



NorCal Continuum of Care™

Executive Board Meeting

September 19, 2024

1:00 pm to 3:00 pm

777 Cypress Ave. Enterprise Conference Room
Redding, CA 96001

9/19 – Enterprise Conference Room

Join Zoom Meeting

<https://us06web.zoom.us/j/85471378459?pwd=oqkvypaKXAlkcyYd6Afwea2laFALe.1>

Meeting ID: 854 7137 8459

Passcode: 795026

1(669)444-9171

Teleconference locations:

Sierra County Behavioral Health

706 Mill Street

Loyalton, CA 9611

Del Norte County Health and Human Services

455 K Street

Crescent City, CA 95531

Teach I.N.C

112 E 2nd Street

Alturas, CA 96101

Lassen County Health and Social Services

1445 Paul Bunyan, Suite B

Susanville, CA 96130

Siskiyou County Behavioral Health

2060 Campus Dr.

Yreka, CA 96097

Plumas County

PCIRC

591 Main Street

Quincy, CA 95971

Executive Board Members

Kristen Schreder,

County of Shasta, Chair

Maddelyn Bryan,

County of Siskiyou, Co-Chair

Grace Poor

County of Lassen

Cathy Rahmeyer,

County of Plumas

Carol Madison,

County of Modoc

Sheryll Prinz-McMillan,

County of Sierra

Michael Coats,

County of Del Norte



To Address the Board: Members of the public may address the Board on any agenda item. Pursuant to the Brown Act (Govt. Code section 54950, et seq.) Board action or discussion cannot be taken on non-agenda matters but the board may briefly respond to statements or questions. You may submit your public comment via email to norcalcoc@cityofredding.org that will be read into the record.

1. Call to Order/Quorum Established/Introductions

2. Public Comments (limited to 3 mins. per comment)

Members of the public will have the opportunity to address the Board on any issue within the jurisdiction of the Board. Speakers will be limited to three minutes.

3. Action Items

I. Review and approve the NorCal CoC Structure Discussion

Requesting each Advisory Board discuss the current structure of the seven-county CoC, during their next Advisory Board meeting. The notes from the discussion are to be provided back to the Executive Board no later than 11/30/2024.

[Attachment A – NorCal CoC Structure Discussion](#)

II. Approve the Shasta County Advisory Board recommendation for HHAP 4 Funding Awards.

Executive Board to review and approve the Shasta County Advisory Board recommendations for HHAP 4 funding awards.

[Attachment B – Shasta County HHAP 4 Awards and Rating and Ranking Recommendations](#)

III. Approve new HMIS Committee Members

4. Discussion Items

- I. Governance Charter
- II. HMIS Committee
- III. Collaborative Applicant
- IV. Changes to HHAP Reporting and Funding

5. Reports

- I. City of Redding
- II. UWNC
- III. PIT Administrator
- IV. NorCal CoC Members – County Updates

6. Discussion Items for Next Meeting

7. Adjournment

If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132), and the federal rules and regulations adopted in implementation thereof. You may contact the City of Redding Housing Division at



(530)225-4048 for disability-related modifications or accommodations, including auxiliary aids or services, in order to participate in the public meeting.

Next Executive Board Meetings
October 17, 2024 1pm – 3pm (All CoC Meeting)

NorCal CoC Structure Discussion

The CoC Program is designed to promote community-wide planning and strategic use of resources to address homelessness. The CoC program goals are to:

- Improve coordination and integration with mainstream resources and other programs targeted to people experiencing homelessness;
- Improve data collection and performance measurement;
- Allow each community to tailor its programs to the strengths and challenges in assisting homeless individuals and families within that community.

With the current and future funding opportunities for CoC's, it is time to take a look at the structure of the NorCal CoC. With new funding requirements, reporting structures, and compliance, it is increasingly difficult to support a large, diverse seven-county CoC to truly meet the needs of each individual community.

A few of the challenges are:

- Administration
 - Communication
 - Funding
 - Challenging PIT/HIT coordination
 - Advisory Boards/Counties not providing requested information in a timely fashion
- Funding
 - Monitoring of Grant expectations
 - Reporting expectations
 - Long applications
 - 7 County BOS approvals
 - New requirements for disbursement
 - SPM requirements for distribution
- Collaboration
 - The spirit of the CoC is to collaborate on a regional basis. However, each Advisory Board truly only plans and collaborates on a local Advisory Board level.
 - Not all Advisory Boards are meeting regularly

Please review the following questions and discuss with each Advisory Board to gain an understanding of how each Advisory Board is feeling about the current structure. Please provide feedback to NorCal Executive Board no later than 10/30/2024 to norcalcoc@cityofredding.org.

