

EPISCOPAL COMMUNITY SERVICES OF SAN FRANCISCO

**RESPONSE TO RFP 637 FOR THE
NAVIGATION CENTER PILOT PROGRAM
TO THE HUMAN SERVICES AGENCY**

February 23, 2015

Content of Response Package, HSA RFP 637: Navigation Center Pilot Program Operations and Services

Section 1. Table of Contents.....i

Section 2. Letter of Introduction.....ii
Executive Summary Cover Page1

Section 3. Minimum Agency Qualifications & Related Organizational Experience2

Section 4. Public & Private Contracts5

Section 5. Program Narrative7
A. Target Population & Referral Process.....7
B. Scope of Work & Center Operations.....8
C. Support Services, Objectives and Outcomes.....11
D. Program Feedback and Participant Complaint Policies.....13
E. Good Neighbor Policy.....13
F. Safety and Security.....14
G. Cultural Competency.....14
H. Data Collection and Reporting Requirements.....15

Section 6. Agency & Project Staff Qualifications.....17
A. Center Staff Schedule and Staff Roles and Responsibilities.....17
B. Staff Training and Development.....19
C. Key Administrative Staff.....20

Section 7. Budget21

Exhibits
1. Statement of Compliance with Chapter 12L of the SF Administrative Code
2. Resumes of Key Staff and Job Descriptions

Appendix D - San Francisco Human Services Agency Page Number Form

RFP #637

This form is to assist the review panel in finding the information in the Proposal that corresponds to the evaluation criteria. For each item listed below, please list the page number(s) where the reviewer may find the answer(s) to the criteria.

Evaluation Criteria	Page Number(s)
Minimum Qualifications	
1. A minimum of three (3) years of experience working with the diversity of the homeless population, particularly with homeless adults with a long history of homelessness and/or currently living on the streets of San Francisco. The applicant's experience should include an awareness of and network with the spectrum of services, programs and benefits that support adults to exit homelessness for stable placements.	ii, iii 2 - 4
2. A minimum of three (3) years of experience providing and/or creating linkages for homeless adults to services that offer sleeping accommodations, meals, assessment and triage of needs, and development of plans to access services and exit homelessness.	ii, iii 2 - 3
3. A minimum of three (3) years of experience having subcontracts with partners to deliver goods and/or services to support an overall program, including managing reporting and invoicing relationships that meet the needs of the funding entity. This experience should also include development and maintenance of relationships that involve Memorandums of Understanding (MOU) agreements for joint participation in programs that generate required data and reporting.	iii, 3, 5, 6
Program Design and Approach	
1. Is the respondent proposing an effective program design? Consider the proposed information and referral system, and how clients will access all available services. Also consider stated coordination with HSA, its partners, and subcontractors.	iii 7 - 16
2. Assess the effectiveness of the model described to handle client flow during the times of operation. Consider the staffing pattern to handle the flow of clients.	7 - 14 17 - 20
3. Is the proposed system for obtaining feedback from the target population effective?	13

4. Are the respondent's strategies for addressing the diverse target population effective?	7, 8 14, 15
Fiscal Capacity	
1. Does the budget reflect reasonable costs? Consider the information in the budget narrative. Are other leveraged funds available to support the proposal?	21 – 24 (Budget Narrative) Appendix B
2. Does the proposed budget identify costs that relate to the proposed services, and can the budget sustain the proposal as described?	21 – 24 (Budget Narrative) Appendix B
Organizational Qualifications	
1. Is program supervision and management appropriate to deliver proposed services?	17, 18, 19, 20 Exhibits 1 and 2
2. Are the types of training (and subject matter) to be offered to staff providing services appropriate to assist the staff in delivering quality services to the target population?	19, 20



SECTION 2. Letter of Introduction and Executive Summary

February 23, 2015

Human Services Agency
Office of Contract Management
Attn.: Robert E. Walsh, G710
1650 Mission Street, Suite 300
San Francisco, CA 94103

**Re: Request for Proposals #637
Navigation Center Pilot Program**

Dear HSA Partners:

Episcopal Community Services of San Francisco (ECS) submits its proposal to the **Human Services Agency** to lead the operations and services of the **Navigation Center Pilot Program**.

Introduction to the Proposal

ECS, with over thirty years of celebrated experience, is one of the City's largest nonprofit providers of essential services to homeless and very low-income San Franciscans. With the support of 220 employees and over 2,400 volunteers, we currently operate ten permanent supportive housing sites, two year-round emergency shelters (Sanctuary and Next Door), the Interfaith Winter Shelter program, the City's roving behavioral health team in shelters (SF-START), the Canon Kip Senior Center, the CHEFS culinary employment training program and the Adult Education Center. In fiscal year 2014 we served 6,653 unduplicated people: 65% were homeless, 32% formerly homeless, 97% had incomes less than \$15,000 annually. Our mission is to help "homeless and very low-income people every day and every night obtain the housing, jobs, shelter and essential services each person needs to prevent and end homelessness."

A Board of Directors governs ECS, working with the Executive Director, Associate Director, CFO, Director of Human Resources, Director of Fund Development, Director of Housing Development and Asset Management and three program directors: Director of Shelters, Director of Housing Services, and Director of Education, Employment and Senior Services.

We follow a Housing First model in our approach to the work, and remain committed to maintaining high quality shelter services as long as they are needed, managing two of the City's largest shelters (The Sanctuary, which opened in 1983 and Next Door, which opened under ECS management in 1990). In addition, for the last 24 years, since 1991, ECS has partnered with the San Francisco Interfaith Council and the Department of Human Services to operate the Interfaith Winter Shelter program.

ECS shelters 534 people each night at the Sanctuary and Next Door. Guests avail themselves of hot meals, showers, laundry facilities, beds with clean linens, and access to a myriad of social services

and healthcare opportunities. Since 2009 we have provided behavioral health services to residents of the City's single adult shelters through our roving Shelters, Treatment, Access and Resource Team (SF START or START), embedding START Behavioral Health Specialists at Sanctuary, Next Door, MSC South and to the smaller shelters as requested.

ECS also has been instrumental in creating housing opportunities for the homeless people we serve. Currently ECS operates or provides social services at ten supportive housing sites (four of them new construction), which provide permanent homes to over 1,100 formerly homeless men, women and children. Five of ECS's supportive housing sites are for clients who receive support from the S.F. County Adult Assistance Program (CAAP) and who are eligible for housing opportunities through the City's Housing First Program. Through this program, ECS leases and manages private residential single room occupancy (SRO) buildings to provide permanent housing and support services for homeless single adults who are CAAP recipients.

ECS's Canon Kip Senior Center (CKSC) offers resources to more than 1,200 very low-income and/or homeless seniors each year. ECS's Education and Employment department offers vocational services, adult literacy, GED classes, basic computer skills, job counseling and culinary training to 440 people annually. Its Adult Education Center (previously called the Skills Center) opened in 1994 and the CHEFS (Conquering Homelessness through Employment in Food Services) program opened in 1997.

Summary of Proposal

In response to this RFP, ECS has had numerous meetings with Mission area community leaders of local non-profits. We are committed to working with Mission-area and other nonprofits in the planning, operation and service delivery of this pilot project. With their support, ECS proposes to act as the lead agency on-site at the Navigation Center managing operations and service delivery in close collaboration with:

- Mission Neighborhood Resource Center (MNRC), with which we will enter into a subcontract for staffing of some Service Coordinator II and Case Manager positions;
- St. James Infirmary and TGI Justice Project, with which we will enter into subcontracts for resident services.
- Homeless Connect, the Homeless Youth Alliance, El/La Para TransLatinas, United Council, Salvation Army, Glide, and possibly other service providers identified by the Human Services Agency (HSA), anticipating that we would enter MOUs with some or all of them.

The 10-month (March 1 – Dec 31, 2015, per RFP) cost of this proposal is \$1,684,567 for the Navigation Center. Given timing of the proposal due date and pursuant negotiations, ECS anticipates a rapid project ramp-up, with a start date several weeks later than March 1.

Kathy Treggiari, ECS Director of Shelters, is our primary contact person for this proposal. You may reach Ms. Treggiari at 415-487-3300 x 4122 or ktreggiari@ecs-sf.org. I am available at 415-487-3300 x 1201 or kreggio@ecs-sf.org.

Sincerely,



Kenneth J. Reggio, ACSW
Executive Director

San Francisco Human Services Agency RFP Cover Page and Executive Summary

NAME OF ORGANIZATION(S): **Episcopal Community Services of San Francisco**

ADDRESS: **165 8th Street, 3rd floor, San Francisco, CA 94103**

DIRECTOR: **Kenneth J. Reggio, Executive Director;
Kathy Treggiari, Director of Shelters**

PHONE/FAX#: **Kenneth J. Reggio: 415-487-3300 x: 1201
Kathy Treggiari: 415-487-3300 x: 4122**

EMAIL: **kreggio@ecs-sf.org; ktreggiari@ecs-sf.org**

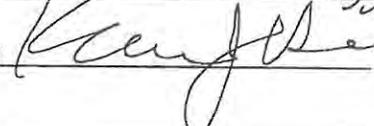
FEDERAL EMPLOYER #: **94-3096716**

ANNUAL AMOUNT(S) REQUESTED: **\$1,684,567**

By my signature above, I certify that I am an official authorized to bind the Respondent to this Request for Proposals. I understand that the Human Services Agency (HSA) reserves the right to modify the specifics of this application at the time of funding and/or during the contract negotiation; that no officer, employee or agent of the City of San Francisco, exercising any function or responsibility in connection with the proposed services contract or with planning or carrying out any agreement relative to this proposal HSA any personal financial interest, direct or indirect, in the operation of the Respondent; that a contract may be negotiated for a portion of the amount requested; and that there is no contract until a written contract HSA been signed by both parties and approved by all applicable City Agencies. This proposal is a firm offer for a specified period of not less than one hundred sixty (160) days.

Signature of authorized representative(s):

Name: Kenneth J. Reggio Title: Executive Director

Signature:  Date: 2/23/15

Name: _____ Title: _____

Signature: _____ Date: _____

Submit an electronic and four (4) copies to:

San Francisco Department of Human Services
Office of Contract Management, G710
c/o Robert E. Walsh, Contract Manager
1650 Mission Street, Suite 300
robert.walsh@sfgov.org

SECTION 3. Minimum Agency Qualifications & Related Organization Experience

A. ECS's Experience Operating Year Round Shelters and Similar Services

Shelters. ECS has 30 years of continuous experience providing shelter and services for homeless men and women, first at the Sanctuary, then at Next Door and through the Interfaith Shelter. Starting as a volunteer effort in the basement of Grace Cathedral in 1983, The Sanctuary moved early on to the City's South of Market neighborhood, landing its current site at 201 8th Street, corner of Howard, in 1985. Since then, ECS has been continuously successful in securing HSA's funding to operate the Sanctuary.

In 1990, the City contracted with ECS to administer "Multi-Service Center-North," a large emergency shelter for homeless adults. At each contract expiration, ECS successfully bid to continue operating and providing services at 1001 Polk Street, now known as "Next Door."

Over the years, with HSA's support, both facilities have been substantially upgraded as ECS strives to provide a physical environment that is safe, clean and welcoming.

ECS has proven to be a responsible partner in responding to emerging and changing needs; converting space at Next Door for medical respite care, and later cooperating with the relocation of those beds to another facility to make room for 58 additional beds at Next Door.

ECS added a case management and behavioral health shelter services component in 1991. Since the late-1990s, the SF Department of Public Health (DPH) has funded ECS's Social Services Team to provide integrated supports to each participant's pursuit of recovery and housing goals in a welcoming and accessible environment. In 2009, DPH's funding for services in shelters was consolidated and reduced citywide. ECS applied for the funding available, and since that time has operated the single adult shelters' behavioral health roving team, START.

Each winter season since 1991, ECS has partnered with the San Francisco Interfaith Council and HSA to provide congregation-based emergency shelter during the winter months with a capacity of 60–100 men. In the 2013 "Operation Stand-Down," we were part of collaboration among HSA, the Mayor's Office of HOPE, the Homeless Outreach Team (HOT) and other agencies to provide short-term shelter and services for the homeless people residing at the encampment of 5th and King Streets. More recently, we managed an emergency shelter at the Gene Friend Recreation Center during the December storm. Again, ECS has the expertise and capacity to collaborate with HSA on very short notice to set-up, manage and break down an emergency shelter for those living on the streets.

Support Services in Permanent Housing. ECS currently provides support services for more than 1,100 residents at ten permanent supportive housing sites for formerly homeless citizens. Well over 80% of our residents are challenged by substance abuse, mental illness, chronic health conditions, and/or other life altering experiences of homelessness. Housing retention is 97%, and residents enjoy housing that is comfortable and accommodating.

Education, Employment and Senior Services. ECS's Canon Kip Senior Center annually serves approximately 1,200 homeless, low-income seniors and disabled adults. Lunch, case management, recreation, socialization and information and caring support are provided.

ECS's Adult Education Center and CHEFS culinary training program provide comprehensive education and employment services. About 300 extremely low-income and homeless San Franciscans benefit annually through adult basic literacy and workplace education classes, individual assessment and job counseling, work readiness, soft skills and computer basics training, supervised job search, job placement and job creation, job retention and career advancement services and non-employment support services for housing, substance use, mental health, etc. 69% of CHEFS participants were employed and/or improved their educational level when they left the program and 54% of those homeless at entry exited to permanent housing.

ECS's reputation is solid. Contract performance, including performance on HSA contracts, has consistently met or exceeded standards in sheltering, housing and support service activities. ECS has a history of collaboration, with MOUs or subcontracts in place currently with St. Anthony Foundation, Salvation Army, Community Housing Partnership, Mercy Housing, San Francisco Interfaith Council, API Legal Services, Lutheran Social Services, SF State School of Nursing, and many others. At the Navigation Center we plan to subcontract with Mission Neighborhood Resource Center to provide staffing and services to supplement ECS staffing, and we will enter MOUs with Mission area and other San Francisco nonprofits.

B. Mission Neighborhood Resource Center's (MNRC's) Experience Operating a Resource and Reservation Center

The Mission Neighborhood Resource Center (MNRC) is a project of the Mission Neighborhood Health Center (MNHC), one of the oldest community health centers in the country serving the Mission District of San Francisco since 1967. During its 48 years of service, MNHC has developed innovative community programs to address emerging neighborhood needs. In 2002, MNHC partnered with pioneering neighborhood residents, local community organizations and the San Francisco Human Services Agency (HSA) to open the Mission Neighborhood Resource Center (MNRC) a homeless resource center with state-of-the-art, integrated services at 165 Capp Street, uniquely designed to meet the needs of the diverse homeless populations of the Mission. MNRC is located a block and a half away from the Navigation Center. The diverse communities of homeless individuals who reside in the 16th Street corridor trust MNRC's thirteen years of culturally and linguistically competent services to meet their basic survival and health needs and to be a truly supportive connection to systems of care and housing in San Francisco. Since 2009, MNRC has served on average 1,400 unduplicated participants and a total of 75,000 annual resource center visits.

MNHC has successfully rebid its resource center grant since 2000, meeting and complying with each HSA contract. MNHC leverages the HSA grant with other government and private funds to support a well-resourced homeless center which includes an integrated behavioral health and primary care clinic, dental services, and case management support to Mission homeless and SRO tenants. In 2011, NRC joined Dolores Street Community Services (DSCS) to provide tenants at Casa Quezada with culturally and linguistically competent housing support services. Casa

Quezada, a Direct Access to Housing program, offers 53 rooms and uniquely targets the housing and services needs of homeless Latino immigrants in the Mission.

MNRC exceeds the minimum qualifications identified in this RFP. MNRC has twelve years of experience and compliance operating as a CHANGES reservation station and thirteen years of experience providing services similar to those described in the RFP. In 2003, MNRC became a CHANGES operations station, weaved within the existing MNRC resource center Integrated Services Model. MNRC became one of the first bilingual English and Spanish CHANGES shelter reservation stations in the City and helped HSA implement and enhance the shelter reservation system for single adults. MNRC has consistently received high ratings in CHANGES services from clients and from the Shelter Monitoring Committee and has addressed every request by HSA and the Shelter Monitoring Committee to comply with Standards of Care mandates. In addition, MNRC has successfully operated and integrated since 2002 the majority of services described in this RFP: drop in hours; bathroom access; showers and laundry services; lockers; nutritional snacks; peer counseling; information and referral; intensive Case Management; and support groups, community building, and education and leadership workshops. MNRC has also received excellent reviews by the Shelter Monitoring Committee, HSA, and clients for its operations and delivery of wrap-around services.

MNRC's mission is to enhance the physical, social, emotional and economic health of homeless and marginally housed residents of the Mission. MNRC's Services Model combines drop in services, CHANGES Operations, Case Management, Community Programs and Behavioral Health and Primary Care services under one roof. Clients who enter services under any one of MNRC programs are guaranteed easy-access and multi-disciplinary support to address their complex needs and motivate change. While clients may come with the immediate need of a bed reservation, they quickly find that MNRC's comprehensive services are offered with the aim of true, long-term stabilization.

SECTION 4. Public and Private Contracts

A. ECS’s Contracts Relevant to Services Solicited Through this RFP

ECS has long contracted with the Human Services Agency and other City departments for the provision of shelter, housing and related services for homeless and formerly homeless persons in San Francisco. Specifically related to shelter during the past five years, ECS continues to perform successfully under contracts with the following public agencies.

