the SPCA and VCA San Francisco Veterinary Specialists at 600 Alabama St.

Full Belly Bus will coordinate grooming classes every 2 weeks for guests to learn to care for their pets and gain knowledge to comply with ordinances. Experienced and compassionate groomers who have excellent handling skills will teach guests how to bathe, brush, and groom nails, while discussing best practices and the need to spay/neuter. Pet care classes will take place in fenced areas equipped with large tubs, water houses, and needed supplies. Grooming instructors will be paid \$100./class, for an annual cost of \$2,500 per shelter. An additional monthly workshop will be offered called "Canine Good Citizen" with all breeds welcome on-leash, up to a 10-dog limit per session. The dogs and their owners come together in the fenced play area. Positive reinforcement and behavior counseling address excessive barking, chewing, and biting problem behaviors. The monthly positive socialization instruction will be provided by Paul Ellis (Paulellisdogtraining.com) for \$150/per workshop, inclusive of expenses, with an annual cost of \$1,800. per shelter, per year. To establish high quality pet management practices at the shelter, Full Belly Bus will coordinate professional development for Five Keys staff. The program will consist of 4 one-hour sessions that cover environment management, animal body language, concerning behaviors, kenneling, handling techniques and San Francisco shelter system animal ordinances and laws. To accommodate the differing staff schedules, training will be offered 2x/month with each of the sections offered at different times, until all staff have rotated through all 4 sections. Full Belly Bus will work with Five Keys to produce resource toolkits for staff. Professional development will be led by: Paula Benton (<http://www.paulabentonogtraining.com/>); Rebecca Frank dog training (<https://www.rebeccafrankdogtraining.com/>); and Ariana Luchsinger, CTC, CPDT-KA, Operations Manager at San Francisco Animal Care and Control and Bitchin' Dog Training (<https://www.linkedin.com/in/ariana-luchsinger-ctc-cpdt-ka-87332418>). These trainers will work together on curriculum development and class preparation. Trainers will be paid a fee of \$100. per hour. Estimated total cost to train 95 Five Keys staff across Bayshore and Embarcadero will be \$5,500 per shelter.

4. Provide a detailed narrative that describes of what types of grants and operating subsidies have been secured for the project site or similar projects during the past year.

Five Keys operates education, workforce, and reentry programs for adults in 9 counties in California, including inside 24 county jails, funded through contracts with government agencies and state education apportionment. Five Keys is currently developing a reentry housing project for mature women survivors of domestic violence who are being released from state prison (CDCR) after having been incarcerated for decades.

5. Provide a detailed narrative that explains the applicant's rules of conduct and responsibility regarding pets and their owners, including liability insurance, limiting pet contact to family and shelter staff, and the plan to connect with an animal protection organization.

Five Keys adheres to the pet and pet owner rules of conduct and responsibility defined by the San Francisco Department of Homelessness and Supportive Housing. (See attached intake form.)

Agreements about pet owner responsibilities are discussed and documented during the intake process. Upon entry, we take a photo of the guest and their animal and find out whether a dog has been previously registered as a "Vicious & Dangerous Dog" by Animal Control. For the safety of all pets and people, it is strongly encouraged that dogs not greet each other and that people not approach or touch an animal that does not belong to them, or whose owner has not granted permission.

As part of PAS funding, Five Keys will offer classes and workshops in grooming and dog behavior that will also include instruction about the importance of spay and neutering and adherence to public safety and health ordinances. For instance, by law, the City and County of San Francisco requires all Pit Bulls and Pit Bull mixes to be spay/neutered. Staff can provide Pit Bull identification guidelines used by San Francisco Animal Care and Control and assist dog and cat owners (of any breed) with spay/neutering services. Reminders about animal safety are also posted around pet-serving areas. Furthermore, Nav Center staff will receive professional development training on pet owner policies and safe and humane animal handling.

Through Full Belly Bus, Five Keys has a direct link to a large network of animal protection agencies and professional services. Both Five Keys and Full Belly Bus maintain liability insurance and will name each other on our respective insurance policies. Five Keys' insurance documents are attached.

6. Provide a detailed narrative summarizing how the project will meet all relevant state, municipal, and local animal ordinances and laws.

Five Keys adheres to the pet and pet owner policies defined by the San Francisco Department of Homelessness and Supportive Housing as well as all relevant state, municipal, and local animal ordinances and laws. Pet owners are required to follow rules of conduct and responsibility defined by the Department for all Navigation Centers, which reference ordinances. Examples include:

- Animals must have current Rabies vaccinations and other required vaccinations (if applicable); an animal must not have any communicable diseases, which creates a risk for other animals. Staff can assist animal owners to get vaccinations for animals that need them.
- It is illegal to permit your animal to defecate and not pick up the waste and dispose of the feces. The San Francisco Health Code has a two-part ordinance: Pick It Up and Carry the Bag to a disposal can. Staff can provide bags to properly dispose of animal feces and disposal bags are also provided in the Pet Welcome Kit.
- Guests are also instructed about penal laws which may be charged as felonies or misdemeanors, including CA Penal Code 597.1 Permitting an Animal To Go Without Care (failure to provide vet care, keep safe, etc.); CA PC 597: (a) maliciously and intentionally injure or kill an animal and (b) general cruelty and neglect.

