



Informal Solicitation

Baldwin SAFE Navigation Center

Overview

The Department of Homelessness and Supportive Housing (HSH) is seeking an agency to operate the Baldwin SAFE Navigation Center program, which will serve adults experiencing homelessness in a non-congregate shelter setting. Collaborations are welcome, however, HSH seeks to create one agreement with a lead organization, which may subcontract with other providers. The Baldwin SAFE Navigation Center is tentatively scheduled to open in Summer 2022.

Program Design and Parameters

Navigation Centers are essential to reducing unsheltered homelessness and connecting guests to services and housing assistance. The purpose of this SAFE Navigation Center program is to help the served population obtain emergency nighttime sleeping accommodations, income, public benefits, health services, problem-solving, and housing, as available. This program employs a low barrier, harm reduction model, with limited rules, focused on specific guest actions rather than functional addictions or problems.

The program description that follows is based on operations in place prior to the City's response to the COVID-19 virus. These parameters may be altered as needed due to COVID-19. HSH will adjust the programmatic design and parameters based on the City's current COVID-19 virus guidance.

The City is converting the Baldwin Permanent Supportive Housing building into a non-congregate Navigation Center program located at 74 Sixth Street in San Francisco. Once open, the program will have space for approximately 160 single room units for Navigation Center guests. The building has five floors in total. Site amenities will include an elevator, medical clinic, staff offices, meeting spaces, shared bathrooms, guest laundry, kitchen/pantry space, meals, lobby/reception, and guest community space. Services will include 24/7 staffing and case management.

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

Once accepted into the Baldwin SAFE Navigation Center guests will have access to significant amenities, services, and resources. The program will include:

Operations

- 24/7 staffing, including program monitors and safety/de-escalation staff
- Shared bathrooms on each floor with toilets and showers
- Security cameras

- Controlled entry/exit in lobby with reception office
- Trash, recycling, and compost area
- WiFi internet access
- Elevator
- Kitchen/pantry
- 24/7 guest access to meals (meals on demand)
- Guest laundry
- Staff offices
- Storage space
- Guest community space
- Pets and service/companion/support animals are welcomed

Supportive Services

- Case management staffing with a target 1:40 staff to client ratio
- Part-time behavioral health services provided by the Department of Public Health (DPH)
- Part-time medical services provided by DPH
- Confidential meeting spaces for case management and behavioral health meetings
- Medical clinic room for exclusive use by DPH

Services Provided

The program will provide support services include, but are not limited to, intake, assessment, program orientation, service planning, case management, benefits navigation, document readiness, referrals and coordination of services, group activities, frequent wellness checks, and exit planning. For guests who are Housing Referral status through Coordinated Entry, case management services will include housing navigation services in collaboration with Coordinated Entry teams. Support Services staffing shall include 5 case managers and 1 case management supervisor. It is ideal for the case management supervisor to have clinical training and experience to support the team in working with persons with complex behavioral health needs.

The operations staffing will provide program monitoring, frequent room-by-room wellness checks, safety/de-escalation of guests, janitorial services, and property management/maintenance services. Property management/maintenance services may be staffed by the CBO or subcontracted with an agency who specializes in property management. The CBO will be expected to complete maintenance and repairs needed for the turnover of rooms.



The program will follow the Shelter Grievance Policy and maintain the Shelter Standards of Care, and all DPH requirements. The program will cooperate with the Shelter Monitoring Committee and other City systems that relate to shelters and navigation centers¹. The program will utilize HSH database systems, including the ONE System.

Service Objectives

Annual service objectives include:

- Provide intake and program orientation to 100 percent of all initial guests and updates for returning guests in a new stay.
- Utilize intake and assessment information with partnering service providers to identify options and create a service plan for at least 95 percent of the Housing Referral status guests. Written service plans shall include clear goals and objectives and identified barriers. Service connections, progress, and follow up on these service plans will be documented in the guest's record.
- At least 90 percent of guests who are not Housing Referral status shall be offered referral for problem-solving and/or assessment via Adult Coordinated Entry within one week of placement at the Navigation Center.
- At least 90 percent of guests with referral needs shall be provided referrals related to benefits, employment, health, and related transportation support if needed.
- Administer a quarterly satisfaction survey and achieve at least a 50 percent response rate for guests.