FUNDER/PROGRAM	FY11	FY12	FY13	FY14	FY15
SF Human Services Agency – Christina Iwasaki, 415-557-5613					
Shelters – Next Door (without Capital)	2,654,556	2,639,556	2,857,204	3,313,679	3,214,233
Shelters - Sanctuary (without Capital)	1,844,430	1,844,430	2,205,055	2,563,310	2,532,110
Shelters - Winter Interfaith	124,000	120,000	122,292	124,236	126,100
SF Department of Public Health – James Stroh, 255-3445					
START - Behavioral Health Roving Team	753,248	753,248	945,304	1,008,772	1,023,904
START – Coordinated Assessment	--	--	--	--	100,000
Veterans Administration – Craig Ericson, 916-923-4564					
Shelters - Next Door	328,768	333,682	345,137	362,327	385,002
SF Mayor’s Office of Housing and Community Development (ESG) Hugo Ramirez, 415-701-5516					
Shelters – Sanctuary	65,000	52,000	78,000	65,000	65,000

Additionally, ECS has received FEMA grants through the SF Emergency Food and Shelter Local Board (EFSLB) in the amounts of \$15,000 in FY11; \$19,431 in FY12; \$17,677 in FY13; and \$17,000 in FY14; and \$17,000 (anticipated) in FY15, as well as private foundation grants in support of its shelter activities, with amounts varying year to year. Regarding FEMA funding, Laura Escobar of the EFSLB may be reached at 415-808-4380.

B. MNRC Contracts Relevant to Services Solicited Through this RFP

Human Services Agency, Housing and Homeless

Contact: Esperanza Zapiens, Contracts Programs Officer

1650 Mission Street, Suite 300, San Francisco, CA 94120, Phone: 557-5172

Level of Funding: \$1,213,125 FY 2014/2019

Types of Services: Drop in services; lockers; laundry; showers; bathrooms; peer services advocacy, bilingual Case Management, CHANGES registration, 311 Assistance and shelter bed reservations, information and referrals; crisis counseling; support groups, Women Services.

Mayor's Office of Housing and Community Development

Contact: Julia Savory, Program Officer

1 South Van Ness Avenue, 5th Floor, San Francisco, CA 94103, Phone: (415) 701-5612

Level of Funding: \$ 39,000 FY 2012/2015

Types of Services: Leadership development for homeless individuals for Neighborhood Internship at the drop in day program

Dolores Street Community Services (DSCS)

Contact: Wendy Phillips, Executive Director

Valencia Street, San Francisco, CA 94110. Phone: (415) 515-4371

Level of Funding: \$38,360 FY 2014/2015

Types of Services: Case Management and Outreach to Mission SRO Tenants. Grant from the SF Department of Building Inspections.

The Women's Community Clinic (Subcontract Agreement)

Contact: Carlina Hansen, Executive Director

2166 Hayes Street, Suite 104, San Francisco, CA 94117, Phone: 415-379-7802 x 304

Level of Funding: \$41,349 FY 2014/2015

Type of Services: Subcontract under Human Services Agency grant, FY 2014/2015.

San Francisco Community Clinics Consortium (SFCCC)

Contact: Pat Dunn, Interim Vice President

1550 Bryant Street, Suite 450, San Francisco, CA 94103, Phone: (415) 355-2239.

Level of Funding: \$595,434. Four grants that include: \$434,469 (Medical and dental services), \$48,465 (Outreach and Enrollment Services), \$112,500 (Behavioral Health Integration)

Types of Services: Medical, Behavioral Health, Outreach and Enrollment and dental services through the federal Health Care for the Homeless grant.

Native American Health Center (Subcontract Agreement)

Contact: Ana O'Connor, Chief Operations Officer

160 Capp Street, San Francisco, CA 94110, Phone: (415) 621-1170

Level of Funding: \$60,000 FY 2014/2015

Type of Services: Dental services under San Francisco Community Clinics Consortium Health Care for the Homeless grant.

SECTION 5. Program Narrative

A. TARGET POPULATION AND REFERRAL PROCESS

Neighborhood and Target Population

The goal of the Navigation Center is to provide a warm, welcoming environment of support and services tailored to the unique needs of San Francisco's homeless population living on the street. The Center will provide low-threshold programming with minimal rules and requirements in order to engage the most difficult to serve homeless people, often resistant to accessing the existing shelter system and services. Up to 75 homeless single adults and couples without children will be accommodated at the Navigation Center at any one time. This one-stop center, located at 1950 Mission Street, will provide short-term stays and harm reduction-based, intensive services leading to housing or treatment exits as quickly as possible. During the Pilot project, the Navigation Center will start by serving the critical needs of the street homeless communities in the 16th and Mission area, which includes monolingual Spanish speakers, African American elders and young adults, transgender women of color, and women who engage in the street economy.

The Mission district is an ethnically diverse neighborhood, and home to a large portion of the City's immigrant and Latino population. The Mission is economically vulnerable and nearly half of its residents spend 50% or more of their income in rent. It has one of the largest concentrations of homeless individuals in the City, and recently experienced an influx of chronically homeless adults displaced from other districts, and people new to homelessness. Currently, the Mission is the neighborhood most impacted by eviction displacement in San Francisco, placing long-term local residents in need for shelter and support through the traumatic experience of becoming homeless after decades of living housed in the district.

African American elders (the majority born and raised in the City) also reside in the streets of the Mission for at least a decade impacted by alcohol and crack abuse, lack of culturally-competent drug treatment, and serious chronic health conditions. Mission homeless young adults who engage in the street economy (white, Latino and African American) are served by street outreach workers from The Crossroads and Homeless Youth Alliance - which operates a needle exchange program at MNRC during Ladies Night and refers transitional age youth to MNRC. Transgender Latinas are also a significant population of 16th Street, and many are recent arrivals from Mexico and Central America escaping homophobia and transphobia in Latin America - who seek refuge at MNRC and at El/La Para Translatina for culturally competent services, trauma and asylum support. Finally, the neighborhood has been a safe haven for many women who are engaged in street sex work. They attend services at MNRC during Ladies Night, camp with partners on the streets, and do not seek shelter -as they deeply fear separation from their loved ones and are deeply impacted by trauma. They are also clients of St. James Infirmary Clinic, who is also a partner with MNRC in the provision of services to men and women who participate in the street economy and a collaborator of the Navigation Center.

Referral Process

The Human Services Agency (HSA) will designate referral sources coming exclusively from San Francisco City and County agencies and partner agencies under contract with the City. As part

of this proposal, we are requesting that neighborhood partner agencies, including Mission Neighborhood Resource Center (MNRC), St. James Infirmary, Homeless Youth Alliance (HYA), TGI Justice Project, and El/La Para TransLatinas, be approved as referral points in order to assure that the Navigation Center targets populations in the Mission that have been historically neglected by citywide outreach programs; it is critical that the diverse group of organizations in our collaborative have referral access to the Navigation Center.

The Navigation Center will not accept self-referrals or open referrals from agencies that are not established referral points. For those referrals, we will provide information on how to access the Single Adult Shelter Reservation System which includes 311 for a 90-day reservation and the Resource and Reservation Centers for one-night beds. The Navigation Center will directly refer to the Mission Neighborhood Resource Center for shelter, drop in, case management and medical care during its hours of operation from 7 am to 7 pm Monday through Friday, and Saturday mornings. Referrals of individuals too sick to stay at the Navigation Center will be connected with the Homeless Outreach Team and SFDPH for proper placement.

B. SCOPE OF WORK AND NAVIGATION CENTER OPERATIONS

The Navigation Center will be open 24 hours a day, seven days a week. Participants will be able to access their sleeping units, storage and most amenities at all times. The Center will provide the following amenities:

- Safe environment fully staffed 24 hours per day, seven days a week;
- Emergency sleeping accommodations for up to 75 participants;
- Secure storage space on-site for participants' possessions;
- The ability to house couples together;
- The ability to house whole encampments together;
- Free client laundry facilities and detergent;
- Janitorial services to ensure a clean, healthy environment of all interior and exterior spaces, including the outside perimeter around the Center;
- Two meals per day with beverages and snacks available 24 hours per day;
- Dining room/community room with 24-hour participant access for use during meals and for community programming throughout the day;
- Participant access to the Center 24 hours per day, 7 days a week;
- Welcoming environment for pets;
- Supportive services, referrals and linkages, community-building and social activities scheduled throughout the week.

Standards of Care

All services, sleeping accommodations, participant supplies, staff treatment and training and amenities will comply with the legislated Standards of Care and will include safe and clean sleeping accommodations for up to 75 individuals and their pets.

Participant Property Storage

Storage of participant property will include a foot locker at each bed that will store daily necessities for the duration of a participant's stay. There will also be large property containers

available on-site where participants can store items that they will not have the need to access on a daily basis. All property stored will be inventoried and signed off by staff.

As participants move into housing or treatment, abandoned property may occur. Center staff will follow the ECS "Participant Abandoned Property Procedure," which will include a property hold for 72 hours, a 14-day jail hold or a 30-day hold if a participant is in the hospital. Disposal of unclaimed participant property will be the responsibility of ECS.

Pet Policy

A written pet policy will be reviewed with all pet owners upon entry into the Center that will include pet owner responsibilities and staff assistance to access veterinary services and vaccinations, if needed. Animals in addition to service and companion animals will be welcome at the Center. Also, ECS will outreach to agencies serving pets in an effort to partner with them for volunteer services that could include pet-sitting as participants attend appointments off-site and managing the on-site dog run.

Meals

Two meals will be delivered to the Center daily by a meal provider contracted with HSA. ECS will be responsible for the following:

1. Communicating with the meal provider how many participants are in the program on a daily basis and the number of meals to be delivered;
2. Determining meal times;
3. Heating the meals, as needed;
4. Serving the meals;
5. Cleaning-up the Dining/Community Room after meals;
6. Storing any extra meals appropriately;
7. Providing beverages and snacks 24 hours per day.

Center Rules and Policies

In order to create an atmosphere of safety and trust, the Navigation Center team will create community rules that will address positive behaviors (such as building community and a clean space for everyone) and at the same time highlight critical safety rules. Participants will attend a New Participant Orientation within 24 hours of their first day upon entering the program. The orientation will include a presentation on the Center's community and safety rules, which will include:

- Weapons or other items that could be used as a weapon will be checked in with Center staff and will be stored in a secure location¹;
- Alcohol and/or illegal drug use on-site will not be allowed;
- Violence or threats of violence against other participants or staff will not be tolerated;
- Theft or destruction of property will not be allowed;
- Center staff will reserve the right to search a participant's belongings or person if there is reasonable suspicion that they might be carrying a weapon and could be a danger to others.

¹ Excludes firearms, which will not be allowed or stored on-site.

Center rules will be posted throughout the site and if rule violations occur depending on the severity of the violation, sanctions for rule violations will include verbal and written warnings, time outs, denials of service for a limited period of time, possible emergency interventions by the SFPD in extreme situations and behavioral re-entry contracts, when appropriate. Since the Center is not a regular shelter, the Shelter Grievance policies will not apply. Every effort will be made to mediate and problem-solve issues before they become rule violations that could lead to sanctions. Other policies and procedures will be developed with participant and staff input as needed.

Designated Sleeping Spaces for Specific Populations

At residents' choice, ECS will attempt to house together couples, encampment groups, youth, seniors, LGBTQ persons, and/or other special populations. We anticipate that the use of special sleeping areas will bring a sense of safety and community as participants enter into intensive service delivery and eventually housing or treatment. Designated sleeping areas will remain fluid and, if there is an available bed open in a designated sleeping area, it will be utilized as needed.

Janitorial Services

Janitorial services will be provided by ECS staff. Janitorial staff will be scheduled during the day and swing shifts. Staff will clean all interior and exterior spaces, including the sidewalks surrounding the perimeter of the site twice daily. Showers, restrooms, laundry areas will be cleaned every hour during day and swing shifts. Staff offices, sleeping areas and outside communal spaces will be cleaned twice a day. The dining/community room will be scrubbed after every meal and also cleaned every hour during the day and swing shifts. Participant mattresses and beds will be cleaned and disinfected as needed and for new arrivals.

ECS will contract with a pest control vendor for monthly remediation and the Center Site Manager will communicate with the vendor if additional services are required. Bedbug remediation will be managed by ECS janitorial staff in collaboration with the pest control vendor. The Center Site Manager will ensure regular garbage pick-up services are in place. We are requesting that HSA include SHARPS and abandoned participant medications quarterly pick-up and disposal as part of the existing Stericycle Contract.

Maintenance and Minor Repairs

The Center Site Manager will communicate with the designated HSA City Engineer when there are major equipment failures that need attention and repair. Minor repairs will be the responsibility of the ECS Maintenance person and will be made within one week or less, depending on the maintenance issue.

Emergency and Disaster Preparedness

The Center Site Manager will plan and execute fire drills and disaster training with all staff and participants. They will cooperate with and provide access to the Fire and Health Departments, Department of Building Inspection and all city entities that may be inspecting the site.

C. SUPPORT SERVICES

ECS will coordinate with HSA and other City departments and agencies designated as referral points to collaborate on referrals, outreach, Center capacity and service delivery. Some support services will be provided by agencies that have MOUs (both paid and unpaid) with ECS to provide staff to facilitate groups and specialized case management services at the Center. A subcontract will be created with MNRC to augment ECS staffing by providing three on-site Service Coordinator II's, two Case Managers, and limited office hours with MNRC's Medi-Cal Outreach and Enrollment Specialist.

ECS will partner with area agencies to recruit staff who reflect the diverse populations we will be serving at the Center. We will advertise open positions with our partner agencies and will request that they assist us in recruiting a diverse staff. Also, ECS will be outreaching to neighborhood nonprofits to invite them to bring their resources and expertise to participants through open office hours, groups and community meetings. Some agencies we will develop MOUs with include: the Homeless Youth Alliance, St. James Infirmary, the TGI Justice Project and El/La Para TransLatinas, all of which endorse this proposal.

During the Navigation Center pre-proposal site visit, there was discussion of opening up the showers and bathrooms to non-Center participants for limited daytime hours. Should this idea proceed, ECS will work with HSA during the negotiations to formulate a realistic schedule of open community hours.

Support services will be managed by ECS in collaboration with HSA, MNRC and our partner agencies to provide services on-site including the following:

- Case management hours will be posted throughout the Center.
- Intake and assessments for 100% of Center participants within 48 hours of entry into the Center.
- All agencies providing case management on-site will use the same Assessment tool as determined by HSA.
- Specialized services will be provided on a periodic, possibly weekly, basis by agencies with expertise for LGBTQ participants, TGI participants, homeless youth, seniors, etc.
- The ECS Site Manager will work with each agency on case load assignments with one agency taking the lead on each participant. The assigned agency will create a client chart that will include the intake and assessment; client release for all partnering agencies to share relevant information; service goals created in partnership with each participant and the creation of a service plan that will track progress on each identified goal.
- Each Case Manager, the ECS Site Manager and the Office of HOPE Director will communicate regularly on available housing, housing subsidies and housing placement opportunities.
- Those participants requiring treatment will be referred and placed as needed.
- Effort will be made to provide follow-up support services for up to 3 months after a participant is successfully housed to ensure a smooth transition into housing. Note: if the participant is placed in a Supportive Housing unit, meetings with the supportive housing services staff will occur until a complete transition for the individual client takes place.

- Wellness checks and communication among partnering agencies will occur regularly for those participants who have serious physical and/or mental health conditions that require close attention.
- The ECS Coordinated Assessment team will communicate with Center case managers to identify any participants who might be eligible for services and housing under the Coordinated Assessment program.
- All services are voluntary, yet if a Center participant refuses all services, other programs will be identified to best serve the needs of that individual.
- Length of stay will be based on each participant's needs assessment and housing and treatment plan with a goal of 2-14 day stays at the Center if housing and/or treatment is available.

All available support services will be detailed in a Center brochure given to each participant within 24 hours of their arrival at the Center, reviewed during the Center's New Participant Orientation and posted throughout all communal spaces. Daily community programming and activities will be advertised on a community bulletin board located at the Center staff offices and in the Dining Hall/Community Room. The Center Site Manager will be responsible for scheduling groups and activities with area agencies and MOUs will be created with partner agencies providing groups and activities on-site.

The goal of Center groups and programming will be to build trusting relationships with participants, provide opportunities for peer support and community and team building. Center programming will include:

- Support groups for men, women, LGBTQ, TGI, youth and seniors.
- TGI Re-entry Support Group.
- Harm Reduction and Street Safety Training (in English and Spanish).
- Health and Wellness group.
- Social activities (game nights, movie nights, ice cream social, pizza night).
- Arts and crafts group.
- Community gardening.
- Free veterinary care for Center pets.

Medical and Mental Health Services

ECS recognizes that many of the participants served at the Center might have unique medical and mental health needs after years of living on the street. Some participants could be resistant to services because of previous negative experiences interacting with the medical and mental health systems. Center case managers will work with each individual to develop a trusting relationship and slowly introduce specialized services when needed. ECS will partner with agencies to provide:

- START Behavioral Health services with limited office hours as needed.
- One MediCal Outreach and Enrollment Specialist from MNRC and one from ECS will be available on-site periodically to enroll participants in MediCal. Once enrolled, participants will be eligible to receive medical and behavioral services from the MNRC clinic located one block from the Center.