Copies of these policies, ordinances, and pet owner agreements are attached to this application.

In addition, Five Keys advises guests that by law, the City and County of San Francisco requires all Pit Bulls and Pit Bull mixes to be spay/neutered. Staff can provide Pit Bull identification guidelines used by San Francisco Animal Care and Control and assist dog and cat owners (of any breed) with spay/neutering services.

File Name:	State, Municipal, and Local Animal Ordinances and Laws Documentation	State, municipal, and local animal ordinances and laws documentation	Attached and uploaded?	Yes
File Name:	Applicant Financials	Submit three years of financials for an operated emergency shelter (one year minimum).	Attached and uploaded?	Yes

Site Control

Does Sponsor have site control that complies with UMR §8303? No

Form of site control: not applicable Most recent document execution date: 10/1/18

Provide details below for unusual site control special circumstances:

The City and County of San Francisco via the Department of Homelessness and Supportive Housing (HSH) has site control for both Bayshore and Embarcadero navigation centers. Five Keys has attached its two contracts with HSH that state that Five Keys is to operate the programs at these sites:
 Bayshore Navigation Center: 125 Bayshore Blvd., San Francisco, CA 9412 (Oct 1, 2018)
 Embarcadero SAFE Navigation Center: 555 Beale St., San Francisco CA 94107 (Nov 1, 2019)

File Name:	Site Control Documentation	Site control documentation (grant deed, sales contract, purchase/lease agreement, development and disposition agreement, and exclusive rights to negotiate)	Attached and uploaded?	No
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Ineligible expenditures

Applicant(s) acknowledge and agrees that ineligible expenditures include the following: **a.** off-site boarding or housing of pets, **b.** real-estate acquisition, **c.** operating costs and services unrelated to eligible expenses. Yes

Legislative and Congressional Information

Provide the Legislative and Congressional information for the applicant and shelter location, (if different than applicant location), included in this application.

To locate or verify the Legislative and Congressional information, click on the respective links below and enter the applicant office location zip code, the activity location site zip code(s) (i.e. zip code(s) where activities are performed), and any additional activity location site(s), as applicable.

[State Legislators](#)
[U.S. House of Representatives](#)

2019 PAS	District #	Applicant Office Location	First Name	Last Name	Overview
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State Assembly Member	17	David	Chiu
State Senate Member	11	Scott	Wiener
U.S. House of Representatives	12	Nancy	Pelosi
Certifications			
On behalf of the entity identified below, I certify that: The information, statements and attachments included in this application are, to the best of my knowledge and belief, true and correct and I possess the legal authority to submit this application on behalf of the entity identified in the signature block.			
Steve Good	Executive Director	Signature Block page is attached	2/26/20
Authorized Representative Printed Name	Title	Signature	Date
Entity name:	Five Keys Schools and Programs	Phone Number:	(415) 734-3311
Entity Address	70 Oak Grove St.	City:	San Francisco
		State:	CA
		Zip:	94107

Sources & Operating Budget

Rev. 12/23/19

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Funding Gap (expenses not covered by other subsidies or funds)		Maximum Allowable Loan Amount	
TOTAL Project Costs (including HCD & non-HCD)	\$4,406,656	PAS Maximum Award Limit Per NOFA	\$200,000
TOTAL ESTIMATED SUPPORT AND OTHER REVENUE	\$4,406,656	Maximum Allowable Award>>	\$197,000
<i>PAS Funds Requested</i>	\$197,000		
<i>Proposed Eligible PAS Expenses</i>	\$197,000		
<i>Cash Flow Without PAS</i>	\$197,000		
	Eligible Funding Gap		
	\$197,000		

Non-PAS Funds Used to Supplement the Project

Funding/ Subsidy Program Name:	Funding/ Subsidy Program Type:	Funding/ Subsidy Program Committed	Application Submittal Date:	Date Award Expected:	Contract Term (Years):	Expected 1st Year Amount:	Basis for Subsequent Amount:
Bayshore Contract: County of SF Human Services Agency	Grant	Yes	6/14/18	10/1/18	~3 years	\$ 2,920,758	ongoing contract
In-Kind supplies and services from Full Belly Bus	Self-Funded	Yes	n/a	n/a	n/a	n/a	n/a

File Name:	Funding/ Subsidy Commitment Letters	Provide documentation for the funding or subsidy sources above.	Attached and uploaded?	Yes
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Continuum of Care Process

If one or more of the subsidy programs listed above is part of your local Continuum of Care process (i.e., Shelter Plus Care, Supportive Housing Program, Section 8 Mod Rehab SRO, etc.), please complete the following:

- Has your community completed its Continuum of Care ranking process?
n/a
- If you answered yes to question number one, is your Project ranked within the fundable range?
n/a
- If you answered no to question number one, when will your community complete its Continuum of Care ranking process?
n/a

Financial Feasibility: The Project must be financially feasible, as determined by HCD and based on an evaluation of development funding and operating subsidies committed to the Project at time of application and the Applicant's track record of securing operating subsidies for similar Projects over an extended period. Complete the following operating budget for a past or the proposed Emergency Shelter Project and attach Applicant Financials for the past three years to support amounts reported (minimum of one year). Only the proposed facility will be required to list funding for crates/kenneling, food, veterinary services, staffing and liability insurance. Past years delivering these services is optional.