1. The NorCal CoC is a large seven-county geographic region. Do you feel the unique needs of your community are being met with the current structure? Please be specific on what your unique needs are for your region.
 - a. If so, how?
 - b. If not, how could it improve?
2. The NorCal CoC currently allocates CoC funding based on the PIT/HIC counts. How do you feel about this allocation structure and how it impact's your Community?
 - a. Is the funding distributed fairly between County and non-profits in your community?
3. Do you feel that a smaller region or single county CoC would improve available funding for your community?
 - a. There are additional grant opportunities that sometimes do not get applied for as they don't make sense for a large seven-county CoC. One being the Encampment Grant.
4. What questions do you have about a smaller region or single county CoC?
 - a. Administrative questions?
 - b. Funding questions?
 - c. There are additional grant opportunities that sometimes do not get applied for as they don't make sense for a large seven-county CoC. One being the Encampment Grant.
 - d. HMIS System Administration?
5. If the NorCal CoC did not exist, how would you set up the CoC or CoC's for this geographic area and why?

Interium Housing	Funds Requested	Points Total	Funds Allocated
No Boundaries	\$84,000.00	489	\$33,600.00
Pathways	\$140,000.00	601	\$140,000.00
GCRM	\$302,837.00	520	\$78,867.66
Total			\$252,467.66

Rapid Rehousing			
Faithworks	\$250,000.00	625	\$178,267.66
RFL	\$175,000.00	661	\$175,000.00
GCRM	\$258,178.00	510	\$0.00
Total			\$353,267.66

HHAP 4 Interium & Rapid Funds Total			\$605,735.32
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Exhibit C: Notice of Funding Availability Questionnaire

Homeless Housing, Assistance and Prevention Program- Round 4

Legal Name of Applicant Organization: NO BOUNDARIES TRANSITIONAL HOUSING, INC.			
Contact Name: CHRISTINE CAGE	Phone: 530-605-1518	Fax:	Email: NOBOUNDARIES.INC25@GMAIL.COM
Agency UEI Number: Y2ASXCJEUM33	County: SHASTA	Agency Tax ID Number: 820969989	Total amount of requested funds: \$90,720.00

1. **1) Experience:** Provide an overview of your organization and experience effectively utilizing federal, state or local funds. Describe your organization's experience in providing services or utilizing funding with the goal of preventing, reducing, or ending homelessness for an identified proposed population, and achieving measurable outcomes for the identified populations.

Overview of Organization and Experience:
 No Boundaries Transitional Housing, Inc. has a robust history of successfully managing and utilizing local funds to provide comprehensive services aimed at preventing, reducing, and ending homelessness. Our organization has administered grants, including ERF grant in partnership with City of Redding and CIRT. We are active in the Continuum of Care (CoC) Program funding and are getting acquainted with the Coordinated Entry System to better assist people in need and get other community partners to have the information needed so we all can assist each other to get the help to these individuals in need. Our programs have consistently achieved significant outcomes, such as a reduction in homelessness among families in our service area and a positive housing retention rate for participants transitioning to permanent housing.

Measurable Outcomes:

- Reduction in Homelessness:** Achieved a measurable reduction in homelessness among families over the past three years. Our program has accepted many families into our program and walked them through the process of accepting services and getting back into a permanent living situation after six months to a years' time.
- Housing Stability:** Maintained a positive housing retention rate for participants transitioning into permanent housing. Many individuals will thrive with the security of a place to stay and this motivates them to move forward and make progress.
- Improved Well-Being:** Participants reported an improvement in mental health and well-being as well as better physical health by having a place to stay and due to our approach of providing support services in combination with housing.

2) Organizational Capacity: Provide an explanation of your organization's capacity to deliver the project, including but not limited to, an explanation of the staffing structure, existing resources that will be leveraged, and understanding and participation with HMIS data entry, coordinated entry, and implementation of housing first principles.

No Boundaries has the capacity and readiness to deliver the proposed project effectively. Our experienced staff includes 3 full-time case managers and 3 support staff who are well-versed in HMIS data entry, coordinated entry systems, and housing first principles. We are equipped with the necessary resources and partnerships to ensure the successful implementation and management of the interim housing program.