Concept Budget

The attached concept budget is a guideline to use when proposing your program budget. It is based on a staffing structure described below. A provider may offer a different staffing structure in a proposed Appendix B, Budget. In the negotiation, the selected provider will be able to present alternative expenses, but the overall cost of the proposed provider ongoing annual budget should not exceed \$8,455,000 for 12 months of operation. A provider may propose additional one-time expenses outside of the annual ongoing budget amount, leading to a budget that exceeds \$8,455,000 for the first year of operations.

Concept Budget Notes:

- There are expenses that providers do not need to validate and should not change. These line items include Rental of Property, Utilities, Cable/Internet, Fire/Security Monitoring, Furniture, Fixtures, and Equipment, Meals, and Capital expenses for FFE and Initial Room Prep. As the site is developed

¹ The reference to the Shelter Grievance Policy, Shelter Standards of Care and Shelter Monitoring are key components of the temporary sheltering system prior to the COVID-19 pandemic. Although the response to the COVID-19 virus may result in a change for this site, please respond to these program components as presented. Alterations in the numbers and related issues will be part of the negotiation with the selected provider(s).



during negotiation with the selected provider and during the first months of operation, these placeholder expenses will be adjusted accordingly as actual estimates and expenses are confirmed.

For the purpose of the proposed Appendix B, Budget providers should not alter these amounts.

- The staffing structure in the concept budget is not a required structure. This staffing structure was created to target the overall budget based on HSH's experience with sites of this size and structure. Individual staffing positions, salaries, FTEs and benefits may be adjusted.
- Please note in the concept budget, there is a Staffing line item for a safety/de-escalation staff position. A provider may staff this themselves or create a subcontract with unarmed safety and de-escalation service company. A provider may suggest the subcontractor and associated budget costs. Safety and de-escalation services should be staffed 24 hours per day.
- Meal costs should not be included in the proposed budget, as HSH will pay for 2 meals per day per guest through a separate agreement with a meal provider.
- Although a provider's analysis of the budget may result in changes, the overall cost for FY 2020-21 should not be exceeded.
- Budget negotiations with the potential provider will occur once HSH has received responses and proposed budgets from interested providers.

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

- Site Manager and Assistant Manager
- A supervisor and 7 monitors per shift, with at least one monitor on each floor and monitor(s) available to complete guest intakes.
- 1 safety/de-escalation staff or subcontracted security staff per shift stationed at the front door
- 1 -2 janitorial staff per shift
- Staff or subcontractor to facilitate guest laundry
- Maintenance staff or subcontracted property management

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

How to Submit Interest in Being the Provider

- HSH is looking for a provider who will provide the best overall value and highest quality guest services.
- The provider must be willing to develop Memorandum of Understanding agreements with collaborative partner providers at the site.



Interested providers must submit the following information via email to HSHTemporaryShelter@sfgov.org with the subject "Baldwin SAFE Navigation Center Program Interest" by 5:00pm on Monday 2/28/2022:

1. Agency Contact Information: Name, key contact personnel, address and contact information for the agency submitting the budget in the body of your email.
2. Proposed Budget and Narrative: Interested providers should submit a proposed budget, including budget narrative, attached to your response email. Please reference the Program Budget section for instructions. The final program budget will be refined and finalized during the negotiation process once a provider is chosen. **Please use the blank budget template document provided by HSH for your proposed budget.**
 - a. You may use the attached concept budget as a budget example for this size and type of program.
 - b. If including subcontractor(s), please indicate how the staffing will be structured and divided among the agencies in the budget narrative tab.
 - c. Please state whether you are proposing to handle site security with your agency personnel or with a subcontract. Please name the security subcontractor if known.
3. Please describe your knowledge of and experience working with the served population. Please also include your approach and practices in working with individuals or communities of color experiencing homelessness.
4. In order to implement the Navigation Center model, your agency will partner with HSH and DPH in Harm Reduction techniques in the program. These techniques include drug overdose prevention protocols, appropriate biohazard disposal, and the facilitation of, access to, and administration of overdose prevention supplies, such as Naloxone. For more information on Harm Reduction, please visit the Harm Reduction Coalition website at <https://harmreduction.org/about-us/principles-of-harm-reduction/>.

Please describe your experience and the support your agency would need in order to become skilled at:

- a. Incorporating a Harm Reduction philosophy and techniques when working with guests in a non-congregate setting.
- b. Providing support to your staff who are emotionally impacted by critical incidents involving the reversal of guest overdoses by administering Naloxone.