Operations Budget

	Three year average of income/expenses for past shelters operated by Applicant.				Projections			
	2017	2018	2019	3 Year Avg	2020	2021	2022	Total
SUPPORT AND OTHER REVENUE								
PAS Funding (PROPOSED)					\$65,500	\$96,000	\$35,500	\$197,000
Bayshore Contract: County of SF Human Services Agency			\$2,338,544	\$2,338,544	\$3,620,893	\$588,763		\$4,209,656
In-Kind supplies and services from Full Belly Bus			\$17,000	\$17,000				\$0
				\$0				\$0
0				\$0				\$0
0				\$0				\$0

0

Section 1: Projected Performance Measures (as required under NOFA Section II.G.)

Part A: Tenant Satisfaction Surveys

Describe the types of questions asked, how they are reviewed, what you do with results, and how often you conduct this survey. (The results of the survey may be incorporated as part of the other categories.)

Five Keys' Navigation Center Satisfaction Surveys have been developed by the San Francisco Department of Homelessness and Supportive Housing. A copy is attached. Five Keys provides internal professional development to ensure that frontline staff are using data collection instruments properly and consistently when they engage with program participants. Satisfaction Surveys are conducted quarterly, with all guests in residence, requested to participate anonymously. The survey replies are collected by the Activities Coordinator and reviewed by the Management Team. Results of analysis are shared with other Nav Center staff; used for policy and strategy improvements; and are made available for review by the County.

Most survey questions are answered on a scale of: Excellent-Good-Fair-Poor-No Opinion/Don't Know. Examples include:

- Rate the overall cleanliness of the Navigation Center.
- Rate how you are treated by staff at the Navigation Center.
- Rate the level of safety you feel at the Navigation Center.

An open ended question on the survey reads: Use the space below to share anything else you would like us to know about this Navigation Center.

Part B: Tenant Exit Survey

Describe the questions asked to determine the reasons for exiting the shelter.

A sample Exit Survey is attached. Sample questions include:

1. How did you feel when you first arrived at the Navigation Center?
2. How was your experience at the Navigation Center?
3. Is there anything the Navigation Center could have done to make your stay better?
4. What was the best part of your stay at the Navigation Center?
5. How do you feel now that you're moving into your housing?
6. Where are you moving to?

Part C: Measurable Outcomes

Outcomes are what you expect to happen for the people served by your project. Outcomes are sometimes called results. Outcome objectives are time-specific measurable goals that identify how you know if you are achieving your desired results. Outcome objectives are sometimes called outcome benchmarks or indicators.

Please categorize the outcomes for your project into the following six categories:

Category	Outcomes	Outcome Objectives
Assisted by the Shelter: occupants housed by the shelter (see examples in cell comments to the right)	Participants will be assisted by the SHELTER.	350
Assisted by the Program: occupants assisted by the Program (see examples in cell comments to the right)	PAS Participants will be assisted by the PAS PROGRAM	120
Residential Stability: occupants move to permanent housing (see examples in cell comments to the right)	Participants will move into affordable HOUSING with needed services.	50
Increased Skills and/or Income: occupants gain job-related skills, participate in job-related training and/or education, gain stipend part-time or full-time supported employment, gain access to mainstream service/income support programs for which they are eligible (see examples in cell comments to the right)	Participants will gain access to navigation service programs for which they are eligible	350

