

**Overview**

Rev. 12/23/19

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**Shelter Overview**

<b>Project Name:</b>		<b>Five Keys' PET SERVICES at Bayshore Navigation Center (a.k.a. "Bark-shore")</b>					
<b>Project Address:</b>		125 Bayshore Blvd., San Francisco, CA 94124					
<b>City:</b>	San Francisco	<b>Zip:</b>	94124	<b>County:</b>	San Francisco		
<b>Total Square Feet of project:</b>	23,417	<b>Number of Rooms:</b>	1 large dorm	<b>Number of Bathrooms:</b>	11	<b>Maximum Project Bed Occupancy:</b>	128
<b>Total Number of Shelter Beds:</b>	128	<b>Total Number of Subsidized Shelter Beds:</b>	128	<b>Total Proposed Number of PAS Shelter Beds:</b>	30		
<b>Total Existing Kennels/Crates/Space (per pet):</b>	2	<b>Total Proposed Number of New Kennels/Crates/Space (per pet):</b>	24 for dogs 6 for cats	<b>Project has ADA Accessibility:</b>	Yes		
<b>Status of Shelter (proposed/existing):</b>	existing	<b>Animals Allowed in the past and number (in past year):</b>	Yes 75	<b>Surrounding Neighborhood</b>	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	<a href="#">Resolutions (Refer to resolution instructions and sample resolution on Pet Assistance and Support Program website)</a>	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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<b>File Name:</b>	<b>App2 Government TIN Form</b>	Applicants that are a government agency must submit a Government TIN Form	Attached and uploaded?	
<b>File Name:</b>	<b>App2 STD-204</b>	Applicants that are not a government agency must submit a Payee Data Record (STD-204)	Attached and uploaded?	
<b>File Name:</b>	<b>App2 Resolution</b>	<a href="#">Resolution (Refer to resolution instructions and sample resolution on Pet Assistance and Support Program website)</a>	Attached and uploaded?	
<b>File Name:</b>	<b>App2 PAS OrgDoc 1, Pets OrgDoc 2, Pets OrgDoc3, etc..</b>	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?	
<b>File Name:</b>	<b>App2 PAS Borrower Organizational Structure</b>	Diagram of the recipient entity's organizational structure (e.g., nonprofit, Limited Liability Company, or Limited Partnership)	Attached and uploaded?	
<b>File Name:</b>	<b>App2 PAS Signature Block</b>	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	<a href="mailto:ameslew@pacbell.net">ameslew@pacbell.net</a>	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	<a href="mailto:trevor.skelton@edtec.com">trevor.skelton@edtec.com</a>	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	<a href="mailto:jill.hroziencik@sfgov.org">jill.hroziencik@sfgov.org</a>	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	<a href="mailto:paulabentonsemail@gmail.com">paulabentonsemail@gmail.com</a>	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
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##### 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.

<b>File Name:</b>	<b>State, Municipal, and Local Animal Ordinances and Laws Documentation</b>	State, municipal, and local animal ordinances and laws documentation	Attached and uploaded?	Yes
<b>File Name:</b>	<b>Applicant Financials</b>	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)

<b>File Name:</b>	<b>Site Control Documentation</b>	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 Legislator](#)
[U.S. House of Representatives](#)

2019 PAS	District #	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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<b>Funding Gap (expenses not covered by other subsidies or funds)</b>		<b>Maximum Allowable Loan Amount</b>	
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	<b>Maximum Allowable Award&gt;&gt;</b>	<b>\$197,000</b>
<i>PAS Funds Requested</i>	\$197,000		
<i>Proposed Eligible PAS Expenses</i>	\$197,000		
<i>Cash Flow Without PAS</i>	\$197,000		
	<b>Eligible Funding Gap</b>		<b>\$197,000</b>

**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

<b>File Name:</b>	<b>Funding/ Subsidy Commitment Letters</b>	<b>Provide documentation for the funding or subsidy sources above.</b>	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**