Existing Resources:

- Staffing:** 3 full-time case managers and 5 support staff.
- Technology:** Comprehensive HMIS system for data entry and tracking as well as spreadsheet data to track specific metrics related to intake and exits into permanent housing.
- Partnerships:** Strong relationships with local schools, Community Connect, Mental Health Service providers, City of Redding, Crisis Intervention Response Team (CIRT), and Employment Services .

3) Program Design: Provide an overview of the proposed program activities. Including but not limited to:

- The target population;
- Understanding of program requirements
- The gaps the project will address and the intended outcomes;
- Planned partnerships;
- Description of evidence or historical data supporting the efficacy of the proposed program and
- Plan for implementation

Overview of Proposed Program Activities:

- **Target Population:** Homeless families referred by school resource officers, Community Connect, schools, and other agencies. This has become increasing in numbers because the local school districts have been reaching out to our organization pretty frequently to get families much needed place to stay.
- **Understanding of Program Requirements:** Full compliance with interim housing standards, including safety, confidentiality, and supportive services while also aligning with housing first model.
- **Gaps Addressed and Intended Outcomes:** Addressing the lack of interim housing options for families, with the intended outcome of providing stable, temporary housing and facilitating the transition to permanent supportive housing.
- **Planned Partnerships:** Collaboration with CIRT, City of Redding, local mental health providers, and employment services to offer comprehensive support.
- **Evidence and Historical Data:** Historical data shows a low success rate in transitioning families from interim to permanent housing, but we want to show a 70% success rate in placing these families into permanent supportive housing.
- **Plan for Implementation:** Immediate leasing of five hotel rooms, provision of trauma-informed and evidence-based intensive case management services, housing navigation, and ongoing monitoring and evaluation.

4) Impact and Effectiveness: Describe the goals and outlined in the Local Homeless Action Plan and clearly articulate the intended outcomes of the project on the community and populations of interest.

Include plan for measuring and evaluating the project to determine if it is achieving its goals.

Describes a robust plan for measuring and reporting those outcomes through the duration of the project and how it will create a population level impact.

The project describes planned partnerships or leveraging funds that will maximum the outcomes.

Goals and Outcomes:

- **Alignment with Local Homeless Action Plan:** Our project aligns with the local plan's goals of reducing family homelessness and increasing housing stability. We move our participants through the process of referrals and reporting to entities that are tracking these results as well as current progress. HMIS is a must and reporting to CoC meetings to see measurable progress aligns with this plan. We are very committed to having our organization fulfill the same goals all entities are committed to filling and utilizing the action plan to alleviate homelessness in our communities. Our goal is to reduce the amount of people coming from homelessness and keeping them from returning to it, permanent supportive housing is the goal.
- **Intended Outcomes:** Providing interim housing for 5 families, improving their stability and well-being, and transitioning at least 70% of them to permanent housing within six months to one year.
- **Measuring and Evaluating Impact:** Utilizing HMIS to track participant progress, housing retention rates, and overall program effectiveness. Monthly reporting to grant makers and funders to ensure transparency and accountability.
- **Leveraging Funds:** Partnering with local organizations to provide additional services and maximize outcomes. As it has been shown, one organization cannot solve the homelessness problem. This issue will take collaboration of multiple organizations working together doing what they do best and using their strengths. Our strength is transitional/interim housing to help people have that safety and security of a place to lay their head while getting back on their feet. We can get them the necessary things they need to succeed when they have a room to stay in with us because the motivation is more so when they feel safe in a room. The services we cannot provide we outsource to strategic community partners who have the strength in those areas. We provide case management to our participants and they go through a case plan to outline goals and ways to achieve those goals. The funding for these rooms will help the families and individuals exponentially with achieving goals while having a safe place to be.