<p>Measurable Outcome: (as determined from applicant tenant satisfaction surveys)</p>	<p>Participants will voluntarily participate in an anonymous satisfaction survey</p>	<p>35</p>
<p>Additional Measurable Outcome: (as determined from applicant tenant satisfaction surveys) Examples of comments responding to the question: Rate your overall experience at The Navigation Center.</p> <p>"Staff training is really important and evident at 125. I like the services, laundry, food, cell phone charging, security. I like the autonomy of my own personal space and hope to maintain it." "Very good place, this place is very needed." "Best place I have ever been to that helps people in need to navigate their lives toward a better future." "[The] incredible team [has] changed my life. So happy I came here!" "Never have so many opportunities to be a better person presented themselves to me as the time I have been at 125 Bayshore...I see this as my family" "I appreciate all the help from the Center and staff. It's a hand up not a hand out." "I think Bayshore Nav is without a doubt the best of all." "The people in management are great people." "I have seen nothing but care, respect and concern from all staff case managers. This is the role model of Navigations." "I believe that Bayshore Navigation Center is a beautiful place overall including its staff who have a beautiful understand[ing] for people like me in my situation. Thanks Bayshore Navigation Center." "I love the staff. They treat us like human beings and are very happy to help us and go out of their way to get the things we need. A big thank you to all of Bayshore staff! You are greatly appreciated!!!" "Staff training is really important and evident at 125." "This place is a blessing..." "Staff does an excellent job considering the issues they have to deal with." "Best place I have ever been to that helps people in need to navigate [their] lives toward a better." "You rock!" "I thank the Navigation staff as well as [supervisors] for seeing the better person I've become and seeing me when I needed an uplifting spirit and better look at life. Thank you for giving me a second chance at being a somebody. Appreciate you all...uplifting and uplifted." "Both of my case managers...are a cut above and beyond, would be willing to nominate for sainthood." "You have hardest working CMs in SF." "Thank GOD for the 'directors' wonderful spirits...and my case [manager]!! Thanks so much" "Most of the staff are really good, even great I would go as far to say."</p>	<p>Minimum % of survey takers who rate their overall experience as good or excellent</p>	<p>80</p>
<p>Section 2: Evaluation Plan</p>		
<p>Describe your evaluation plan, including how you intend to collect, track and analyze data on the effectiveness of your project, including the outcomes projected above. Indicate who will analyze the data and perform your program evaluation. (e.g., staff, consultant, etc.).</p>		

Five Keys is committed to "continual improvement" and regularly collects, tracks and analyzes program data for this purpose. Internal professional development ensures that frontline staff are using data collection instruments properly and consistently when they engage with program participants. Five Keys coordinates data collection within each Navigation Center database (the County's database for the Nav Center system mandated by the CoC) and the Homelessness Response System (HRS) network. Five Keys also participates in steps the County is taking to adopt the centralized ONE system for tracking referrals and reporting on participants' progress, housing placements, and related services. Until the County connects all Nav Centers with the ONE system, Five Keys tracks guest information in excel spreadsheets.

Navigation Care Managers maintain files with intake surveys, assessment results, case notes with details of accessed services, as well as certification forms from referring agencies, progress made on housing stability planning goals (as detailed in individualized Housing Stability Plans), and copies of relevant documents needed for securing housing. Files are stored in a way to maintain requisite client privacy and confidentiality. The County pulls data from the database system and Five Keys provides monthly and annual programmatic reports.

The evaluation of the PAS project will include data in all of the categories listed above, and include tracking of:

- # of guests assisted by each Navigation Center
- # of guests assisted by Pet Services
- # of participants who gain access to navigation service programs for which they are eligible
- # of participants who move into affordable housing with needed services.
- Information about participants who exercise more control over their lives and improve their quality of life and ability to live independently.

Ongoing monitoring of outcomes for owners and pets includes:

- How many pets exited for behavioral issues in a six-month period?
- How many owners report concerns about their pet/other pets in the Nav Center?
- How many non-pet-owner guests report concerns about control over pets in the Navigation Center?

With the support of Full Belly Bus consulting, Five Keys' Nav Center managers and senior operations directors analyze the financial and programmatic effectiveness of pet services at the Navigation Centers, looking at:

- Intake questions and answers regarding pet owners' needs; pets' needs; spay/neuter status; vet services, interests in training; etc.
- Quarterly guest satisfaction survey
- Monthly pet owner survey
- Exit interviews conducted with care manager prior to exit

Surveys and data are uploaded into a "pet owner tracking sheet" which is shared with management to address any ongoing concerns or issues around pet care in the Navigation Center.

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT
DIVISION OF FINANCIAL ASSISTANCE**

2020 W. El Camino Avenue, Suite 670
Sacramento, CA 95833
(916) 263-2771 / FAX (916) 263-2763
www.hcd.ca.gov



December 31, 2019

MEMORANDUM FOR: All Potential Applicants

FROM: Jennifer Seeger, Acting Deputy Director
Division of Financial Assistance

SUBJECT: **Pet Assistance and Support program
2019 Notice of Funding Availability**

A handwritten signature in blue ink that reads "J Seeger".

The California Department of Housing and Community Development (Department) is pleased to announce the release of this Notice of Funding Availability (NOFA) for approximately \$5 million in Pet Assistance and Support (PAS) program funds. The PAS program was authorized by the Budget Act of 2019 as amended by Section 16 of Senate Bill 109. Funds will be awarded to qualified homeless shelters to provide shelter, food, and basic veterinary services for common household pets owned by individuals experiencing homelessness, as well as staffing and liability insurance related to providing those services.