- Direct referrals to MNRC Clinic, which integrates behavioral health services and medical care, including psychotherapy and psychiatric services – in English and Spanish.

D. PROGRAM FEEDBACK AND PARTICIPANT COMPLAINT POLICIES

Partner Agency Program Feedback

Weekly meetings with partnering agency Service Coordinator IIs and Case Managers will occur with the ECS Site Manager and Supervisor to troubleshoot problems, brainstorm solutions and celebrate successes. Program planning will occur at these meetings to include community activities and scheduling. Weekly case conference meetings will also occur with partner agency case managers as described in Section C: Support Services above.

Participant Feedback and Complaint Process

The ECS Supervisor, Site Manager and partnering agency Service Coordinator IIs and Case Managers will elicit Center participants' input through weekly community meetings, one-on-one participant meetings and through the Participant HSA Survey. These opportunities will encourage participants to give valuable input on Center policies and operations. Participants can offer programming suggestions and staff will elicit feedback on a whole range of issues. On-going sharing and communication recognizes the partnership between on-site staff and participants to build a mutually respectful, safe, healing environment.

A Participant Complaint form will be available for all Center participants to submit complaints on any issues they deem as needing staff attention. Also, staff will be available to provide conflict mediation and resolution among participants. Finally, an Advisory Council made up of participants and partner agencies will be created that will invite input on all aspects of Center operations and service delivery.

E. GOOD NEIGHBOR POLICY

Center staff in conjunction with the Mayor's Office of HOPE and HSA will host an Open House before the opening of the Navigation Center and every quarter thereafter. This will be an opportunity for neighborhood residents and businesses to take a tour of the Center, meet some Center staff, learn about the Center's mission, services and goals and enjoy light refreshments.

The Center Site Manager and Supervisor will take the lead in responding to neighborhood concerns. The Site Manager and Supervisor's contact information will be made available to all concerned neighbors and businesses. Also, the Site Manager will regularly attend any existing neighborhood community meetings in an effort to hear and respond to neighborhood input and concerns.

Center staff will discourage participants loitering, camping or forming lines outside on sidewalk areas around the perimeter of the Center and will encourage participant use of a space on Center grounds designated for relaxation and visiting with their peers. Center staff will work to minimize any negative impact that the Center might have on the surrounding community.

F. SAFETY AND SECURITY

Safety is the responsibility of the entire Navigation Center team and all staff will be trained and coached to provide excellent customer service. All staff will role model respectful behavior and treat clients with compassion, dignity and respect at all times in order to build trust and create a safe space for all. Prevention and de-escalation skills will be utilized using a unified team approach. Staff will proactively address conflict and consistently apply consequences for behaviors that place the community at risk. MNRC Director, Laura Guzman, an experienced SF trainer on conflict prevention and de-escalation, will offer staff safety-related workshops, debriefing and consultation, as needed.

Security will be provided by staff on-site 24 hrs per day, 7 days a week. Staff will be fully trained on conflict prevention and de-escalation techniques and on-going trainings will occur on all chapters of the "Shelter Training Manual." All Service Coordinator IIs provided by all partner agencies will be supervised by the ECS Site Manager and Supervisor while on-site and will adhere to the "HSA Safety Policy." The Site Manager and Supervisor will make decisions in collaboration with the Service Coordinator IIs and ECS Director on any action that may need to be taken regarding security issues.

All visitors will sign-in with staff while on-site. The Center will be secured at the Mission St. entrance. Participants can come on or go off-site as desired and from 6 pm – 6 am, site access will be controlled by a Service Coordinator II stationed at the Mission St. entrance to ensure that only registered participants are on-site and the facility is secure during evening and overnight hours. As stated above under "Center Rules and Policies," ECS staff reserves the right to search a participant's belongings or person if there is reasonable suspicion that they might be carrying a weapon and could be a danger to others. In addition, MNRC's Mission Community Ambassador's Project, in collaboration with the Office of Civic Engagement and Immigrant Affairs, will be extending their hot spot area on 16th and Mission to the Navigation Center, assuring a safe and warm safety presence to the community at large.

G. CULTURAL COMPETENCY

95% of MNRC staff is bilingual in English and Spanish, and the majority of the staff is bilingual and bicultural, representing the diverse ethnic, racial, and national backgrounds of Latino communities. MNRC and ECS promotes and honors diversity through a combination of policies and procedures, hiring practices, staff and client education, and culturally specific activities: a bilingual and culturally-diverse management team and staff that represents the communities it serves; harm reduction practices that provide non-judgmental services and motivational counseling; monthly staff trainings on cultural sensitivity such as working with the LGBTQ community and people with psychosis; and by providing continuous opportunities for clients to engage in cross-cultural activities and education.

MNRC and ECS will offer a rich programming of culturally-specific group activities such as El Grupo (one of the longest held, harm reduction support groups that target monolingual Spanish speakers), harm reduction groups in English and Spanish, referrals to MNRC's Blackness group (for African American men and women), Ladies Night (a community-building and health access

program for biological and transgender women), L-Nternship for women, and Soul and Diversity, a program developed in 2013 to increase the visibility by MNRC for LGBTQ participants to provide them with targeted support. In 2014, MNRC started offering an Art Therapy support group, which has high attendance by people living with severe mental illnesses, and great community reviews.

In addition, MNRC and ECS have an organizational commitment to hiring from the community for all staff positions, from entry level to management. MNRC specializes in the provision of integrated bilingual and bicultural behavioral health and primary care services to its homeless populations: trauma-informed substance abuse treatment, psychiatric medication support, treatment of chronic and severe health conditions such as hypertension and diabetes, access to transgender hormonal therapy, and team follow-through of patients through the systems of care, including housing, hospitalization and hospice services. This unique and exciting project will hire a very diverse staff with proven competencies working with people identifying as LGBTQ, seniors, youth, disabled, and people with mental health issues and those with histories of substance use. Furthermore, partnering agencies will be invited to open up their relevant staff trainings to all Center staff to enrich staff's ability to understand and be sensitive to the needs of all Center participants. Access to the Language Line will be available for those participants in need of translation services.

H. DATA COLLECTION AND REPORTING REQUIREMENTS

Occupancy, Referrals and Demographic Information

The ECS Site Manager and Supervisor will take referrals from HSA-approved referral agencies including our partner agencies. Evening referral hours may be implemented to accommodate partner agencies that seek an available bed due to late jail releases or outreach to evening street-based sex workers. The CHANGES Reservation system will not be utilized because the Center is not considered a regular shelter. All non-referral point agencies seeking to place a person will be referred to 311 for a 90-day bed and to the Resource and Reservation Centers for a one-night bed. If they have a person that might be eligible for Center services, they will be directed to one of the HSA-approved referral points to submit that referral. Note: Center occupancy will be reported to HSA daily or as required.

ECS has many years of experience tracking demographic client information and service outcomes particularly with the Interfaith Winter Shelter and the work of the SF START and Coordinated Assessment teams. ECS will work with HSA on identifying the client data that needs to be tracked and develop the necessary tracking tools to be used by all partner agencies delivering services on-site. Note: All program records, participant data and related records including staff and partner agency communication logs will be maintained in a secure and confidential manner.

Client Charts, Service Plans and Goals Tracking

Each participant chart will include:

- A completed intake and assessment;
- A written Service Plan created in partnership with each participant.
- Documentation of written goals setting and tracking attainment of each goal.

- Progress notes detailing service connections and linkages, identified barriers, etc.
- Client exit information including length of stay at the Center, housing and/or treatment placement.
- Documentation of transitional support and case management services as participants move into housing or other treatment settings.

Monthly and Quarterly Reports to HSA

The ECS Site Manager will work with the ECS Director on monthly and quarterly reports submitted on the HSA CARBON website. Reporting will include:

- Monthly and quarterly occupancy.
- Number of meals served.
- Attendance at all support groups and participant activities.
- The number of community meetings and New Participant Orientations facilitated, along with attendance stats.
- Quarterly narrative on Center operations and services to include challenges, successes, trends.
- Program participation and exit outcomes.

Critical Incident Reports

The ECS Site Manager and Supervisor will create and submit HSA Critical Incident Reports detailing all critical incidents such as the need for emergency services from the SFPD, EMTs or the SFPD, deaths, fires, incidents of violence, etc.

Reports to the City Controller's Office

The Center Site Manager and Case Managers will work with the Shelters Director, HSA and the Office of HOPE Director to identify the information that needs to be tracked and methods and tools necessary to capture that on-going information.

ECS Capacity to Begin Project in a Timely Fashion

ECS is confident that we can begin this project 3-4 weeks after negotiations with HSA occur. We have the capacity, ability and experience that it takes to act as the lead agency for this project. We have a history of partnering with other agencies and will bring that collaborative spirit to the Center. Also, we have many of the policies and procedures in place in our other programs that can be implemented immediately. Most importantly, we have had numerous meetings with Mission area partner agencies and have collaborated on this RFP and have agreement and commitment on what each agency will bring to Center participants.

SECTION 6. Agency and Project Staff Qualifications

The unique and exciting aspect to the Navigation Center Pilot Program will be the level of expertise that will be brought to Center participants from staff of all partnering agencies.

A. CENTER STAFF SCHEDULE AND STAFF ROLES AND RESPONSIBILITIES

Center Staffing and Client Flow

It is important that Center staffing reflects the population being served and to that end there will be a focus on hiring LGBTQ staff, bilingual Latino staff, African American staff, and staff experienced in working with youth and street-based sex workers. Staffing will be provided 24 hours per day, 7 days a week and will include the following staff positions on-site:

1.0 FTE Site Manager (on-site 5 days per week)

1 Supervisor (day, swing and night shifts)

3 Service Coordinator II (7 am – 3:30 pm)

3 Service Coordinator II (3 pm – 11:30 pm)

3 Service Coordinator II (11 pm – 7:30 am)

4.0 FTE Case Managers (on-site 6 days per week)

Behavioral Health Specialists with limited office hours

2 Janitorial staff (7 am – 3:30 pm)

2 Janitorial staff (3 pm – 11:30 pm)

.50 FTE Maintenance staff

The Navigation Center team will be responsible for client flow and safety. A Service Coordinator II will be stationed at the Mission St. security area; another will be monitoring the restroom, shower and laundry areas and a third will be interacting with participants in the sleeping areas and the dining room/lounge area. A Supervisor will be on-duty during each shift to provide support, guidance and leadership. Each shift will be supported by the Center Site Manager and Case Managers will be available 6 days a week.

It is understood that staff from the HSA CAAP Office, DPH and the HOT team will provide on-site services and enrollments. The ECS Site Manager will work with all SF non-profit and City and County Departments to schedule open office hours, orient all participants on the services available and ensure that service providers have use of the office space as needed.

Staff Roles and Responsibilities

ECS Director of Shelters

Kathy Treggiari, reports to the ECS Executive Director and carries primary responsibility for the leadership, direction and support to all programmatic, administrative, fiscal and regulatory functions for ECS's Shelters. The Director ensures the provision of safe and clean accommodations, nutritious meals, and client-centered services. She supervises the Site

Managers at Next Door, the Sanctuary, Interfaith Shelter, the Navigation Center and the START Co-Program Managers and provides oversight to all shelters staff. The Director develops the shelters in-service training program. She represents ECS to public agencies, community groups, and cooperating organizations on matters affecting ECS Shelters.

ECS Center Site Manager

ECS has extensive experience managing two of the city's largest shelters for a total of 534 beds with an additional 60-100 mats during the Interfaith Winter Shelter. ECS also holds the contract for the SF START team which is the roving team of Behavioral Health Specialists that serve many of the single adult shelters and the Coordinated Assessment team that works to identify, assess and house individuals who have been homeless the longest in the city.

The Center Site Manager will bring the above organizational expertise to the Center and will provide a full-time presence to all staff and participants carrying primary responsibility for on-site Center operations, including staff scheduling of Supervisors, Service Coordinator IIs, Janitorial and Maintenance staff, Case Managers and on-call staff. The Site Manager will work with partner agencies in program planning, scheduling of participant Community meetings and activities, coordinating efforts related to custodial work and meal service, and work to provide a safe, clean, welcoming and healing experience for all participants. The Site Manager will directly supervise the Shift Supervisors, Service Coordinator IIs, ECS Case Managers, and custodial staff and will work with partnering agencies' Case Managers to deliver effective services. The Site Manager elicits input on and responds to participant and community concerns regarding programming and operations and co-hosts Community meetings in collaboration with Case Managers. With direction from the ECS Shelters Director, the Center Site Manager oversees site-specific emergencies and provides crises interventions, when necessary.

Along with the ECS Director of Shelters, the Center Site Manager will be available by phone for support, consultation and decision-making 24 hours a day, 7 days a week.

The Center Site Manager and/or the ECS Director of Shelters will attend all mandated HSA meetings, including the HSA Directors' Meeting, the monthly Shelter Monitoring Committee meeting, the Board of Supervisors Rules Committee Meeting and any other meetings as requested by HSA.

Center Supervisor

Each shift will have a Center Supervisor who will make decisions in conjunction with the Center Site Manager and ECS Director of Shelters. Supervisors' responsibilities will include managing and assisting a team of Service Coordinator IIs in performance of all operational and client services; facilitate a shift change meeting at the beginning of every shift; assigning Service Coordinator II work stations; mitigating and mediating problems during the shift and managing the Center in accordance with all operational guidelines. Center Supervisors will act as the ADA Liaisons for each shift.

Service Coordinator II

The Center will be staffed with three Service Coordinator IIs on the day shift; three SCIIIs for the swing shift and three SCIIIs on the night shift, seven days a week. All SCIIIs will have at least

one year of experience in providing services to homeless people or possess comparable experience. At least one SCII on each shift will be bilingual.

All partner agencies will be invited to work with ECS to develop an on-call SCII list of available on-call staff that can be called to work during regular staff vacations and staff call-offs.

Janitorial Staff

ECS will provide two Custodians on day shift and two on swing shift to ensure that the Center will be clean. The Center Site Manager and Supervisor will supervise the cleaning schedule and activities of the custodial team. Please see "Janitorial Services" section above for a specific list of cleaning responsibilities.

Maintenance Person

A .50 FTE Maintenance Person will provide routine maintenance repairs and will communicate with the Center Site Manager and City Engineer for major equipment repairs.

Center Case Managers

ECS and partnering agencies will supply 4.0 FTE Case Managers to provide on-site service provision. Case Managers will be at least Bachelor's level, experienced staff who will be responsible for participant intake and assessments, goals setting and creation of Service Plans, provide referrals and linkages to community resources and benefits, referrals to medical and mental health services on or off-site, goals tracking and client charting, working with all Participants to get them treatment and/or housing ready. MNRC Case Managers will be bilingual in English and Spanish. Case Managers will work with the Office of HOPE Director, HSA and all partner agencies to exit participants into appropriate housing and/or treatment providing smooth transitions and follow-up after care when necessary.

Behavioral Specialist

Behavioral Health Specialists from ECS's SF START will be available for outreach and services, as needed.

Medi-Cal Outreach Enrollment Specialists

One part-time Medi-Cal Outreach and Enrollment Specialist from MNRC and one from ECS will provide limited office hours enrolling all participants as needed.

B. STAFF TRAINING AND DEVELOPMENT

ECS and partnering agencies have a wealth of expertise, experience and on-going training opportunities that will be available for all Center staff. Part of the Center's partnering agencies' MOUs will include a commitment to provide regular trainings to all Center staff either at the Center or at their offices off-site. Both ECS and MNRC place high value in the recruitment, skill development and supervision of all staff, encouraging them to continuously embrace training and self-care in order to provide clients with quality services. MNRC will use Clinical Coordination, team meetings and individual supervision to provide comprehensive training to Navigation Center staff.

Some of the trainings provided to all Center Staff will include: the requirements of the legislated Standards of Care; Shelter Training Manual (Ethics and Boundaries; Effective Communication; Customer Service; Mental Health; Substance Use; Working with Seniors; Cultural Competency; Interventions with Escalating Clients); Harassment Prevention; Working with specialized populations (LGBTQ; Seniors; Youth; Sex Workers); ADA requirements; Blood borne Pathogens and Universal Precautions; Vicarious Trauma and Staff Burnout; First Aid and CPR; use of an AED; Safe Food Handling; De-escalation I and II; Thoughts disorders; Overdose Prevention and Intervention; Harm Reduction; Motivational Interviewing Techniques and a two-hour skills-based workshop each month.

C. ADMINISTRATIVE STAFF

ECS Executive Director Ken Reggio, Associate Director Karen Gruneisen, CFO Eric Larra, Human Resources Director Michelle Diaz, and Fund Development Director Bruce Beery all support the shelter staff and operations. MNRC Director Laura Guzman will also provide supervision and expertise to the Navigation Center team. Resumes of key shelter management and administrative staff are included in Exhibit 2.