SUPPORT AND OTHER REVENUE	Three year average of income/expenses for past shelters operated by Applicant.				Projections			
	2017	2018	2019	3 Year Avg	2020	2021	2022	Total
<b>PAS Funding (PROPOSED)</b>					\$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
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				\$0				\$0
				\$0				\$0
				\$0				\$0
				\$0				\$0
				\$0				\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,355,544</b>		<b>\$3,686,393</b>	<b>\$684,763</b>	<b>\$35,500</b>	<b>\$4,406,656</b>
<b>EXPENSES</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>3 Year Avg</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
Administration (incl. Admin. Staff)			\$167,837	\$167,837	\$221,252	\$48,536		\$269,788
Staff (for direct client services)			\$1,291,558	\$1,291,558	\$1,983,019	\$308,349		\$2,291,368
Accounting & Legal				\$0				\$0
Rent/Lease				\$0				\$0
Taxes				\$0				\$0
Utilities			\$76,665	\$76,665	\$100,000	\$16,667		\$116,667
Insurance			\$11,258	\$11,258	\$20,000	\$3,333		\$23,333
Depreciation & Amortization				\$0				\$0
Food-Residents			\$23,670	\$23,670	\$22,345	\$2,475		\$24,820
Materials and Supplies for Residents			\$48,058	\$48,058	\$45,368	\$5,025		\$50,393
Noncapitalized Equipment			\$44,282	\$44,282				\$0
Subagreements for Services			\$337,118	\$337,118	\$647,849	\$107,975		\$755,824
Trash Pick Up / Fire Panel Service			\$19,292	\$19,292	\$56,500	\$10,625		\$67,125
Staff Training			\$10,127	\$10,127	\$13,000	\$3,000		\$16,000
Building Maintenance Supplies and Repairs			\$27,980	\$27,980	\$40,000	\$6,667		\$46,667
Other Services, Communications and Operating Expenses			\$34,876	\$34,876	\$99,429	\$15,666		\$115,095
Indirect percentage			\$245,823	\$245,823	\$372,131	\$60,445		\$432,576
<b>SUBTOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,338,544</b>		<b>\$3,620,893</b>	<b>\$588,763</b>	<b>\$0</b>	<b>\$4,209,656</b>
<b>PAS ELLIGIBLE EXPENSES</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>3 Year Avg</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>Total</b>
Crates and Kennels				\$0	\$30,000	\$25,000	\$0	\$55,000
Food-Animals				\$0	\$10,000	\$20,000	\$10,000	\$40,000
Veterinarian Services				\$0	\$25,000	\$50,000	\$25,000	\$100,000
Staff (for assisting with pets)				\$0	\$0	\$0	\$0	\$0
Independent Audit (for PAS program, if applicable)				\$0	\$0	\$0	\$0	\$0
Liability Insurance (if applicable)				\$0	\$500	\$1,000	\$500	\$2,000
<b>SUBTOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$65,500</b>	<b>\$96,000</b>	<b>\$35,500</b>	<b>\$197,000</b>
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,338,544</b>		<b>\$3,686,393</b>	<b>\$684,763</b>	<b>\$35,500</b>	<b>\$4,406,656</b>
<b>NET OPERATING INCOME</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Debt Service (Principal &amp; Int.)</b>								<b>\$0</b>
<b>CASH FLOW</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,000</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Debt Service Coverage Ratio</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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**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
<b>Assisted by the Shelter:</b> occupants housed by the shelter (see examples in cell comments to the right)	Participants will be assisted by the SHELTER.	350
<b>Assisted by the Program:</b> occupants assisted by the Program (see examples in cell comments to the right)	PAS Participants will be assisted by the PAS PROGRAM	120
<b>Residential Stability:</b> occupants move to permanent housing (see examples in cell comments to the right)	Participants will move into affordable HOUSING with needed services.	50
<b>Increased Skills and/or Income:</b> 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><b>Measurable Outcome:</b> (as determined from applicant tenant satisfaction surveys)</p>	<p>Participants will voluntarily participate in an anonymous satisfaction survey</p>	<p>35</p>
<p><b>Additional Measurable Outcome:</b> (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><b>Section 2: Evaluation Plan</b></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.