A complete original application, and one electronic copy on CD or flash drive with all applicable information must be received by the Department no later than **5:00 p.m. on Monday, March 2, 2020**. The Department will only accept applications through a postal carrier service that provides date stamp verification confirming delivery to the Department's office such as U.S. Postal Service, UPS, FedEx, or other carrier services. Please contact the Department if delivery is not completed by fault of the carrier service. The delivery address is:

Department of Housing and Community Development
Division of Financial Assistance, NOFA Section
PET ASSISTANCE AND SUPPORT PROGRAM
2020 West El Camino Avenue, Suite 150
Sacramento, CA 95833

To receive information on the webinar and other updates, please subscribe to the Department's [listserv](#). Questions about this NOFA and application process can be directed to the Pets Assistance and Support Program email inbox at PetAssistanceSupport@hcd.ca.gov.

Pet Assistance and Support Program

2019 Notice of Funding Availability



**Gavin Newsom, Governor
State of California**

**Alexis Podesta, Secretary
Business, Consumer Services and Housing Agency**

**Douglas R. McCauley, Acting Director
Department of Housing and Community Development**

2020 West El Camino Avenue, Suite 500, Sacramento, CA 95833
Telephone: (916) 263-2771

[Pet Assistance and Support Program Webpage](#)

Pet Assistance Program Email: PetAssistanceSupport@hcd.ca.gov.

December 31, 2019

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PET ASSISTANCE AND SUPPORT PROGRAM

NOTICE OF FUNDING AVAILABILITY

I. Overview

A. Notice of Funding Availability

The California Department of Housing and Community Development (Department) is announcing the availability of approximately \$5 million in Pet Assistance and Support (PAS) Program funds to provide shelter, food, basic veterinary services, and staffing and liability insurance related to providing those services to qualified homeless shelters housing common household pets with their owners. The intent of the program is to reduce barriers for those individuals experiencing homelessness with their common household pet.

Emergency shelter means any facility with the primary purpose of providing a temporary shelter for those experiencing homelessness in general or for specific populations experiencing homelessness and which does not require occupants to sign leases or occupancy agreements.

For purposes of this Notice of Funding (NOFA), “common household pet” or “pet” means a domesticated animal, such as a dog or cat, that is commonly kept in the home for pleasure rather than for commercial purposes.

According to Pets of the Homeless, a non-profit organization involved in feeding and providing veterinary care for pets that belong to individuals experiencing homelessness, of the 3.5 million Americans who are homeless, 5 to 10 percent have dogs or cats. Many shelters and other assisted housing programs do not permit animals on their property, pushing potential participants to live in locations not meant for human habitation. Abandoning a pet is a major barrier in engaging those who are experiencing homelessness to use services and is emotionally draining to an already vulnerable population. Pets provide warmth, security, companionship, and normalcy. After surrendering a pet, owners reunite with their dogs only 15 percent of the time, while 60 percent or more of animals are left in the animal shelter system and most will die. By making accommodations for pets, more owners who are experiencing homelessness would be inclined to obtain medical, as well as living assistance, and the conditions of their pets would improve.

The intent of the PAS program is to allow homeless shelters to reduce barriers for those individuals experiencing homelessness with their pets. By making accommodations for pets, we bring individuals into shelters who otherwise would not receive services and shelter. This NOFA makes funding available noncompetitively to homeless shelters in order of receipt of application.

B. Timeline

NOFA Release	December 31, 2019
Application Due Date	March 2, 2020
Award Announcements	May 2020
Encumbrance Deadline	June 30, 2020
Expenditure Deadline	June 30, 2022

C. Authorizing Legislation and Regulations

Funding for this NOFA is provided pursuant to the Budget Act of 2019 as amended by Section 16 of Senate Bill 109 (SB 109). The Department may implement the activities described in this provision through the issuance of forms, guidelines, and one or more notices of funding availability or requests for proposals, as the department deems necessary. Any forms, guidelines, and NOFA adopted pursuant to this provision are exempt from the rulemaking provisions of the Administrative Procedure Act Chapter 3.5 (commencing with Section 11340) of Part 1 of Division 3 of Title 2 of the Government Code. This NOFA shall constitute the guidelines for the statute.

The Department reserves the right, at its sole discretion, to suspend or amend the provisions of this NOFA. If such action occurs, the Department will notify interested parties through the listserv.

II. Pet Assistance and Support program requirements

A. Eligible applicants

To be eligible to receive funding, applicants must:

1. Be a nonprofit organization with the primary mission to shelter individuals experiencing homelessness and authorized to conduct business in the State of California, or a city or county;
2. Commit to meeting all the following conditions:
 - a. Have rules of conduct and responsibility regarding pets and their owners
 - b. Provide crates or kenneling either near bunks or in separate areas or have a similar set up that ensures the safety and well-being of pets and humans
 - c. Provide food for both individuals experiencing homelessness and their pets
 - d. Offer the services of a veterinarian, including, but not limited to, spaying and neutering services, and behavioral support

B. Eligible activities

Eligible uses of funds include the provision of shelter, food, and basic veterinary services for pets owned by individuals experiencing homelessness, staffing and liability insurance related to providing those services.