Laura Guzmán is the Director of the MNRC, and has the overall responsibility for MNRC programs, budgets and fiscal health. She holds a Juris Doctor Degree from New College of California School of Law and a BA in Linguistics from UC Berkeley. Ms. Guzman has twenty years of experience as a non-profit and homeless services provider in San Francisco, and is co-chair of the San Francisco Local Homeless Coordinating Board. Ms. Guzman has been MNRC Director since its inception in 2001, and through her leadership, team building skills, strong advocacy and deep commitment to the populations served, MNRC has become one of the most respected and vibrant homeless services organizations in the City. She is a renowned Consultant/Trainer, and offers shelters, housing providers, non-profit and government programs, consultation and workshops on de-escalation, safety, motivational techniques, program integration and effective team building.

SECTION 7. Budget and Budget Narrative

HSA Budget (Appendix B), including Budget Summary, Salaries & Benefits Detail, Operating Expense Detail, and Capital Expenditure Detail, follows this Budget Narrative.

A. ECS EXPENSES

ECS proposes funding of \$1,684,567 by for 10-month operation of the Navigation Center Pilot Project. *This budget anticipates that the HSA will cover directly the costs of rent, utilities, property taxes and use fees, furniture and equipment, property insurance, food and other expenses not expressly referenced in this Budget Narrative and or in Appendix B Budget Summary and Detail exhibits.*

ECS Personnel Expenses

We are proposing staffing the Navigation Center as follows (detailed in order as presented in Appendix B):

- Director of Shelters to carry primary responsibility for leadership, direction and support of all programmatic, administrative, fiscal and regulatory functions for ECS Shelters and the Navigation Center, with 20% of the Director's time allocated to the Navigation Center. $\$98,000 \times .83333$ (10 of 12 months) $\times 0.2$ FTE = \$16,333.
- Site Manager to carry primary responsibility for Navigation Center operations, including staffing and scheduling, supervising Supervisors and Case Managers, coordinating with programming and staffing with partner organizations, and leading the effort to provide a safe, clean, welcoming and healing experience for all participants. $\$62,000 \times .8333 \times 1.0$ FTE = \$51,664.
- Supervisors to cover day, swing, and night shifts, managing and assisting Services Coordinators IIs in provision of operational and client services, responding to client needs and challenges, and ensuring compliance with Navigation Center policies and practices and ADA requirements. $\$47,840$ (includes 15% replacement and overtime factor) $\times .8333 \times 4.2$ FTE (three supervisors daily, seven days a week) = \$167,433.
- Services Coordinators IIs to cover all shifts, welcoming and assisting clients directly, ensuring a safe, orderly, and productive stay. Each shift will be staffed by three Services Coordinators II from ECS (9.6 FTEs total) and Mission Neighborhood Resource Center (3.0 FTEs total). $\$35,880$ (includes 15% replacement and overtime factor) $\times .8333 \times 9.6$ FTE = \$287,029. (This calculation is applicable to ECS personnel only, with MNRC personnel costs addressed in Subcontract detail, following.)
- Case Managers to handle participant intake and assessments, goals-setting and creation of service plans, referrals and linkages to community resources and benefits, all geared toward rapid re-housing. ECS and MNRC will each employ two of the four Navigation Center Case Managers. $\$41,600 \times .8333 \times 2.0$ FTE = \$69,333. (This calculation is applicable to ECS personnel only, with MNRC personnel costs addressed in Subcontract detail, following.)
- Janitors to maintain a clean campus, working two each on day and swing shifts, seven days a week. $\$31,096$ (includes 15% replacement and overtime factor) $\times .8333 \times 5.6$ FTE = \$145,109.

- Maintenance Person to provide routine maintenance and repair to facility and coordination with HSA's Maintenance Engineer and outside maintenance service vendors. $\$37,440 \times .833 \times 0.5 = \$15,993$.
- Benefits, including payroll taxes, health, dental and disability insurance, workers compensation insurance, and employer contribution to 403(b), at 44% of wages: $\$752,895 \times .44 = \$331,273$.
- Total personnel expense, ECS only: **\$1,084,166**.

ECS Operating Expenses

We are proposing operating expenses as follows (detailed in order as presented in Appendix B):

- Utilities: Regular phone service, as well as added DSL lines for use of personnel not usually located on-site. $\$500 \text{ month} \times 10 \text{ months} = \$5,000$.
- Utilities: Regular phone service, as well as added DSL lines for use of personnel not usually located on-site. $\$500 \text{ per month} \times 10 \text{ months} = \$5,000$.
- Office supplies and postage: Postage plus paper, pens, folders, clips, etc. $\$400 \text{ per month} \times 10 \text{ months} = \$4,000$.
- Building maintenance supplies and repair: Includes $\$5,000$ per month for cleaning equipment and supplies, including brooms and mops, soaps and sanitizers, toilet paper and paper towels, etc.; $\$400$ per month for maintenance parts and service calls; $\$150$ per month for abandoned property dump runs; and $\$660$ per month for pest control. $\$6,260 \text{ total per month total} \times 10 \text{ months} = \$62,600$.
- Printing and reproduction: Copier lease. $\$480 \text{ per month} \times 10 \text{ months} = \$4,800$.
- Insurance: Share of ECS cost for property (contents) and liability insurance premiums applicable to Navigation Center operations. $\$300 \text{ per month} \times 10 \text{ months} = \$3,000$.
- Staff training: Intensive training of all staff, both ECS's employees as well as MNRC's Services Coordinators II and Case Managers, as described beginning on page 19 of this proposal. Average $\$500$ per month $\times 10 \text{ months} = \$5,000$.
- Staff travel: Bus passes for Case Managers to accompany Center residents to appointments. $\$272 \text{ per month for four passes} \times 10 \text{ months} = \$2,720$.
- Mission Neighborhood Resource Center subcontract for staffing services: $\$266,392$. See detail, following.
- St. James Infirmary for client services: $\$5,000$. See detail, following.
- TGI Justice Project for client services: $\$5,000$. See detail, following.
- Program and client supplies, services: Purchase of blankets, sheets, towels, health and hygiene supplies; detergent for client use; client transportation; other client assistance including birth certificates, IDs, immigration status documentation, records access; TV satellite dish service. $\$4,500 \text{ per month} \times 10 \text{ months}$.
- Staff equipment and supplies: Walkie-talkies for on-campus staff use (8 @ $\$50$ each = $\$400$) plus computers for use of Site Manager, Supervisor, Case Managers (6 x $1500 = \$9,000$). Total, $\$9,400$.
- Staff recruitment: Job postings on Craigslist and other sites. $\$2,000$.
- Total operating expense: **\$419,912**.

ECS Indirect Expenses

- Program share of ECS's administration, finance, HR and related indirect costs at 12% of program expenses: **\$180,489.**

Total ECS proposed budget: \$1,684,567.

B. SUBCONTRACTED SERVICES

ECS values the deep-rootedness and cultural competence of neighborhood partners and, as noted in this proposal, we expect to subcontract with Mission Neighborhood Resource Center for the provision of partial staffing, as detailed following. Additionally, we wish to contract with St. James Infirmary and TGI Justice Project for client services.

Mission Neighborhood Resource Center Personnel and Related Expenses

- MNRC Director to provide consultation and support to ECS leadership for Navigation Center services and oversight to MNRC direct service staff. $\$82,799 \times .8333$ (10 of 12 months) $\times .05$ FTE = \$3,450.
- Drop-In Services Manager to ensure close collaboration between MNRC and Navigation Center operations, extending the breadth of services available to clients, and directly supervising MNRC Services Coordinator IIs on-site at the Navigation Center. $\$59,296 \times .8333 \times .10$ FTE = \$4,941.
- Behavioral Health Specialist/Case Manager Supervisor to directly supervise MNRC Case Managers on-site at the Navigation Center and to facilitate Navigation Center clients' access to MNRC's other medical and social services. $\$67,320 \times .8333 \times .10$ FTE = \$5,610.
- Bilingual Case Managers to partner with ECS Case Managers in handling participant intake and assessments, goals-setting and creation of service plans, referrals and linkages to community resources and benefits, all geared toward rapid re-housing. $\$39,535 \times .8333 \times 2.0$ FTE = \$65,889.
- Services Coordinators II to provide partial shift coverage, welcoming and assisting clients directly, ensuring a safe, orderly, and productive stay. $\$36,355$ (includes 15% replacement and overtime factor) $\times .833 \times 3.0$ FTE = \$90,884.
- Benefits, including payroll taxes, health, dental and disability insurance, and workers compensation insurance, at 35% of wages: $\$170,774 \times .35$ = \$59,771.
- Insurance: Share of MNRC cost for property (contents) and liability insurance premiums applicable to Navigation Center operations. $\$60$ per month $\times 10$ months = \$600.
- Staff recruitment: Job postings on Craigslist and other sites. \$500.
- Program share of MNRC's administration, finance, HR and related indirect costs at 15% of program expenses: \$34,747.
- **Total proposed MNRC subcontract: \$266,392.**

St. James Infirmary and TGI Justice Project Subcontracts

St. James Infirmary and TGI Justice Project are valued partners of MNRC and ECS, offering culturally competent services for women and men, often otherwise neglected by outreach and service efforts and often, too, resistant to shelter and other services for homeless people. ECS anticipates subcontracting with St. James Infirmary and with TGI Justice Project for individual and group counseling and support services, to be offered on an at least twice monthly basis.

- St. James Infirmary for client services. \$500 per month x 10 months = **\$5,000**.
- TGI Justice Project for client services: \$500 per month x 10 months = **\$5,000**.

C. LEVERAGE

ECS will leverage HSA funding of its operations this fiscal year at the Next Door, Sanctuary, and Interfaith Shelters in the approximate amounts of \$460,000 in federal government funding and \$365,000 in contributions from individuals, foundations, and corporations. ECS's private fund development efforts in the anticipated total amount of \$1.7 million this fiscal year will extend not only to its shelter work, but to its START and Coordinated Assessment efforts, its Housing Services, its Education and Employment Services, and its Senior Services, discussed in Section 3 of this proposal. ECS's clients, programs, and the community benefit as well by the organization's robust 2,400-person volunteer program.

While ECS will extend volunteer service opportunities to its work at the Navigation Center, given our substantial fund development commitments already in place, we do not anticipate being able to fundraise directly in support of the Navigation Center. ECS will cooperate fully with the City's Offices of HOPE and of Strategic Partnerships and with the San Francisco Interfaith Council (which received the anonymous contribution in support of the Navigation Center Pilot Program and with which ECS enjoys an excellent 24-year partnership in the Interfaith Shelter) as they outreach to the corporate community to continue attracting private contributions in support of community endeavors, including potential future funding of the Navigation Center.

Non-monetary leverage will also include the continuing interest, counsel, and application of service resources from community partners including Mission Neighborhood Resource Center, St. James Infirmary, TGI Justice Project, United Council of the Bayview, Salvation Army, Homeless Youth Alliance, El/La Para TransLatinas, Glide and others, which have collaborated with us in shaping this proposal and which we expect to continue to engage in implementation of the Navigation Center Pilot Program.

D. HSA BUDGET (APPENDIX B)

Completed budget forms follow, next page.

	A	B	C	D	E
1					Appendix B, Page 1
2					Document Date: 2/21/2015
3	HUMAN SERVICES AGENCY BUDGET SUMMARY				
4	BY PROGRAM				
5	Episcopal Community Services			Term	
6				03/1/15-12/31/15	
7	(Check One) New <input checked="" type="checkbox"/> Renewal <input type="checkbox"/> Modification <input type="checkbox"/>				
8	If modification, Effective Date of Mod.		No. of Mod.		
9	Program: Navigation Center				
10	Budget Reference Page No.(s)				
11	Program Term		03/01/15-12/31/15		Total
12	Expenditures				
13	Salaries & Benefits (ECS only)		\$1,084,166		\$1,084,166
14	Operating Expense (incl MNRC staffing)		\$419,912		\$419,912
15	Subtotal		\$1,504,078		\$1,504,078
16	Indirect Percentage (%)		12%		12%
17	Indirect Cost (Line 16 X Line 15)		\$180,489		\$180,489
18	Capital Expenditure		\$0		\$0
19	Total Expenditures		\$1,684,567		\$1,684,567
20	HSA Revenues				
21	General Fund		\$1,684,567		\$1,684,567
22					
23					
24					
25					
26					
27					
28					
29	TOTAL HSA REVENUES		\$1,684,567		\$1,684,567
30	Other Revenues				
31					
32					
33					
34					
35					
36	Total Revenues		\$1,684,567		\$1,684,567
37	Full Time Equivalent (FTE)				
39	Prepared by: Ken Reggio		487-3300, x1201		Date: 02/21/15
40	HSA-CO Review Signature:	_____			
41	HSA #1				1/0/1900

	A	B	C	D	E	F	G	H	I	J	K
1											
2											
3											
4	Program Name:										Appendix B, Page
5	(Same as Line 9 on HSA #1)										Document Date:
6											
7	Operating Expense Detail										
8											
9											
10											
11											TOTAL
12	<u>Expenditure Category</u>				<u>TERM</u>		<u>03/01/15-12/31/15</u>				\$ -
13	Rental of Property						\$0				\$ -
14	Utilities(Elec, Water, Gas, Phone, Scavenger)						\$5,000				\$ 5,000.00
15	Office Supplies, Postage						\$4,000				\$ 4,000.00
16	Building Maintenance Supplies and Repair						\$62,600				\$ 62,600.00
17	Printing and Reproduction						\$4,800				\$ 4,800.00
18	Insurance						\$3,000				\$ 3,000.00
19	Staff Training						\$5,000				\$ 5,000.00
20	Staff Travel-(Local & Out of Town)						\$2,720				\$ 2,720.00
21	Rental of Equipment										\$ -
22	CONSULTANT/SUBCONTRACTOR DESCRIPTIVE TITLE										
23	MNRC for staffing services						\$266,392				\$ 266,392.00
24	St. James Infirmary for client services						\$5,000				\$ 5,000.00
25	TGI Justice Project for client services						\$5,000				\$ 5,000.00
26	(See subcontract details in Budget										\$ -
27	Justification, Sec 7 of Proposal)										\$ -
28	OTHER										
29											
30	Program and client supplies, services						\$45,000				\$ 45,000.00
31	Staff equipment and supplies						\$9,400				\$ 9,400.00
32	Staff recruitment						\$2,000				\$ 2,000.00
33											\$ -
34											
35	TOTAL OPERATING EXPENSE					\$0	\$419,912		\$0		\$419,912
36											
37	HSA #3										

	A	B	C	D	E	F
1					Appendix B, Page	
2					Document Date	42,056
3						
4	Program	Navigation Center				
5	(Same as Line 9 on HSA #1)					
6						
7						
8						
9						
10						TOTAL
	EQUIPMENT	TERM	1/0/00	13/01/15-12/31/1	1/0/00	
11	No.	ITEM/DESCRIPTION				
12						0
13						0
14						0
15						0
16						0
17						0
18						0
19						0
20	TOTAL EQUIPMENT COST		0	0	0	0
21						
22	REMODELING					
23	Description:					0
24						0
25						0
26						0
27						0
28						0
29	TOTAL REMODELING COST		0	0	0	0
30						
31	TOTAL CAPITAL EXPENDITURE		0	0	0	0
32	(Equipment and Remodeling Cost)					
33	HSA #4					1/0/1900

EXHIBIT 1
to Application of Episcopal Community Services of San Francisco
HSA RFP 572: Single Adult Shelter Operations and Services -
Model A – Next Door Shelter

STATEMENT OF COMPLIANCE WITH CHAPTER 12L OF THE
SAN FRANCISCO ADMINISTRATIVE CODE

ECS's efforts to comply with the Chapter 12L provisions regarding public access to its Board of Directors' meetings and records include the following.

Its Board of Directors have long had written Policies and Procedures to implement the requirements of San Francisco's Sunshine Ordinance.

Two of ECS's Board of Directors meetings each year are open to the public, with notice of the meetings submitted at least 30 days in advance to the Information Center of the San Francisco Public Library, the Clerk of the Board of Supervisors and Mayor's Office of Housing and Community Development. Because the meetings designated as "public" are regular Board of Directors meetings, the agenda for the public meetings are of the same general nature and significance to ECS as its other regular meetings. ECS Staff Directors also encourage ECS shelter residents and other program participants to attend the meetings that may be of particular interest to them. For example, in 2013, ECS's Board designated its March and November meetings as "public." In March, the Board determined whether ECS would endorse the Homeless Person's Bill of Rights and three other California bills that affected funding for housing and services for people who are homeless; reviewed the financial state of the agency; received an update on ECS's plans to rehabilitate one of its housing sites; and heard a reflection from a Board member who is a regular volunteer at the Sanctuary shelter. In November, the agency's auditor reported on ECS's FY13 consolidated audit; there was a presentation of ECS's newly launched public engagement campaign, "Homeless, Not Hopeless," and of the San Francisco Board of Supervisors' recent activities around food security; ECS's public contracts were approved; and a new Board member's nomination was considered.

ECS's records are open to the public as required by section 12L.5. To ensure complete, uniform and timely compliance with public requests for information as required by 12L.5, ECS's policies require public request for financial information to be directed to the Executive Director or Associate Director of the agency. The ED/AD in turn ensures that the records that should be disclosed are timely made available for inspection or a copy provided or mailed. ECS's operational policy regarding responses to requests for financial information includes consultation with the City in the event it is unclear whether information requested may/should be disclosed. ECS's Policies and Procedures Regarding the Sunshine Ordinance charges the CFO with maintaining an information packet including two years of audited results and the current year budget; the most recent tax returns, program evaluations, and information about ECS's services.