C. Allocation of funding and award limits

Assistance is awarded as a grant and shall be used in accordance with SB 109 and this NOFA. The PAS program grant to homeless shelters shall be between \$100,000 and \$200,000. The grant size will be determined by the amount of funds to be expended in the operating budget and the funding gap. Applicants may apply individually or with a co-applicant. Applicants that operate multiple shelters may apply for up to \$200,000 per homeless shelter. Applicants must submit separate applications for each shelter to be funded but may submit the same applicant information in each application.

D. Minimum requirements

In addition to meeting the requirements of the NOFA as described in Section I. A, B, and C above, the following applies:

1. Applications must include the following documentation:
 - a. An agreement that funds will be expended to June 30, 2022.
 - b. A detailed narrative that explains:
 - How animals will be sheltered either with crates, kenneling or some other means;
 - Feeding of occupants and their pets;
 - The provision of veterinarian services; including spay and neuter services and behavioral support;
 - A description of what types of grants and operating subsidies have been secured for the project site or similar projects during the past year;
 - The applicant's rules of conduct and responsibility regarding pets and their owners, including liability insurance, and a plan to connect with an animal protection organization; and
 - How the project will meet all relevant animal ordinances and laws.

- c. Any relevant State, municipal, and local animal ordinances and laws.
 - d. Documentation, such as financial statements, showing financial feasibility. Financial feasibility will be determined by the Department based on an evaluation of operating subsidies, support and other revenue to be committed to the project and the applicant's track record of securing operating subsidies for emergency shelters (one year minimum).
 - e. Site control of the homeless shelter through fee title ownership, leasehold interest, purchase or lease agreement, disposition and development agreement, land sales agreement, or an exclusive right to negotiate.
 - f. An operating budget that estimates how all funds will be expended, including for crates or kenneling, pet food, veterinarian services, staff working with pets, independent audit, and liability insurance.
2. Ineligible expenditures include the following:
- a. Off-site boarding or housing of pets
 - b. Capital development expenditures
 - c. Operating costs and services unrelated to eligible expenses

E. Application selection criteria

After meeting the minimum requirements, applications will be scored through a noncompetitive process that will allow for applicants to submit additional documentation and clarifying information needed to meet minimum scoring requirements in order of receipt of application. All eligible projects meeting the minimum scoring requirements will be funded, as funds are available. If the program is oversubscribed, funds will be awarded to eligible applicants based on order of the date stamp on the application and approved at threshold. Projects will require a minimum score of 60 points to be eligible for funding. Scores will be based on the following:

	Maximum Applicable Points
1. Overview: Project Narrative Detailing Minimum Requirements (3 points per section)	18
2. Overview: Documentation of Animal Ordinances and Laws	10
3. Operating Budget: Projected (3 points per category: shelter, food, veterinary services, staffing and liability insurance)	12
4. Operating Budget: Past Experience (10 points per year)	30
5. Performance Measures: Measurable Outcomes (5 points per category)	30
6. Performance Measures: Evaluation Plan	10
TOTAL APPLICABLE POINTS	110

1. **Overview:** The project narrative that details minimum requirements, as outlined under Section D 1. b. of the NOFA;
2. **Overview:** Documentation of State, municipal, and local animal ordinances and laws and a commitment to meet the requirements;
3. **Operating Budget:** A proposed operating budget that estimates how all funds will be expended for shelter, food, veterinary services, staffing and liability insurance for pets;
4. **Operating Budget:** Confirmation of up to three years of experience operating a shelter, with a minimum of one year, as documented with the applicant's financials;
5. **Performance Measures:** Projected measurable outcomes, including the number of participants, reported every six-months through June 30, 2022, that:
 - a. Are assisted by the shelter in general;
 - b. Are assisted by the PAS program specifically;
 - c. Show increased residential stability;
 - d. Show increased skills and/or income;
 - e. A measurable outcome from a tenant satisfaction survey, as determined by the applicant (for example does the tenant feel more self-sufficient); and

- f. An additional measurable outcome from a tenant satisfaction survey, as determined by the applicant.
- 6. Performance Measures:** An evaluation plan that describes how data will be collected, tracked and analyzed in order to determine the effectiveness of the project. The evaluation plan should include the measurable outcomes, as well as indicate who will analyze the data and perform the PAS program evaluation.

F. Appeals

1. Basis of appeals

- a. Upon receipt of the Department's notice that an application has been determined to be incomplete, ineligible, fail minimum requirements or have a reduction to the initial point score, applicants under this NOFA may appeal such decision(s) to the Department pursuant to this section.
- b. No applicant shall have the right to appeal a decision of the Department relating to another applicant's eligibility, point score, award, denial of award, or any other matter related thereto.
- c. The appeal process provided herein applies solely to decisions of the Department made in this program NOFA and does not apply to any decisions made with respect to any previously issued NOFAs or decisions to be made pursuant to future program NOFAs.

2. Appeal Process and Deadlines

- a. To file an appeal, applicants must submit to the Department by the deadline set forth in subsection (b) below, a written appeal which states all relevant facts, arguments, and evidence upon which the appeal is based. Furthermore, the applicant must provide a detailed reference to the area or areas of the application that provide clarification and substantiation for the basis of the appeal. New or additional information will be considered if this information would result in passing minimum scoring requirements.

The Department will accept appeals through a carrier service that provides date stamp verification of delivery such as the U.S. Postal Service, UPS, FedEx, or other carrier services. Deliveries must be received during the Department's weekday (non-state holiday) business hours of 9:00 a.m. to 5:00 p.m. Pacific Standard Time. Emails to the email address listed below will be accepted if the email time stamp is prior to the appeal deadline (see section F2(b) below).

Appeals are to be submitted to the Department at PetAssistanceSupport@hcd.ca.gov according to the deadline set forth in Department review letters.

- b. Appeals must be received by the Department no later than (5) five business days from the date of the Department's minimum requirements review or initial score letters representing the Department's decision made in response to the application.

3. Decision

- a. Any request to amend the Department's decision shall be reviewed for compliance with this NOFA, and application for funding. It is the Department's intent to render its decision in writing within fifteen (15) business days of receipt of the applicant's written appeal. All decisions rendered shall be final, binding, and conclusive and shall constitute the final action of the Department with respect to the appeal.
- b. In the event that the statute governing this program contains an existing process for appealing decisions of the Department with respect to NOFA awards made under such programs, then this section shall be inapplicable and such existing authority shall govern all appeals.

G. State and federal requirements

Reporting requirements

Applicants shall submit any reports requested.

The applicant shall, at biannual intervals for two years of project operations, report all the following data to the Department:

1. If applicable, no later than 180 days after the Standard Agreement expires, the applicant shall submit an independent audit of the entity funded prepared by a certified public accountant and in accordance with the Department's current audit requirements and all other applicable requirements, as stated by law or included in the NOFA. The cost of this audit is an eligible expense under the terms of the grant, for the portion related to the PAS Program.
2. If applicable, no later than 180 days after the Standard Agreement expires; the applicant shall submit the data as required by the Department to measure the costs and outcomes for each of its assisted beds. The shelter shall work with service providers or other sub-recipients to gather the data.
3. An applicant that receives funds under the Program is responsible for ensuring that the expenditure of those funds is consistent with the requirements of the PAS Program and for the eligible activities described in Section II.B. The applicant may draw down funds after the receipt of the award letter and prior to incurring expenses. The Department shall monitor the activities and expenditures of any applicants within 180 days of the Standard Agreement expiration date, at a minimum, to ensure that those activities and expenditures comply with this NOFA.

4. The Department may monitor the expenditures and activities of the applicant, as deemed necessary, to ensure compliance with program requirements and request the repayment of funds from an applicant or pursue any other remedies available to it by law for failure to comply with program requirements. After a contract has expired, any funds not expended for eligible activities described in Section II.B. shall revert and must be remitted to the Department.
5. The applicant shall report on the sources of participant referrals to the shelter and submit both client data and performance outcome data to the Department. Performance outcome data shall include, but is not limited to, number of participants provided shelter, number assisted by the program, reason for exit, and satisfaction as measured in a survey, length of stay, and locating permanent housing.

III. Application, submission, and webinar

A. Application forms

Eligible project applications submitted under this NOFA will be funded as noncompetitive and in order of receipt of application. The NOFA, supplemental application, and resolutions are available on the [PAS program webpage](#).

PAS supplemental application – this form contains information needed to evaluate application threshold compliance. The PAS supplemental application also contains information applicants must submit in order to utilize their grant funds.

The application forms are available on the Department's [website](#).

B. Application submission process

A complete original application, which includes a PAS supplemental application Form and one electronic copy on CD or flash drive with all applicable information must be received by the Department no later than 5:00 p.m. on March 2, 2020. The Department will only accept applications through a postal carrier service that provides date stamp verification confirming delivery to the Department's office such as U.S. Postal Service, UPS, FedEx, or other carrier services. Please contact the Department if delivery is not completed by fault of the carrier service. The delivery address is:

Department of Housing and Community Development
Division of Financial Assistance, NOFA Section
PET ASSISTANCE AND SUPPORT PROGRAM
2020 West El Camino Avenue, Suite 150
Sacramento, CA 95833

Personal deliveries will not be accepted. No facsimiles, incomplete applications, application revisions, electronically transmitted, or walk-in application packages will be accepted. Excel forms must be in Excel format.

Applications must meet all eligibility requirements upon submission. It is the applicant's responsibility to ensure that the application is clear, complete and accurate. After the application deadline, Department staff may request clarifying information and/or inquire as to where in the application specific information is located.