For many years ECS has had, and currently designates a seat on its Board of Directors for a person who has experience with homelessness. Almost always the Board member holding the seat also has been a recipient of ECS's services. ECS's Board of Directors highly values the

input of ECS consumers and its Governance Committee includes tenant/participant experience in its profile of desired Board member qualifications. ECS utilizes its staff to outreach to consumers as prospective candidates to sit on the Board. The Board is prepared to receive public comments on its membership at each of its public meetings.

EXHIBIT 2
To Application of Episcopal Community Services
HSA RFP 637: Navigation Center Pilot Program

Resumes of key staff and Job Descriptions for Open Positions

	ECS and MNRC Key Staff	Position
1.	Kenneth J. Reggio	ECS Executive Director
2.	Laura Guzman	MNRC Executive Director
3.	Karen Gruneisen	ECS Associate Director
4.	Eric Lara	ECS Chief Financial Officer
5.	Kathy Treggiari	ECS Director of Shelters
6.	Navigation Center Site Manager	Open Position
7.	Navigation Center Supervisor	Open Positions
8.	Navigation Center Service Coordinator II	Open Positions
9.	Navigation Center Case Managers	Open Positions
10.	Navigation Center Facilities	Open Positions
11.	Michelle Diaz	Director of Human Resources
12.	Bruce Beery	Director of Fund Development

Kenneth J. Reggio, MSW, ACSW

QUALIFICATIONS AND SELECTIVE ACCOMPLISHMENTS

Expertise and extensive progressive experience in all areas of executive leadership, including strategic planning, program development and evaluation, board development, staff management, fund development, budgeting and financial management, and community and agency relations.

- Leads major San Francisco agency and affiliates providing sheltering, housing and social services for homeless and formerly homeless single adults and families.
- Develops and manages annual core budget of \$20 million and affiliate agency budgets of \$5 million.
- Maintains productive working relationships with public and private funding agents, including city, state and federal offices and officials, foundations and individual donors, and with partnering social service and property management organizations.
- Provides direction and support to capital and annual fund campaigns (\$3.4 million and \$1.4 million respectively) at Episcopal Community Services (ECS), and previously to annual fund campaigns at the Diocese of Oakland (\$2.2 million in 2001) and at Catholic Charities (\$1.2 million in 1994).
- Completed development and opened for occupancy Canon Barcus Community House, nationally recognized 48-unit permanent supportive housing for formerly homeless families.
- Grew ECS's permanent supportive housing efforts from four sites with 300 units to nine sites with 850 units, accommodating 1,000 formerly homeless men, women and children.
- Initiated and guided development of Bishop Swing Community House, 134-unit supportive housing, tax credit project.
- Developed personnel policies, grievance processes and compensation plans in all venues, and works effectively with unionized labor force at ECS.
- Chaired National Association of Catholic Charities Directors and Administrators.
- Led organizational responses to the Loma Prieta Earthquake and to the 1991 Oakland Firestorm.
- Developed sheltering programs and major affordable housing projects as Executive Director of Catholic Charities and of St. Vincent DePaul Society.
- Started emancipation program for neglected and delinquent youth at Moss Beach Homes.

PROFESSIONAL EXPERIENCE

- 2002-present *Executive Director, Episcopal Community Services; President, Canon Kip, Inc.; President, Canon Barcus, Inc., San Francisco, California*
Leads major social service agency and affiliate organizations providing sheltering, permanent supportive housing, educational and vocational programs, case management, and social services for 6,000 individuals annually, including single adults, older adults and families; develops and leads community-based board of directors and 200-member staff; develops, funds and manages \$20 million core budget programs and \$5 million affiliate organization programs.
- 1994-2002 *Director of Services and Administration, Diocese of Oakland, Oakland, California*
Served as chief program and administrative officer for the Diocese of Oakland, directing major services, including the Catholic Schools, Catholic Charities, the Family Life Office and the Center for the Deaf, and support functions, including financial

services, human resources and fund development; served on diocesan boards and on executive cabinet.

- 1986-1994 *Executive Director, Catholic Charities of the East Bay, Oakland, California*
Directed \$6 million nonprofit organization offering a broad range of services for individuals, families and youth, including emergency assistance, transitional and permanent affordable housing, individual and family counseling, case management, employment development and training, refugee resettlement, immigration law services, victim-offender mediation, HIV services, and public policy advocacy.
- 1980-1986 *Executive Director, St. Vincent DePaul Society, San Francisco, California*
Directed nonprofit organization offering detoxification, shelter, residential treatment, counseling and referral services for addicted men and women; established affordable housing program for same clientele; extended services for homeless persons and for survivors of domestic violence.
- 1978-1980 *Social Worker/Program Director, Moss Beach Homes, Moss Beach, California*
Provided direct social services, including psychosocial assessment, individual and family counseling, and staff consultation in residential treatment program for neglected and delinquent youth; started and directed emancipation program for older adolescents.
- 1971-1976 *Teacher/Counselor, Providence Educational Center, St. Louis, Missouri*
Taught neglected and delinquent adolescents in residential and day treatment program; counseled youth and families.

EDUCATION

- 1978 MSW, Planning and Administration, St. Louis University
1972 MA, Sociology, St. Louis University
1968 BA, Sociology and Education, College of Santa Fe

AFFILIATIONS

- National Association of Social Workers, 1978-present
Academy of Certified Social Workers, 1980-present
Mayor's Committee on Homelessness, San Francisco, 1983-1986
Catholic Charities of the East Bay, Board of Directors, 1986-2002
Catholic Charities USA, 1986-2002, Board member, 1992-1995
Health Access of California, Executive Committee, 1990-1994
National Association of Catholic Charities Directors and Administrators, Chair, 1992-1995
St. Gabriel Parish Council, Chair, 1996-1999

HIGHLIGHTS OF QUALIFICATIONS

- 19 years of non-profit experience working with San Francisco's homeless communities.
- 15 years experience as Trainer and Consultant
- Extensive management and leadership experience, including advocacy and policy development and implementation in the areas of health, immigration, harm reduction, poverty and homelessness.
- Demonstrated ability in program planning, development, implementation and evaluation.
- Effective personnel management, supervision and mentoring skills.
- Demonstrated ability to work collaboratively and effectively in multicultural and interdisciplinary environments.
- Excellent verbal, written, and interpersonal communication skills. Bilingual and bicultural in Spanish and English.

EDUCATION AND PROFESSIONAL DEVELOPMENT

Leaderspring Institute, Graduated Fellow, 2009 San Francisco Class, Executive Directors' Training
Juris Doctor, New College of California School of Law, San Francisco, 1995.
Bachelors of Arts in Linguistics with High Honors, University of California, Berkeley, 1992.

PROFESSIONAL EXPERIENCE

Director, Mission Neighborhood Health Center, July 2001-to present

Direct the Mission Neighborhood Resource Center (MNRC), a homeless resource center which provides survival, medical services, harm reduction psychotherapy, and community building and education to Mission district homeless communities. Work with management team to plan, implement and oversee the integration of all services and the overall functioning of the center. Supervises and provides leadership to a staff of twenty, ensuring an interdisciplinary model of services following harm reduction principles, effective teamwork and professional development. Develop, implement, and evaluate programmatic policies and procedures. Prepare an annual budget of over 1.5 million and oversees expenditures to meet budget guidelines. Monitor funding opportunities, prepare all grants proposals, and oversee contracts, subcontracts and agreements with government, foundations and community based organizations. Maintain strong community networks with local, state and national agencies supporting homeless and harm reduction services and providing advocacy to end poverty and homelessness.

Trainer and Consultant, 1999-present

Deliver harm reduction training curricula and provide workshops and technical assistance for staff of government and community based organizations. Delivered workshops for Corporation for Supportive Housing, Los Angeles and San Francisco, the San Francisco Department of Public Health, California Office of AIDS, and Nevada and Texas Department of Health. Develop and implement training curricula in English and Spanish based on adult learning education principles on how to work effectively with active drug users; overview of harm reduction; drug education; conflict prevention and de-escalation; safety planning; motivational interviewing; and harm reduction counseling and supervision. Deliver workshops to supportive housing programs, single adults and family shelters, peer-based programs and consumers of mental health and other homeless services.

Outreach and Training Coordinator, Positive Resource Center, San Francisco, 1997-2001

Coordinated and lead educational workshops and skills-based trainings, and provided technical assistance to California HIV service providers and other providers to people with disabilities on benefits, work entry and re-entry and barriers to health care access and employment affecting underserved communities living with HIV/AIDS. Conducted consumer workshops and provided individual client counseling, advocacy and representation.

Regional Director, California Latino Civil Rights Network, Fresno, 1997

Coordinated the development of a Latino civil rights' network in the San Joaquin Valley. Directed program, administrative and supervisory activities of a six-agency collaborative project on the impact of welfare reform on Latino and Southeast Asian immigrant communities. Organized immigrant communities and participated in local and state policy development and advocacy to alleviate the impact of welfare reform. Oversaw all program advocacy and media/public relation efforts. Developed and supervised the operation of an informational hotline and community education activities. Wrote grant proposals and maintained relations with local government and media.

Outreach Benefits Counselor, Positive Resource Center (former AIDS Benefits Counselors), San Francisco 1995-1997

Provided benefits counseling, advocacy and representation to HIV+, homeless and low-income active drug users, women, immigrants, and transgender communities in order to help them access government benefits. Delivered weekly outreach services at the Ambassador Hotel, the Tenderloin Shanti Project, the Mission Neighborhood Health Center, and Lyon Martin's Women Health Center.

Law Clerk, California Appellate Project, San Francisco, 1994-1995

Assisted a defense team appealing a death penalty conviction of a Mexican national in California's death row. Interviewed trial witnesses and family members in the United States and Mexico.

Civil Rights Advocate, Solano County Legal Assistance, Vallejo, 1993-1994

Assisted and represented low-income residents seeking access to Social Security Disability Insurance, Supplemental Security Income, Food Stamps, and Medi-Cal benefits. Conducted a rural legal clinic targeting migrant workers. Organized an immigration workshop for farm workers seeking to legalize family members.

PAST AND PRESENT COMMUNITY AFFILIATIONS AND VOLUNTEER EXPERIENCE

San Francisco Local Homeless Coordinating Board, Co-Chair; 2005 to present

Central City Hospitality House, Board of Directors, 2010 - 2013

Coalition on Homelessness, Chair, Board of Directors, 2003 to 2010

Harm Reduction Therapy Center, Member, Board of Directors, 2003 to 2010

Positive Resource Center, Board of Directors, 2002-2003

HIV Health Services Planning Council, Co-Chair, San Francisco EMA, 1999-2001

HIV Educator, Federal Corrections Institution, Women's Facility, Dublin, 1996 - 2000

Women AIDS Network, Member, Board of Directors, 1995

Teaching Assistant, Criminal Law, New College of California, School of Law, SF, 1992

COMMUNITY SERVICE AWARDS/FELLOWSHIPS

Mayor's Latino Heritage Month Award, Health and Medicine, 2014

SF Community Mental Health Award, SF Board of Supervisors, 2012

Tender CHAMP Award, Central City Hospitality House, 2005

Dolores Housing Program Award, Dolores Street Community Services, 2004

Compassionate Healing Award, Quan Yin Healing Arts Center, 2003

Hank Tavera Community Services Award, AGUILAS, 2001

James B. Grubb Scholarship, James B. Grubb Scholarship Foundation, 1994

MBNA Scholarship Award, The Foundation Bar of the State of California, 1993

California Legal Corps Summer Clerk Fellow, The Foundation of the State Bar, 1993

SPEAKER/TRAINER EXPERIENCE

2014: Consultant and Trainer on Harm Reduction, Motivational Interviewing and Crisis Intervention and De-Escalation for the following agencies: San Francisco Public Library; SF Office of Civic Engagement and Immigrant Affairs; Compass Community Services, Tenderloin Neighborhood Development Corporation; Episcopal Community Services; DISH; Corporation for Supportive Housing, San Francisco and Los Angeles; Mercy Housing; Raphael House: Hospitality House; Dolores Street Community Services; Tenderloin Housing Corporation; Providence Foundation; YEAH, Berkeley. Presenter and Consultant for Mexico City Department of Public Health, First Conference on Crack Cocaine, November 2014.

2013 Consultant trainer on Harm Reduction, Motivational Interviewing and Conflict Prevention and De-Escalation workshops for the following agencies: Corporation for Supportive Housing, Los Angeles; SFDPH Community Behavioral Services; Tenderloin Neighborhood Development Corporation; Mercy Housing (San Francisco and Sacramento counties); Episcopal Community Services; Rafael House; Hamilton Family Services; and Compass Family Services.

2012 Consultant trainer on Harm Reduction, Motivational Interviewing and Conflict Prevention and De-Escalation workshops for staff of the following agencies: Mercy Housing (San Francisco and Sacramento counties); Episcopal Community Services; DISH; SF Department of Public Health (SFDPH) Direct Access to Housing Program; SFDPH Community Behavioral Services; SFDPH HIV Prevention Services; Central City Hospitality House; Harm Reduction Therapy Center; Hamilton Family Services; Compass Family Services; HOPES Project (Nevada).

2011 Panelist for the Third Latinoamerican Drug Policy Conference, Mexico City, Mexico. Consultant/trainer for Skid Row Housing, Los Angeles, California.

2010 Consultant trainer on Harm Reduction, Motivational Interviewing and Conflict Prevention and De-Escalation workshops for staff of the following agencies: Episcopal Community Services; Tenderloin Housing Clinic; Community Housing Partnership; DISH; SF Department of Public Health (SFDPH) Direct Access to Housing Program; SFDPH Community Behavioral Services; SFDPH HIV Prevention Services; Central City Hospitality House; Harm Reduction Therapy Center.

2009 Harm Reduction Consultant trainer for the following agencies: Episcopal Community Services; Central City Hospitality House; Sonoma County Mental Health Services; and DISH.

2008 Harm Reduction Consultant trainer for the following agencies: Episcopal Community Services; California State Office of AIDS; Central City Hospitality House; Asian and Pacific Islander Wellness Center; and Dolores Street Community Services.

2008 National Health Care for the Homeless, Without Rights, Policy Forum, Phoenix, Arizona.

2007 Regional IX Health Care for the Homeless, Without Housing Report, Policy Forum, Foster City, California.

2006/2007 Consultant Trainer for Episcopal Community Services; Central City Hospitality House, Larkin Street Youth Services, Tenderloin Health and Providence Foundation.

2006 National Health Care for the Homeless Conference, Policy Forum, Portland, Oregon.

Early Intervention Program Annual Conference, Department of Health Services, Office of AIDS, San Mateo, 2006.

Master of Ceremonies, California Outreach and Education Collaborative, Latino Mental Health Forum on the Mental Health Services Act of 2004, San Francisco, California, 2006.

Prevention for Positives Conference, Department of Health Services, California State Office of AIDS, San Diego, California, 2005.

Berkeley Alcohol and Substance Abuse Providers Conference, Berkeley, California, 2005.

5th National Harm Reduction Conference, Plenary Speaker, Women and Substance Use, New Orleans, 2004.

9th Street Outreach Conference, Texas Department of Public Health, 2003.

10th Annual HIV/AIDS Update Conference, South Padre Island, Texas, 2002.

7th and 8th Street Outreach Conference, Texas Department of Public Health, 2001-2002.

Early Intervention Program Annual Conference, Department of Health Services, Office of AIDS, Sacramento, CA 2002.

AIDS Case Management Program Annual Conference, Plenary Speaker, Department of Health Services, Office of AIDS, Community CARE Section, San Diego, CA 2001.

National AIDS Update Conference, San Francisco, CA, 2001, 2000, 1999, 1998.

3rd National Harm Reduction Conference, Miami, FL, 2000.

AIDS Case Management Program Annual Conference, Department of Health Services, Office of AIDS, Community CARE Section, Sacramento, CA, 2000.

Early Intervention Program Annual Conference, Department of Health Services, Office of AIDS, San Diego, CA, 2000.

Annual Diversity Conference, San Francisco Department of Human Services, 2000 and 2001.

National Conference on Women and HIV/AIDS, Los Angeles, CA, 1999.

Treatment and Education Certification Program, San Francisco, CA 1999, 2000 (English and Spanish).

Training of Trainers, Harm Reduction Training Institute, San Francisco, CA, 1999.

Training of Trainers, The Positive Workplace: Managing HIV at Work, San Francisco, CA, 1999.

2nd National Harm Reduction Conference, Cleveland, OH, 1998.

KAREN G. GRUNEISEN

PROFESSIONAL EXPERIENCE

Associate Director, Episcopal Community Services of San Francisco

October, 2008 – present

Primary responsibility for strategic planning, program design and evaluation, and overall management of human resources, labor relations and leadership development. Shares with the Chief Financial Officer responsibility for benefits administration, and oversees both insurance and legal services. Co-staffs the Strategic Planning function of the Board of Directors. Resource to the Executive Director and to the program directors for program planning and problem-solving. Represents ECS to a variety of community forums and organizations, and serves as acting director in the absence of the Executive Director.