C. Application webinar

Applicants are strongly encouraged to attend the PAS program webinar to gain information critical for preparing an application. PAS program webinar date, time, and location is located on the Department's PAS program website. The webinar will cover the NOFA and application. To register for a webinar, please sign up through Eventbrite.

If you have questions regarding the webinar, send an email to PetAssistanceSupport@hcd.ca.gov.

D. Disclosure of application

Information provided in the application will become a public record available for review by the public, pursuant to the California Public Records Act (Chapter 1473, Statutes of 1968). As such, any materials provided will be disclosable to any person making a request under this Act. The Department cautions applicants to use discretion in providing information not specifically requested, including but not limited to, bank account numbers, personal phone numbers, and home addresses. By providing this information to the Department, the applicant is waiving any claim of confidentiality and consents to the disclosure of submitted material upon request.

IV. Award announcements and contracts

A. Award announcements

Upon meeting minimum requirements and a score of no less than 60 points, recommended projects will be presented to the Internal Loan Committee for review and approval. The Department intends to send award letters by May 2020, for all successful applicants.

B. Contracts

Awardee(s) will enter into a Standard Agreement with the Department. The Standard Agreement contains all the relevant state and federal requirements, as well as specific information about the award and the work to be performed. The Department must meet a June 30, 2020 deadline to Award and encumber funds. The project must meet a June 30, 2022 deadline to expend funds. Failure to meet these deadlines will result in funds reverting back to the Department.

The awardee(s) shall remain a party to the Standard Agreement for the entire term of the Standard Agreement; removal of the recipient(s) shall not be prohibited.

V. Other terms and conditions

A. Right to modify or suspend

The Department reserves the right, at its sole discretion, to suspend, amend, or modify the provisions of this NOFA at any time, including, without limitation, the amount of funds available hereunder. If such an action occurs, the Department will notify all interested parties via listserv and will post the revisions to the Department's website. Please be sure to subscribe at the listserv link.

B. Conflicts

In the event of any conflict between the terms of this NOFA and either applicable state or federal law or regulation, the terms of the applicable state or federal law or regulation shall control.

EXHIBIT A

AUTHORITY, PURPOSE AND SCOPE OF WORK

1. Authority & Purpose

Pursuant to item 2240-103-0001 of Section 2.00 of the Budget Act of 2019 (Chapter 16 of the Statutes of 2019) as amended by Section 16 of Chapter 363 of the Statutes of 2019 (the "Statute"), the Department of Housing and Community Development (the "Department") shall allocate the designated funding to the specified nonprofit, city, county, or nonprofit and city or county, or other entity, as enumerated in the Statute. This Agreement is entered into under the authority of, and in furtherance of the purposes of, the Statute.

In accordance with the authority cited above, _____ (the "Contractor") has applied to the State for financial assistance (the "Application") in the form of a grant from the Program (the "Grant"). The State has agreed to make the Grant, as a financial incentive based on the Statute and this Agreement. Based on the representations made by the Contractor in its Application, which is hereby incorporated as if set forth in full, the State shall provide a Grant in the amount shown below.

The State and the Contractor have agreed to enter into this Agreement in accordance with the terms and conditions herein, subject to all the provisions of the applicable statutes and further subject to the State laws and requirements governing State contracts.

In accordance with the authority cited above, the Department shall distribute \$ _____ to the _____.

2. Scope of Work

Contractor shall use \$ _____, the full amount of this funding, to provide shelter, food, and basic veterinary services for pets owned by individuals experiencing homelessness, along with staffing and liability insurance related to providing those services.

3. Monitoring

Contractor shall maintain books, records, documents, and other evidence that demonstrates the funding was used for the appropriate purposes, as laid out in the Scope of Work. These books, records, documents, and other evidence shall be made available for audit and inspection by the Department for a period of three years.

EXHIBIT A

4. Effective Date, Term of Agreement, and Deadlines

- A. This Agreement is effective upon approval by the Department representative's signature on page one of the fully executed Standard Agreement, STD 213 (the "Effective Date").
- B. This Agreement shall terminate three (3) years after the Effective Date as stated in STD 213, paragraph 2 (the "Expiration Date").
- C. Grant expenses must be incurred from the Award Date until the date, which is June 30, 2022, as the "Expenditure Deadline".
- D. Any expenses incurred after the Expenditure Deadline will not be eligible for payment from any Grant funds. Any Grant funds which have not been expended by the Expenditure Deadline shall be disencumbered and revert to the Department.



TO: Angela Calvillo, Clerk of the Board of Supervisors
FROM: Sophia Kittler
RE: Apply for a Grant from the California Department of Housing and
Community Development
DATE: Tuesday, March 24, 2020

Resolution of the City and County of San Francisco Board of Supervisors authorizing the San Francisco Department of Homelessness and Supportive Housing to apply for a grant from the Pets Assistance and Support (PAS) program of the California Department of Housing and Community for both the Embarcadero SAFE Navigation Center and the Bayshore Navigation Center.

Should you have any questions, please contact Sophia Kittler at 415-554-6153.