Managing Attorney HomeBase/the Center for Common Concerns

November, 2000 – October, 2008

Provide legal services and technical assistance to communities and agencies in support of their work toward ending homelessness. Work includes: strategic planning to end homelessness, project development, program evaluation, facilitation of stakeholder convenings for diverse purposes, development of educational conferences and trainings, employment law and human resource assistance, privacy and confidentiality counseling, quality standards development, HUD McKinney-Vento Homeless Assistance Grants programmatic and financial management compliance. Representative work included assistance to:

- San Francisco Local Homeless Coordinating Board (drafted Five-Year Strategic Plan 2008-2013; design assessment process and report and assess performance of 30+ programs serving/housing people experiencing homelessness 2002-present; support the local HUD Homeless Assistance Grant competition)
- Santa Clara County Collaborative on Affordable Housing and Homelessness (drafted Five-Year Strategic Plan [2001-2006] and Ten Year Strategic Plan to End Homelessness; support the local HUD Homeless Assistance Grant competition; drafted community's shelter and housing quality assurance standards)
- Palo Alto Off the Streets Team (facilitate design and implementation of housing first and street outreach program)
- Palo Alto Alternative Services Network (facilitate design and implementation of criminal justice system diversion program)
- Sacramento Department of Human Assistance (support the local HUD Homeless Assistance Grant competition)
- Marin County Department of Health and Human Services (support systems redesign of services and housing, implement 10-Year Plan; support the local HUD Homeless Assistance Grant competition; assess programs' performance)
- Northern California/Central Valley Homeless Roundtable (facilitate quarterly convenings of people working toward ending homelessness from 14 Counties in Northern and Central California)
- Homeless Assistance Grant recipients within the jurisdiction of HUD's San Francisco Regional Office -- Northern California, Nevada and Arizona (technical assistance in grant management and compliance)
- Episcopal Community Services (personnel counseling, shelter safety and strategic planning)

Attorney, Lerner & Veit (and predecessor firm joined through merger)

1986 – August, 2000

Provided legal services in civil law firm to clients, focusing on employment law. Work included: counseling employees and employers on workers' rights, claims of discrimination, harassment and wrongful termination, and wage and hour issues; representing clients in litigation (jury and court trials) and before the California Court of Appeal and state and Federal administrative law bodies.

Admitted to the State Bar of California, 1986

AFFILIATIONS

- San Francisco Food Security Task Force, Member appointed by Board of Supervisors
- The Gubbio Project, San Francisco: Chair, Board of Directors
- St. Anthony Foundation, San Francisco: formerly member of, and Chair of Board of Directors; currently member of Board Personnel committee
- Sisters of the Holy Family, Fremont, CA: strategic planning consultant (current); Member, Chapter Steering Committee (2006-2007)
- Santa Barbara Province of the Franciscan Friars, Oakland: Provincial Review Board (2005-present); 2005 DOOR (Deepening of our Relationships) Committee Member

- Tenderloin Neighborhood Development Corporation, San Francisco: former member of Board of Directors and Personnel Committee (1994-2001)

PUBLICATIONS

(Technical Assistance Manuals, Published Memoranda, Newsletter Articles and Reports)

1992	A Guide To Your Rights for Women (employment law and privacy rights chapters)
2001	Welfare Reauthorization
2001	TANF Reauthorization Update
2001	Sustained Intensive Services in a Compassionate, Community Environment is Essential to Self-Sufficiency
2001	A Little Compassion Delivers Big Dividends, San Francisco Chronicle
2002	Standards for Housing and Services Programs for People who are Homeless
2002	Health Insurance Portability and Accountability Act, Privacy and Data
2002	Connecting the Dots: Best Practices of Continua of Care
2002	No on Proposition N, San Francisco Chronicle
2003	Mainstreaming the Response to Homelessness: Effective Use of Mainstream Resources to Prevent and End Homelessness (Co-author)
2003	What Do We Know About the Structure, Function and Effectiveness of Continua of Care?
2003	Mainstreaming the Response to Homelessness: Accessing Medi-Cal Funds for Treatment and Services to Homeless People
2003	All The Way Home: Partnerships to House Foster Youth
2003	HIPAA Regulations: How they may apply to Homeless Services and Housing Programs
2004	Promoting Real Solutions: A Pledge to Support an End to Chronic Homelessness in San Francisco
2005	California Reduced Fee for Identification Cards
2006	McKinney-Vento Reauthorization: Analysis of the Reed Bill
2006	Mainstreaming the Response to Homelessness: Increasing Utilization of Food Stamps by People who are Homeless
2006	Homelessness 101: Managing HUD Continuum of Care Homeless Assistance Grants
2006	Preventing and Ending Homelessness for Families: What's New
2006	Making McKinney-Vento Funded Programs work for all Homeless People
2006	Sources of Misery: It's Not Just an Urban Problem, San Francisco Chronicle
2007	Homelessness 101: Guide to Managing HUD Continuum of Care Supportive Housing Program Grants – An Overview for Executive Directors (submitted to HUD; publication pending)
2007	Side-by-Side Comparison of Legislation to Reauthorize McKinney-Vento Act
2007	A Guide to Preparing an Annual Progress Report (submitted to HUD; publication of six guides pending)
2007	Homelessness 101: Calculating Resident Rent (submitted to HUD; publication pending)
2013	Assessment of Food Security in San Francisco, Food Security Task Force, co-author and co-editor

HONORS

1985, 1986	Member of Golden Gate University School of Law Mock Trial Team
1986	Graduating Class Commencement Speaker, Golden Gate University School of Law
1986	Outstanding (Student) Litigator Award, American Trial Lawyers Association
2001	Service Appreciation Award, Tenderloin Neighborhood Development Corporation
2002	Outstanding Alumnae Award, Sacred Heart Academy, Louisville, KY
2002	Franciscan Service Award, Franciscan Friars of the Santa Barbara Province
2006	Community Hero Award, Saint Francis Foundation, Saint Francis Memorial Hospital

ERIC LARRA



SUMMARY OF QUALIFICATIONS

Finance and accounting professional accomplished in dynamic, high profile, for-profit and non-profit environments. Over 15 years experience in accounting, internal controls, financial reporting and analysis, business planning and consulting. Track record of successfully growing or turning organizations around. Team builder adept at creating and leading high performing financial teams, as well as partnering with other functions to improve results in both small and large organizations.

HIGHLIGHTS

- Consistently delivered excellent results to increasingly complex PricewaterhouseCoopers audits.
- Provided efficient interim replacement for the L.S. Americas Manager of Finance and Planning. Led a group of 13 professionals. Responsible for the management of financial statements in excess of \$4 billion in revenue.
- Partnered with sales and product management to increase the Dockers® brand's sales from \$800 million to \$1 billion and improve margins from 27% to 35%. Contributed to the Levi's® Men's Jeans sales increase from \$2 to \$2.3 billion and margin improvements from 38% to 39% over two years.
- Successfully managed the merger of the Shirts division into Menswear, ensuring flawless execution.

PROFESSIONAL EXPERIENCE

Episcopal Community Services of San Francisco (ECS),

San Francisco, California

2014-present

Nonprofit public benefit corporation. Leader in helping homeless and very-low income people obtain housing, jobs, shelter and essential services each person need to prevent and end homelessness.

Chief Financial Officer

Responsible for providing strategic direction and executive level leadership to ensure the current and future financial well-being of ECS and its affiliates. Reporting to the Executive Director, the CFO directs the Financial Services, the Information Technology and Operations departments.

- Leads the development of the annual budget and comprehensive financial statements and management reports of ECS and its housing affiliates. Analyzes and interprets them to ECS's Board of Directors and its affiliate boards, its finance committee and senior management team.
- Directs financial management of public and private grants and contracts, cash and investment management, financial control systems and payroll administration.
- Responsible for audit preparation and management, development and management of information technology and telecommunications systems, business operations including compliance and reporting, purchasing, corporate records administration, emergency preparedness and response planning.
- Collaborates on administration of employee benefits and risk management.

Northern California Presbyterian Homes and Services (NCPHS),

San Francisco, California

2007-2014

Premier senior care organization. Leader in the field of providing housing services and physical, social and health programs for older persons.

Controller

Responsible for the accounting operations of the entire organization, including multiple not-for-profit corporations, a for-profit, a foundation and three pension plans. Reporting to the Chief Financial Officer, this position is the second senior financial support for the entire organization.

- Lead the day-to-day accounting operations of each legal entity and affiliate of this complex organization. Supervised a team of nine accountants including accounts receivable, accounts payable, investments, fixed assets, payroll, foundation accounting and grants administration.
- Strengthened systems, controls and procedures to secure company assets, produce accurate and timely financial reports, ensure solid audit results and support effective programs.
- Collaborated with other executive team members on strategic planning, mergers, management contracts and affiliations. Successfully managed the integration of the San Francisco Senior Center, and the creation of Western Park Apartments, Limited Partnership.

- Coordinated the Annual Budgeting process. Monitored financial performance and worked closely with facility and program leaders on performance measurement and improvements.

Eric Larra

SIERRA CLUB, San Francisco, California

2002-2007

The most influential non-profit environmental protection organization in the U.S. – Approx. 750,000 members.

Conservation Assistant Director – Finance & Systems (2003-2006)

Conservation - Finance & Systems Manager (2002-2003)

Responsible for managing all financial and operational activities of the Conservation department, including accurate and timely financial reporting and accounting. Worked closely with Operations Director in reengineering the entire financial and operational functions, significantly improving administrative and operational effectiveness.

- Responsible for general ledger, monthly close and accuracy of financial statements in excess of \$22 million in expenses. Serve as liaison to CFO, Corporate Controller and regulatory compliance auditors. Responsible for quarterly financial results and forecast presentations to CFO.
- Recognized for delivering new participative planning, budgeting and forecasting models and processes, improving financial management, resources allocations and accountability.
- Substantially improved annual budgeting, contracting, leasing, hiring procedures and training, by streamlining systems and procedures, while lowering financial exposure.

LEVI STRAUSS & COMPANY, San Francisco, California

1986-2000

Global manufacturer and marketer of apparel that includes Dockers®, Levi's® and Slates® brands.

Finance & Planning Manager - Dockers® and Slates® brands (1996-2000)

Reporting to the Director of Finance and Planning, this position was the second senior financial support for the Dockers® and Slates® brands. Responsible for all accounting and financial activities relating to the two brands including strategic and annual business plans, financial reporting and forecasting, budgets and analytical support.

Main mission: Recruited by Director to support and accelerate the revitalization efforts of these key brands.

- Responsible for P&L and Balance Sheet accuracy, including Receivables, Inventories and Reserves, Sales and Allowances. Responsible for monthly close including preliminary reviews, accruals and all other adjusting entries. Delivered monthly financial commentaries and presentations to senior management.
- Accelerated the closing cycle and implemented a balanced scorecard including marketing, operation and financial indicators. Coordinated and implemented systematic follow up procedures and corrective actions across company functions.
- Trained and motivated a new high performing financial team.
- Provided efficient interim replacement for the L.S. Americas Manager of Finance and Planning. Led a group of 13 professionals. Responsible for the management of financial statements in excess of \$4 billion in revenue.
- Successfully worked with Product Management to reduce inventory levels and markdowns, resulting in a 10 percentage points increase in ROI.
- In 4 years, sales were increased from \$800 million to \$1 billion and margins increased from 27% to 35%.

Senior Finance and Planning Consultant, Men's Jeans - Levi's® Brand (1994-1996)

Responsible for the annual business plan, monthly financial forecast, financial reporting and consulting activities for the company's largest business unit.

Main Mission: Recruited by Brand Director of Finance and Planning to maximize profitability and customer service performance, to enhance the efficiency of the organization and provide improved decision tools.

- Responsible for financial statement accuracy, monthly close and adjustments.
- Recognized for consistently forecasting the business' financial performance accurately, providing early visibility on profitability and implementing new ways to maximize it.
- Facilitated the monthly "Inventory-Production-Sales" meetings with representation from every business function, leading to improved inventory planning and customer service levels.
- Provided effective finance and planning support to the Dockers® For Women business in addition to Men's Jeans responsibilities.
- In 2 years, sales were increased from \$2 to \$2.3 billion and margins increased from 38% to 39%.

OTHER SIGNIFICANT EXPERIENCE

Planning & Business Information Consultant - Menswear Division, LEVI STRAUSS & CO.
Supervising Senior Auditor Internal Audit, LEVI STRAUSS & CO.
Senior Auditor. Internal Audit, LEVI STRAUSS & CO.
Staff Auditor, PEAT, MARWICK, MITCHELL & COMPANY (KPMG)
Staff Accountant, UNILEVER

EDUCATION

Bachelors of Business Administration. Accounting major.
University of Massachusetts, Amherst Massachusetts.

National Honors Accounting Association
Dean's List.

LANGUAGES & SOFTWARE

Fluent in French and Spanish – Knowledge of Portuguese.
Microsoft and Apple software, Hyperion Pillar, PeopleSoft, Sage Mas500, Yardi.

KATHY TREGGIARI

QUALIFICATIONS SUMMARY

- Nineteen years experience working with the homeless population in various residential settings.
- Twelve years experience managing various residential facilities including shelters and HUD-funded supportive housing for the severely mentally ill.
- Expertise includes: program management & development, oversight of Medicaid-billable clinical services to the severely mentally ill, staff supervision & training, all aspects of administering residential programs, monitoring HUD-funded project-based and tenant-based housing programs, grant writing and fund-raising.

PROFESSIONAL EXPERIENCE

Director of Shelters, Episcopal Community Services of San Francisco, San Francisco, CA July, 2010 – present

- Responsible for management of the Sanctuary and Next Door year-round Shelters, housing 534 homeless single adult men and women, and the seasonal Interfaith Winter Shelter program, serving up to 110 adult men per night.
- Provide leadership, direction and support to all programmatic, administrative, fiscal and regulatory functions at ECS's shelters.
- Monitor a department budget of over \$5.8 million and a staff of over 90 FTE positions, to ensure the provision of safe and clean accommodations, nutritious meals and client-centered services, administered effectively and consistently in accord with public and private funding requirements.
- Reports to the Executive Director, and member of ECS's senior management team.

Director of Resident Services, Resources for Community Development, Berkeley, CA June, 2008 – June, 2010

- Responsible for the provision of support services to the RCD housing portfolio of nearly 1,700 units of affordable housing at 41 sites.
- Hire, train & supervise a staff of five (5) Resident Services Managers & AmeriCorps intern who provide direct supportive services at our housing sites in Alameda, Contra Costa and Solano Counties.
- Facilitate wrap-around meetings and collaborations with outside service providers to coordinate needed services to residents living in our MHSA, HOPWA and TAY units.
- Oversee the training & management of all interns and volunteers working within the Services Department.
- Responsible for monitoring service activities under city, county and government contracts that provide funding for RCD support services.
- Create and monitor multiple MOU's and contracts with outside agency service providers for service provision across the portfolio.
- Work with the Director of Fundraising to develop program plans and reports for grant applications, newsletters and donor appeals, representing RCD and the Services Department to potential and current funders.
- Work with RCD's Housing Development Department to create sustainable development Service Plans and project funding applications (MHP, MHP-Special Needs, AHP, TCAC, etc), advise on project designs, tenant selection, special needs populations, and services funding.
- Develop partnerships with outside provider agencies that benefit RCD residents.

**Tenant Services Manager, Community Housing Partnership, San Francisco, CA
October, 2006 – June, 2008**

- Direct supervision of four Tenant Services Supervisors & five Tenant Services Counselors providing intensive support services and programming.
- Oversee contracted services of two licensed clinicians who worked with our tenants providing mental health interventions.
- Assist Director of Tenant Services in insuring the delivery of quality support services to the formerly homeless population living at four supportive housing sites located in the Tenderloin (the Cambridge, Hamlin, William Penn and Essex Hotels).
- Prepare reports for various funders including HUD Annual Progress Report (APR), SF Human Services Agency Quarterly and reports prepared for SF Integrated Services Network using HUD SHP monies.
- Assisted in rent-up of the Essex Hotel which houses 84 formerly homeless single men and women funded with a combination of tax credits and the SF LOSP program.
- Manage delivery of support services that include voluntary, intensive case management for approximately 301 tenants with an emphasis on harm reduction, building community within each building and in the neighborhood and providing housing retention interventions.
- Assist in maintaining a creative, inclusive and empowering environment for all tenants and staff.
- Facilitate regular staff meetings and trainings.
- Assist with crisis interventions and creative problem solving, as required.
- Oversee all data collection and reporting as required by various funding sources (the HSA & ISN).
- Collaborate with outside agencies on behalf of our tenants.
- Participate in community organizing activities.

**Executive Director, Lowell Transitional Living Center, Lowell, MA
August, 2005 -August, 2006**

- Responsible for overall management of an organization serving 90 – 120 homeless, single men and women, providing intensive supportive services, shelter housing, supportive, subsidized housing and a soup kitchen serving three meals per day, seven days a week.
- Completed construction of a new shelter space and twelve units of permanent, supportive housing using project-based Section 8 subsidies.
- Oversight of the Business Manager, Supportive Services Manager, Housing Services Manager, Kitchen Manager, Administrative Assistant, Case Managers, Street Outreach Worker and numerous Front Desk staff.
- Responsible for fiscal management of the organization, reporting requirements of various funding sources and increasing public awareness regarding the issues surrounding the homeless population.
- Planned and executed all grants; worked with Board of Directors on fundraising strategies and events.

**Harbor Homes, Inc., Nashua, NH
Clinical Director**

March, 2002 – August, 2006

- Ensured effective delivery of mental health services & housing to formerly homeless men, women & families who were diagnosed with severe mental illness.
- Responsible for all agency referrals and facilitated housing placement and coordination of all Medicaid-billable clinical services.
- Responsible for all HUD reporting requirements including a Mainstream Section 8 Program and various residential programs using HUD Supportive Housing Program (SHP) funds.

Program Manager

- Managed a HUD 202 funded supportive housing program for people who were chronically homeless and severely mentally ill, supervising approximately 16 staff
- Responsible for all clinical, HUD and Medicaid reporting requirements

Adjunct Faculty, NH Community Technical College, Nashua, NH

August, 2003 – December, 2004

- Taught courses in Contemporary Social Problems and Introduction to Psychology.

Job Retention Program Case Manager, Middlesex Community College, Lowell, MA

February, 2001 - Sept., 2001

- Coordinated GED, ESL, Computer and Life Skills classes for participants in the state Welfare-to-Work program.
- All classes were held at the college, with transportation and child care provided.

Nashua Soup Kitchen & Shelter, Nashua, NH

March, 1994 - February, 2001

Housing Programs Director

- Responsible for daily operation of two shelters and three transitional housing apartments for families.
- Supervised two House Managers and the hiring and training of over twenty direct-line staff, volunteers and interns.
- Compiled all statistics and reports required by various funding sources.
- Assisted Executive Director with grant writing and represented the organization at various public speaking engagements.

House Manager

- Responsible for daily operation of a shelter housing 10 – 15 homeless in our Women and Family Shelter.
- Supervised a staff of four;
- Compiled weekly and monthly shelter statistics.

EDUCATION

Masters in Human Services, 2000, Springfield College, Manchester, NH

Bachelor of Arts, Individualized Studies (concentration: Education), 1992, Rivier College, Nashua, NH

SELECTED TRAININGS

- Medicaid billing
- Mental illness management services
- Involuntary admission to mental health services
- State guardianships
- Illness Management & Recovery
- Identifying and providing support services to people with mental illness (Schizophrenia; PTSD; Personality Disorders; CBT; Depression; Stages of Change; DSM, Treatment Plans, etc)
- HUD Annual Performance Report
- Quadel Housing Professional Certification, HUD Assisted Housing Manager
- Best practices on delivering supportive services in and operating permanent supportive housing programs
- One unit of Clinical Pastoral Education, Saints Memorial Hospital, Lowell, MA



Episcopal Community Services San Francisco

Building Community. Developing Skills. Enriching Lives.

JOB DESCRIPTION Navigation Center Site Manager

Job Title:	Navigation Center Site Manager
Department:	Shelters
Reports to:	Director of Shelters
Location of Job:	Navigation Center
Work Schedule:	Full-time, with some flexible scheduling required
Salary:	Depending on Experience
Status:	Temporary Position dependent on continued funding after December 31, 2015

Episcopal Community Services of San Francisco (ECS) is dedicated to providing shelter, meals, housing, education, and support services to homeless and very low-income women, men and families.

ECS maintains two large shelters and a seasonal winter shelter, provides support services at ten supportive housing facilities, operates a Senior Center and an Adult Education Center. Each year, over 6,000 people receive services and support from ECS. The continuum of participants-centered services offered by ECS provides a comprehensive approach for individuals to move away from homelessness towards self-sufficiency.

The goal of the Navigation Center is to provide a warm, welcoming environment of support and services tailored to the unique needs of San Francisco's homeless population living on the streets. The Center will be operated differently than the existing San Francisco single adult shelter system in that it will be low-threshold with minimum rules and requirements in order to attract the most hard to serve homeless who usually refuse to navigate the existing shelter system.

Up to seventy-five homeless single adults and couples without children will be accommodated at the Navigation Center located at 1950 Mission Street at any given time. This one-stop center will provide short-term stays based on harm reduction practices with the objective of providing intensive services leading to housing or treatment exits as quickly as possible.

SUMMARY OF DUTIES AND RESPONSIBILITIES: The Center Site Manager carries primary responsibility for all Center operations, ensuring high quality programming and services for participants. S/he must set a tone of professionalism for all staff, emphasizing treating participants with dignity and respect, while understanding the vast diversity. The Center Site Manager ensures client-driven services with a strengths-driven philosophy. This environment will be unique in that it will be developing trusting relationships with

people that have lived on the streets and don't usually enter shelter. It will be a low threshold, minimal rule environment with a harm reduction focus.

Additionally, the Center Site Manager pledges guidance, training, supervision, and overall leadership to all center staff, ensuring delivery of excellent support services. Some staff will be coming from other non-profit agencies so on-going training, collaboration and communication will be paramount. S/he will promote outreach efforts engaging participants in social services, including participation in on-site case management. S/he seeks input from participants, staff, and the community and hosts community meetings with other Center staff.

PRIMARY DUTIES AND RESPONSIBILITIES:

A. Participant Interaction/Community Building

1. Form relationships with all service providers on-site. This will include supervising staff from other agencies as they deliver services to the Center's participants.
2. Ensure effective provision of services to all participants.
3. Respond to participant, community, and all public concerns.
4. Ensure staff interaction with participants is respectful and compassionate.
5. Schedule, attend and participate in community meetings and groups with follow-up on complaints or other issues.
6. Work with the Shelters Director to ensure all services and program materials are relevant, engaging, accessible, and understood by participants of differing backgrounds and histories.
7. Works to build teamwork, trust, and collaboration.
8. Develop good working relationships with neighbors.
9. Provide services-focused guidance to Supervisors and Services Coordinators II, develop in-service trainings and provide supervision and leadership so that participant-focused support services is respectful and compassionate.

B. ADMINISTRATION

1. Ensure high quality Center operations and services.
2. Welcome and manage all participant input at regularly scheduled community meetings, groups and activities.
3. With Human Resources and the Shelters Director, hire, train, supervise and, as needed, terminate employment of Center operations staff in accordance with ECS policies and procedures. When supervising union members, follow guidelines established in the Collective Bargaining Agreement.
4. Develop and maintain staff work schedules including scheduling of on-call Services Coordinators II and Facilities staff.
5. Complete all personnel information including introductory and annual performance evaluations and an extensive log of one-on-one supervision.
6. Design and implement staff trainings and continuing education programs for staff in collaboration with the Shelters Director.
7. Complete bi-weekly payroll and ensure overtime is minimized.
8. Gather, maintain, and report Center-specific program data. Complete timely statistical reports.
9. Regularly review policies and procedures. Develop and implement new policies in collaboration with the Shelters Director.
10. Coordinate program activities, including those with other agencies.

11. Serve as operations team leader and coordinate activities with other shelter management staff.
12. Participate in the weekly Shelters Leadership Team Meeting.
13. Follow policies, procedures, and protocols established by any appropriate City agency or funder including citywide grievance procedure(s).
14. Manage service and outcome tracking in collaboration with the Shelters Director.
15. Represent ECS or appoint representative(s) in participant grievance, mediation, and/or arbitration processes.
16. Carry out above duties in consultation with Shelters Director.
17. Attend all meetings and perform all other duties as assigned.
18. Provide on-call coverage and consultation to Center Supervisors by phone when off-duty along with the Shelters Director.

C. SECURITY

1. Oversee Center operations ensuring a safe and healthy environment for staff and participants.
2. The Center will have no HSA security staff. Ensure that security policies and measures are consistently implemented and adhered to.
3. With direction from the Shelters Director manage site-specific emergencies or crises.
4. Carry out regular health and safety building inspections to ensure necessary repairs and maintenance tasks are being performed.
5. Provide crisis intervention and lead team in skill development.

REQUIREMENTS:

This position requires five to ten years of direct participant experience in a shelter environment with a proven ability to manage large groups and teams. The successful candidate must have proven supervisory skills with a firm knowledge of harm reduction and mental health philosophies and program models. Strong written skills will be required to manage all of the program tracking and reporting requirements. A Bachelor's degree in Social Services or in a closely-related field is required.

PREFERRED QUALIFICATIONS:

Master's Degree in social work or related field, with clinical license (LCSW, MFCC, MFT) and at least five years experience in administration working with homeless adults with multiple disabilities and/or clinical supervision.

OTHER:

Has the skills and ability to perform tasks noted in job description. Computer literate and strong writing skills. Can travel to various program and administrative sites. Must secure annual TB screen and finger imaging background clearance upon hire. Will abide by ECS rules and regulations including confidentiality.

This is to verify that I _____, have received, read and understand my position as Navigation Center Site Manager.

Signed: _____

Date: _____



Episcopal Community Services San Francisco

Building Community. Developing Skills. Enriching Lives.

JOB DESCRIPTION Navigation Center Supervisor

Job Title:	Navigation Center Supervisor
Department:	Shelters
Reports to:	Navigation Center Site Manager
Location of Job:	Navigation Center
Work Schedule:	Day, Swing or Night Shift
Hourly Wage	\$17.51 per hour
Status:	Temporary Position dependent on continued funding after December 31, 2015

Episcopal Community Services of San Francisco (ECS) is dedicated to providing shelter, meals, housing, education, and support services to homeless and very low-income women, men and families.

ECS maintains two shelters, provides support services at ten supportive housing facilities, operates a Senior Center and the Adult Education Center. Each year, over 6,000 people receive services and support from ECS. The continuum of participant-centered services offered by ECS provides a comprehensive approach for individuals to move away from homelessness and toward self-sufficiency.

The goal of the Navigation Center is to provide a warm, welcoming environment of support and services tailored to the unique needs of San Francisco's homeless population living on the streets. The Center will be operated differently than the existing San Francisco single adult shelter system in that it will be low-threshold with minimum rules and requirements in order to attract the most hard to serve homeless who usually refuse to navigate the existing shelter system.

Up to seventy-five homeless single adults and couples without children will be accommodated at the Navigation Center located at 1950 Mission Street at any given time. This one-stop center will provide short-term stays based on harm reduction principles with the objective of providing intensive services leading to housing or treatment exits as quickly as possible. This environment will be unique in that it will be developing trusting relationships with people that have lived on the streets and don't usually enter shelter. It will be a low threshold, minimal rule environment with a harm reduction focus.

SUMMARY OF DUTIES AND RESPONSIBILITIES: Manage and assist a team of Services Coordinators II in performance of all operational and participant services at the Center. In the collaboration with the Center Site Manager serve as decision maker for all critical decisions relating to participants and the operation of the Center.

PRIMARY DUTIES AND RESPONSIBILITIES:

A. Management, Supervision and Training

1. Manage a team of Services Coordinators II from different agencies providing supervision, training and support.
2. Identify and report all violations of either Center or ECS work rules or policies to the Center Site Manager. Assist in the disciplinary process, where appropriate, with peer counselors.
3. Manage staff in accordance with policies and procedures of Episcopal Community Services and protocols of Union Collective Bargaining Agreement.
4. Assist Center Site Manager in completion of individual supervision sessions and performance appraisals of staff.
5. Conduct daily Shift Change Meetings, including assigning work stations, instruction to Services Coordinators II team, review of log entries and incident reports.
6. Assist in the training of all Services Coordinators II.

B. Center Management:

1. In the absence of the Center Site Manager, act as decision maker in unusual or critical situations relating to participants' service and operational matters consulting with the Center Site Manager as needed.
2. Manage the Center in accordance with Center policies and procedures.
3. Ensure equitable and appropriate enforcement of Center rules. Write incident reports and review and authorize Denial of Service notices.
4. Manage shelter beds and ensure maximum use of the beds each evening depending on availability.
5. Prepare and when appropriate give evidence at internal appeals and arbitrations.
6. Ensure safe and healthful environment for all staff and participants.
7. Welcome visitors to the Center in the absence of the Center Site Manager.
8. Ensure peaceful diffusion and employ de-escalation techniques in incidents involving violence or threats of violence. Mediate heated situations among participants and/or Services Coordinators II. Support staff following involvement in incidents. Conduct a debriefing meeting, when appropriate.

C. Participant Services

1. Supervise participant activities during shift.
2. Provide information and referral to participants about services provided at the Center and in the community.

D. Security

1. Oversee Center operations ensuring a safe environment for staff and participants. Ensure that security policies and measures are consistently implemented and adhered to.
2. With the direction of the Center Site Manager manage site-specific emergencies or crises.
3. Carry out regular health and safety building inspections to ensure necessary repairs and maintenance tasks.
4. Provide crisis intervention and lead team in skill development.

E. Administration

1. Maintain sufficient office, first aid and cleaning supplies for staff use. Ensure adequate supply of forms.
2. Ensure proper implementation of Center policies and procedures by staff.
3. Attend and actively participate in Supervisor's meetings.
4. Regularly review Center policies and procedures. Assist and advise in formulating new policies and procedures and revision of existing ones in collaboration with the Center Site Manager and Shelters Director.
5. Oversee maintenance of operations log, records, statistical records and other documentation including computerized records.
6. Make appropriate documentation on time cards for staff regarding adjustments of time worked. Find on-call coverage for call-offs of Services Coordinators II, ensuring forms are filled out, and notifying management of the call-off and replacement staff.
7. Comply with the requirements of the confidentiality and participant record policies.
8. Attend all meetings and trainings as assigned.
9. Perform all duties as assigned.

REQUIREMENTS:

Requires Bachelor's Degree in Social Work, Psychology, Counseling or a related field, and at least two years paid work experience with homeless adults with multiple disabilities or an Associates Degree with five years paid related work experience.

Must have experience working in an integrated service team, using participant-centered, harm reduction approaches. Must have experience training and supervising. Experience in supervising both professional and community trained staff including formerly homeless individuals is a must. Excellent administrative and organizational skills and the ability to read and write well. Ability to use computer, foster teamwork, and work independently.

OTHER:

Must secure finger image screening and annual TB screening. Must be able to meet physical requirements of the position. These may include long periods of sitting at a desk and/or computer station; lifting items that weigh up to 40 pounds; reaching, bending, and stooping within the daily routine of task and activities. Must be able to travel to various sites. Will honor and abide by Episcopal Community Services rules and regulations, including confidentiality.

This is to verify that I _____, have received, read and understand my position as a Navigation Center Supervisor.

Signed: _____

Date: _____



JOB DESCRIPTION

SERVICES COORDINATOR II (Navigation Center)

JOB TITLE: Services Coordinator II

DEPARTMENT: Shelters

REPORTS TO: Navigation Center Supervisor

LOCATION: Navigation Center

STATUS: Temporary Position dependent on continued funding after December 31, 2015

SALARY: \$15.00 per hour

PRIMARY DUTIES AND RESPONSIBILITIES: The Services Coordinator II acts as a resource, ally and advisor to Center participants, supporting the routine operation of the Center by monitoring the facility to ensure the health and safety of all on-site.

Responsibilities include providing participants with a meaningful Orientation about Center programs and services and engaging them in Center activities. Each Services Coordinator II will also provide and help maintain a safe, clean, and comfortable environment for all. Daily responsibilities include:

1. Checking the interior (participant sleeping quarters, bathrooms, showers, participant laundry area and community room) and exterior of the building on a regularly-assigned schedule to maintain a clean, safe environment.
2. Inspecting the facilities to maintain security and program compliance.
3. Maintaining the Center Services Coordinator II log according to procedure.
4. Performing all duties within the parameters of Center Policy and Procedures as well as the legislated Standards of Care policies.
5. Helping orient all participants to program rules and responsibilities of the Center.
6. Working with the on-duty Center Supervisor to ensure compliance with the rules and regulations in a fair and equitable manner for all participants.

7. Maintaining Center records in an accurate, complete and legible manner (including attendance at group meetings, disciplinary actions, bed assignments, etc.).
8. Answering phones, taking messages, attending to requests for information in a professional manner according to Center procedures.
9. Assisting Center volunteers and visitors by providing a warm welcoming atmosphere.
10. Completing and submitting maintenance requests to the Center Site Manager regarding failed equipment and needed repairs.
11. Responding to all participant requests and questions in a professional and courteous manner.
12. Immediately reporting any problems to the Center Supervisor and Center Site Manager in accordance with Center policies and procedures.
13. In collaboration with the Center Site Manager and Supervisor overseeing Center operations ensuring a safe environment for staff and participants.
14. The Center will have no HSA security staff. The Center Services Coordinator II will ensure that security policies and measures are consistently implemented and adhered to.
15. With direction from the Center Supervisor and Site Manager, manage site-specific emergencies or crises.
16. Provide crisis intervention taking direction from site management.
17. Attending and participating in the daily Shift Change Meetings communicating all issues and concerns to staff coming on the next shift.
18. Maintaining a clean and healthy environment for participants including the stripping of beds, clearing of lockers and sleeping areas as assigned.
19. At the end of every shift, ensuring paperwork is complete and workspace is cleaned and organized.
20. Collecting, inventorying, tagging, storing, and disposing of participant property according to Center policies and procedures.
21. Honoring and abiding by Agency rules of confidentiality.
22. Encouraging participants to engage in groups, activities, and services.

23. Work with the Center Supervisor in making decisions regarding critical incidents relating to the operation of the Center and its participants. As needed, the Services Coordinator II will immediately alert the Supervisor or any Center Management present regarding the situation and seek direction.
24. May also be responsible for facilitating groups, workshops, and participant meetings.
25. Refer participants to Center Case Management staff and communicate any concerns or issues related to that participant.
26. Commit to attending all staff meetings and trainings even when outside of regular work hours. Participation in all applicable staff trainings and staff meetings is crucial to the success of every ECS employee.
27. Performing all other duties as assigned and required.

REQUIRED QUALIFICATIONS: The successful candidate must hold either a High School Diploma or a High School Diploma equivalent with a minimum of two years experience working with the homeless population with high acuity needs. An Associates Degree in Human Services with one year experience working with homeless preferred.

Experience working with homeless adults is crucial to the success of Services Coordinators II. Every ECS employee must have strong communication skills, a comprehension of ethics in social services, good general counseling and active listening skills, and proven problem-solving and crisis resolution skills. S/he will also demonstrate excellent cultural competency.

Successful candidates must prove they possess excellent reading and writing skills and possess prior paid experience working with homeless populations that use harm-reduction models. Prior work with people dealing with mental health, disabilities, or substance abuse issues is preferred.

Must be able to meet physical requirements of the position which may include long periods of sitting at a desk and/or computer station; lifting items that weigh up to 40 pounds, reaching, bending, and stooping within the daily routine of task and activities. Must be able to travel to and from ECS sites. Will honor and abide by Agency rules and regulations, including confidentiality.

Although not all positions require a second language, candidates that are bilingual may apply for positions reserved for bilingual or multi-lingual candidates.

JOB DESCRIPTION VERIFICATION

This is to certify that I _____ have received, read and understand the description of my job description as a Services Coordinator II.

Signature _____ Date _____



Episcopal Community Services San Francisco

Building Community. Developing Skills. Enriching Lives.

JOB DESCRIPTION

JOB TITLE: Navigation Center Case Manager
DEPARTMENT: Shelters
REPORTS TO: Navigation Center Site Manager
JOB LOCATION: Navigation Center
STATUS: Temporary Position dependent on continued funding after December 31, 2015

Episcopal Community Services of San Francisco (ECS) is dedicated to providing shelter, meals, housing, education, and support services to homeless and very low-income women, men and families.

ECS maintains two shelters, provides support services at ten supportive housing facilities, operates a Senior Center and the Adult Education Center. Each year, over 6,000 people receive services and support from ECS. The continuum of participant-centered services offered by ECS provides a comprehensive approach for individuals to move away from homelessness and toward self-sufficiency.

The goal of the Navigation Center is to provide a warm, welcoming environment of support and services tailored to the unique needs of San Francisco's homeless population living on the streets. The Center will be operated differently than the existing San Francisco single adult shelter system in that it will be low-threshold with minimum rules and requirements in order to attract the most hard to serve homeless who usually refuse to navigate the existing shelter system.

Up to seventy-five homeless single adults and couples without children will be accommodated at the Navigation Center located at 1950 Mission Street at any given time. This one-stop center will provide short-term stays based on harm reduction principles with the objective of providing intensive services leading to housing or treatment exits as quickly as possible. This environment will be unique in that it will be developing trusting relationships with people that have lived on the streets and don't usually enter shelter. It will be a low threshold, minimal rule environment with a harm reduction focus.

SUMMARY OF DUTIES AND RESPONSIBILITIES:

Case Managers will work with the Office of HOPE Director, HSA and all partner agencies to exit participants into appropriate housing and/or treatment, providing smooth transitions and follow up after care when necessary.

PRIMARY DUTIES AND RESPONSIBILITIES:

1. Perform participant intake and assessments for 100% of Center participants within 48 hours of entry into the Center.
2. Work with participants to set goals and create Service Plans to get them treatment and/or housing ready.

3. Provide referrals and linkages to community resources and benefits such as medical and mental health services on or off-site.
4. Provide follow-up support services for up to 3 months after participant is successfully housed to ensure a smooth transition into housing.
5. Perform wellness checks for participants who have serious physical and/or mental health conditions that require close attention.
6. Regular communication with ECS Site Manager and the Office of Hope Director on available housing, housing subsidies and housing placement opportunities.
7. Collaborate and communicate with ECS Coordinated Assessment team to identify participants that might be eligible for services and housing under the Coordinated Assessment program.
8. Perform goals tracking and client charting.
9. To help develop and implement new programs with the Navigation Center Site Manager.
10. To work with any and all interns or volunteers assigned to this site.
11. To provide back-up coverage for other case managers.
12. Share information and new resources with participants and staff.
13. Advocate on behalf of participants regarding property management issues, benefits issues, in connection with other outside agencies.
14. Maintain up-to-date documentation in participants files regarding services provided to participants, e.g. referrals, supportive services, in a complete, confidential, and professional manner. Complete all necessary paperwork including monthly statistics, etc. in a timely manner.
15. Follow and implement all policies and procedures of Episcopal Community Services and The Navigation Center.
16. Establish and maintain a positive working relationship with employees, volunteers, and participants of The Navigation Center, Episcopal Community Services, and with outside agencies.
17. Attend all meetings as assigned.
18. Perform other duties as assigned.

REQUIREMENTS:

1. Excellent verbal communication skills.
2. Be committed to the mission of The Navigation Center and Episcopal Community Services.
3. Possess a good working knowledge of and a sensitivity to individuals with substance abuse and/or mental health issues such as: PTSD, psychosis, borderline behaviors, bipolar, etc.
4. Be able to quickly assess and respond to a variety of situations, including medical emergencies, conflict resolution and intervention, and other participant emergencies. Possess a working knowledge of crisis intervention techniques and be able to implement them.
5. Possess a strong knowledge of social services; as well as mental health resources for low-income adults.
6. Excellent charting, record-keeping.
7. Assist in the development of a community resource list/file.
8. Maintain professional, respectful, honest interactions with participants, staff and outside agencies.
9. Be able to work as part of a multi-disciplinary team.
10. Be sensitive to a diverse participant and staff population.
11. Computer literate.

REQUIREMENTS:

Requires Bachelor's Degree in Social Work, Psychology, Counseling or a related field, and at least two years paid work experience with homeless adults with multiple disabilities or an Associates Degree with five years paid related work experience.

OTHER:

Must secure finger image screening and annual TB screening. Must be able to meet physical requirements of the position. These may include long periods of sitting at a desk and/or computer station; lifting items that weigh up to 40 pounds; reaching, bending, carrying and stooping within the daily routine of tasks and activities. Must be able to move from place to place. Will honor and abide by rules of confidentiality.

Job Description Verification

This is to verify that I, _____, have received, read and understand the description of my position as the Navigation Center Case Manager.

Signature: _____

Date: _____



JOB DESCRIPTION

Navigation Center JANITOR / LAUNDERER POSITION

JOB TITLE:	Navigation Center Janitor/Launderer
DEPARTMENT:	Shelters Facilities
REPORTS TO:	Center Site Manager
JOB LOCATION:	Navigation Center
STATUS:	Temporary Position dependent on continued funding after December 31, 2015

SUMMARY OF DUTIES AND RESPONSIBILITIES: Perform janitorial routine tasks that contribute to the on-going maintenance and upkeep of the buildings and the facility.

PRIMARY DUTIES AND RESPONSIBILITIES:

1. On a daily basis clean all interior and exterior spaces at the Center to include: office spaces, reception area, bathrooms, showers, participant laundry area, sleeping units, dining room/community hall, participant property rooms and the exterior of the buildings.
2. Check all areas at the end of the shift to assure supplies and equipment are available and stocked where necessary.
3. Clean the bathroom and showers every hour during the day and swing shifts.
4. Clean parking lot and all around the building including the sidewalks around the building perimeter twice a day.
5. Assist in the loading and unloading of supplies from vehicles and in the moving of furniture as directed by the Center Site Manager.
6. Report to the Center Supervisor and Site Manager any observed deterioration of facilities or abuse of facilities and equipment, as well as any necessary repairs.
7. Wash, dry and fold all linens and towels used by the Center participants on a regularly established schedule.

8. Spray mattresses and sleeping areas with disinfectant spray when beds are stripped on laundry day.
9. Maintain a count of all linens received and returned. Inform the Center Site Manager of any discrepancies.
10. Ensure all laundry is marked as "ECS Property."
11. Maintain laundry and cleaning supplies and inform the Center Site Manager when it is time to order new cleaning supplies.
12. Maintain daily cleaning schedule in order to keep washers and dryers clean and free from debris. Including daily check of lint screens.
13. Assure the proper and thorough cleaning of both the Participant Laundry areas.
14. Learn and understand the workings of computerized washers and dryers.
15. Supervise laundry volunteers and notify the Center Site Manager when intervention is needed.
16. Attend all meetings as assigned.
17. Perform all other duties as assigned.

REQUIREMENTS: Valid CA drivers license and clean DMV record required. Must secure finger image screening and annual TB screening. Ability to handle chemicals and laundry supplies. Ability to maintain inventory. Familiarity with janitorial procedures. Ability to lift and carry at least 50lbs.

OTHER: Lifting and carrying furniture, equipment and supplies. Climbing ladders, pushing equipment, kneeling, bending, stooping, twisting, pulling, standing and enduring constant noise. Working with chemicals and potentially dangerous equipment.

JOB VERIFICATION

This is to verify that I, _____ have received, read and understand the description of my job as Janitor/ Launderer.

Name: _____ Date: _____

- Managed HR staff of 9 including HR Managers, HR Specialists, Trainers and Administrative Specialists.
- Implemented and audited compliance with state, federal, Region and Company HR policies.
- Coached and mentored Branch HR personnel in carrying out compliant HR programs and resolving issues.
- Partnered with Branch Managers on employment related matters.
- Performed investigations on allegations of sexual harassment, employee conflicts and other investigations as necessary.
- Managerial oversight of all union related matters including contract interpretation and grievance resolution.
- Provided representation at hearings on HR matters.
- Provided financial controls for costs related to Workers' Compensation.
- Managed Safety Committee meetings and processes.

AlliedBarton Security Services, Oakland, CA

12/2008 – 9/2011

Regional Director of Human Resources

- Manage HR function for multiple offices in Northern CA.
- Manage Recruiters, Trainers and ER specialists/administrators to ensure that recruitment/HR processes are followed within region, overtime and employee turnover is reduced, required processes are followed and appropriate documentation is retained.
- Improve work environment and employee relations through effective customer service and various measures including complaint investigation and documentation, grievance resolution, focus groups, etc., as appropriate to the situation and the Concern Resolution Policy. Manage all internal complaints and investigations.
- Assist in development of managers through training on labor law, ER processes; and by helping VP/GM and DMs deal appropriately with performance management challenges. Ensure ER and recruiting training.
- Conducting all management, administrative and support hiring for region.
- Supervising all related recruiting activities for the region and working in partnership with Corporate Talent and HR Departments to effectively manage hiring efforts.
- Mentor/coach conducting 360 evaluations for DM positions and above throughout the organization.

Mervyns Headquarters, Hayward, CA

3/2006 – 10/2008

Corporate Sr. Employee Relations Representative

- Manage LOA department and all other applicable supervisor/direct report responsibilities.
- Research, investigate, respond, and negotiate resolutions to EEOC/DFEH agency charges, wage and hour charges and internal alternative dispute resolution programs.
- ER Partner to provide guidance and advice on employment related matters to minimize employee relations issues and liability.
- Facilitate and prepare training materials for various HR training topics such as: I-9s, minors, meal and breaks, on-boarding process, final pay by state, etc..
- Manage WOTC, unemployment, backgrounds and drug screening vendor processes and program administration.
- Interpret and revise company policies, best practices and employee handbook.
- Monitor workers' compensation return-to-work status and completion of RU-94 forms.

- Conduct and/or coach managers on interactive ADA conversations and reasonable accommodations.
- Serve on strategic committees; such as HR Divisional Task Force and Hispanic Initiative Committee to strategically differentiate Mervyns from the competition.

AlliedBarton Security Services, Oakland, CA

1/2005 – 1/2006

Western Division Director of Recruitment

- Directed all recruitment and retention related practices and policies for multiple states with-in the Western Division.
- Oversaw 20 District Recruiters with recruitment, selection and retention activities.
- Ensured company, state, federal, and local laws and policies were appropriately enforced and implemented.
- Partnered with and supported Divisional President and VP's to achieve business objectives.
- Recruited, screened, and interviewed management level and above candidates.
- Prepared, tracked, and analyzed division's annual recruiting budget.
- Monitored turnover and division's development and succession plans.
- Monitored annual employee performance review process.
- Strategically oversaw all recruitment and retention initiatives and ensured a smooth transition.

Securitas Security Services, USA, Inc.

10/1993 – 12/2004

Regional HR Manager / Regional Labor Relations Manager (2001 – 2004)

Walnut Creek, CA

- Managerial oversight of all union related matters throughout Northern CA Region to include: contract interpretation and compliance, union training, employee complaints and grievances.
- Facilitated union avoidance training geared toward the non-union districts.
- Assisted VP of Labor Relations with contract negotiations, arbitrations and NLRB charges.
- Attended, advised, and/or responded to wage and hour charges/hearings, unemployment hearings, and EEOC/DFEH charges.
- Managed internal alternative dispute resolution process.
- Monitored District HR compliance in benefits administration, hiring process, unemployment process, WOTC process, and payroll.
- Monitored annual employee performance review process.
- Change Agent to aid the organization through several company reorganizations, restructures, mergers and acquisitions.

Additional Positions Held at Securitas Security Services, USA, Inc.

Regional Recruiter (2000–2001); Area HR Manager (1996–2000); HR Specialist (1993–1996)

MEMBERSHIPS AND PROFESSIONAL AFFILIATIONS

- Society for Human Resource Management
- Northern CA Human Resource Association

EDUCATION

- Contra Costa Community College, General Education
- Chapman University, Human Resources Management, Certificate
- University of Phoenix, Anticipated Bachelor of Science in Business Management Degree 3 Years Completed

Bruce Beery

DEVELOPMENT PROFESSIONAL: Experienced and multi-faceted campaign and development leader with proven ability to manage multiple components of a broad development campaign. Results focused. Demonstrated capability to implement and monitor a supporting donor stewardship program.

PROFESSIONAL EXPERIENCE

Episcopal Community Services – San Francisco **2012-2014**
Director of Development

Individual and Corporate Giving: secure giving from individual donors and corporate support.

Foundation Giving: responsible for all foundation giving.

Events: Direct the implementation of two major events and several smaller events.

Strategic planning: In partnership with Executive Director, lead the staff directors team in planning for significant increased private donor support.

Breast Cancer Fund **2009-2012**
Director of Development

Annual Campaign

- Implemented the annual development plan and strategy generating approximately \$4.5 million annually.
- Managed Board members to embrace and implement fundraising strategies.

Individual and Corporate Giving

- In concert with a staff of five, secured nationwide giving from individual major donors and generated corporate income of nearly \$1.65 million per year.

Foundation Giving

- Responsible for the management and execution of grants calendar and grant applications yielding about \$1.35 million per year. Ensured that grant reports were completed and submitted on a timely basis.

Events

- Directed the planning and implementation of three signature events annually that generated nearly \$1 million per year.

American Cancer Society, California Division **1995-2008**
Development Director

Major Gifts & Planned Giving

- Responsible for statewide staff of ten who generated \$25 to \$30 million annually in expectancies, \$18 to \$23 million annually in legacy income, up to \$2 million in major gifts income.
- Solicited individual major gifts and was instrumental in establishing the Major Gifts program.

Direct Marketing Responsibilities

- Responsible for the management and execution of a Mid Level Donor Program generating \$3,2 million annually, identifying Major Giving prospects, delivering mission enhancement information.
- Responsible for ensuring that \$2,8 million is generated annually in renewal mail, \$200,000 in telemarketing, \$500,000 in a neighbors campaign, and \$2 million in contributions from Californians to the national call center.
- Pioneered the use of a 2 stage (propensity to give, upgrade) constituent segmentation model within the American Cancer Society.
- Directed outbound telemarketing program to solicit middle level donors.

Donor Stewardship

- Responsible for ensuring gifts from California event and direct marketing donors are acknowledged through a nationwide acknowledgment program.
- Directed the program to communicate organizational information to constituents through newsletters.

Gift Administration

- Managed the Direct Marketing, Acknowledgment, and Donation Processing expense budgets totaling over \$2 million annually.
- Migrated donation processing of 600,000 annual gifts to a shared services facility.

Other Management Responsibilities

- Created, compiled, and monitored statewide income reports reflecting over \$69 million in annual revenues compared to monthly and annual goals.
- Created, compiled, and monitored the statewide Development non-personnel expense budget of nearly \$4 million annually.

Junior Achievement of the Bay Area, Inc.

1983-1995

Vice President of Marketing and Development

- Solicited individual and corporate gifts exceeding \$500,000 annually.
- Directed all special events generating \$400,000 annually.
- Directed outbound telemarketing program.
- Recruited and managed volunteers in Board, committee, and program positions.

Junior Achievement of Kalamazoo, MI

1977-1982

Executive Director

- Managed Board of Directors in fund raising and administration. Fully responsible for revenue generation, expense budget management, and program implementation..

EDUCATION:

Masters of Business Administration – Marketing, March 1982, Michigan State University
Bachelors of Business Administration – Marketing, March 1975, Ohio State University