5.a) Funding Plans: Budget Table. Complete the table below with the requested funding, and the desired eligible use categories. Note: Identify what percentage of funds will be utilized toward youth set aside activities.	
Eligible Use Category	Amount
Delivery of Permanent Housing	\$
Delivery of Permanent Housing - Youth	\$
Rapid Rehousing	\$
Rapid Rehousing - Youth	\$
Prevention and Shelter Diversion	\$
Prevention and Shelter Diversion - Youth	\$
Operating Subsidies – Permanent housing	\$
Operating Subsidies – Permanent housing – Youth	\$
Operation Subsidies – Interim Housing	\$84,000.00
Operation Subsidies – Interim Housing - Youth	\$6720.00 @ 8%
Improvement to Existing Interim Housing	\$
Improvement to Existing Interim Housing - Youth	\$
Street Outreach	\$
Street Outreach - Youth	\$
Systems Support	\$
Systems Support - Youth	\$
Total	\$90,720.00
5.b) Funding Plans: Budget Narrative. Explain in detail how your organization plans to use the full amount of HHAP funds requested (including youth set-aside), what activities the funds will support, how it will complement existing funds. Plan for measuring and evaluating how funds were used to determine if project is achieving its goals	
Use of HHAP Funds: HHAP funds will be used to cover the cost of five hotel rooms at \$1,400 per room per month for one year, totaling \$84,000. These funds will support the provision of interim housing for homeless families, addressing immediate housing needs and facilitating their transition to permanent housing. Additional funds from local grants and donations will be leveraged to cover case management and supportive services. Funds requested allow for rooms only but will be put to use and it frees up the ability to fund our staff with alternative means and provide the best supportive services we can while working with the individuals and families. Services coordination, which may include access to workforce, education, training programs, or other services needed to promote housing stability in supportive housing. We currently have seen an influx of youth walk into our program or be referred to our program and we are giving them housing while providing much needed services. The youth set-aside will be put to use for future referrals to better accommodate the much-needed services and housing that needs to be provided to aid these individuals in becoming stable, self-sufficient, and more productive people.	
Measuring and Evaluating Fund Use: We will measure and evaluate the use of funds through monthly financial reports and performance evaluations, ensuring that the project achieves its goals and maintains accountability. Documenting the number of people that transition from transitional/interim housing into permanent housing is a must. This will be tracked on a spreadsheet that will calculate the number that are still present in our facility as well as those who have been permanently housed. We will also track the participants after they are in permanent housing to ensure they are able to maintain their new living situation and give that helping hand if needed.	
6) Equity: Describe specific actions that your organization will take to ensure racial and gender equity in service delivery, housing placements, and housing retention and changes to procurement or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services. Also	

describe any additional actions that your organization will take to serve those with mental and behavioral health issues and criminal justice involvement.

Actions to Ensure Racial and Gender Equity:

- **Service Delivery:** Ensuring equitable access to services for all racial and gender groups, with targeted outreach to overrepresented populations. These groups are what we will be looking to get out of the cycle
- **Housing Placements:** Prioritizing equitable access to housing for marginalized groups. The population of marginalized people here in Redding will be small compared to bigger cities, but nonetheless there are still people here that have been over looked due to their ethnicity, so we will be able to aid these families with processes that they otherwise would not get the chance to utilize without advocates like our organization speaking up for them and reaching out to other resources to get them the help they need.
- **Serving Those with Mental and Behavioral Health Issues:** Providing specialized support for participants with mental health and behavioral issues, and those involved with the criminal justice system. A vast amount of the population in the homeless communities suffer from mental health, so ensuring we get them connected with Shasta County Mental health after they connect with a street outreach mental health expert will be what helps them transition to a viable interim living situation with us while we work with them to get them more stable with income and their physical health as well.

7) System Improvements: Describe any specific and quantifiable system improvements or strategies that your organization will take to improve:

The number of people experience homelessness upon exiting institutional settings (examples: jail/prison, behavioral health facilities, foster care)

Connecting people experiencing homelessness to all eligible benefit programs

Additional system improvements, if applicable.

System Improvements and Strategies:

- **Exiting Institutional Settings:** Facilitating the transition from institutional settings to interim housing, reducing the likelihood of homelessness upon exit. In the past and present we take individuals from institutional settings and get them situated with a place to stay and get them into programs that will benefit their successful transition back to society from carceral settings. Having an organization that can receive these individuals will curtail the immediate problem of homelessness that occurs when they do not have a direct place to go upon release. This extra cushion of time to prepare for a permanent place is beneficial like you wouldn't believe. Individuals are able to have the ability to gather resources while moving towards building stability and self-sufficiency with the help and advocacy of the organization helping them as they are released from the setting they were in.
- **Benefit Programs:** Connecting participants to all eligible benefit programs, including SSI/SSDI, public assistance, and enrollment in Partnership Healthplan. We get participants connected to places like the Smart Center for jobs and resume building workshops. Using temporary agencies like O2 staffing, Express Employment, and People Ready help get our participants work as rapidly as possible to start earning income to save towards being able to rent a permanent place of their own as they are able to and as they become confident enough in their skills with navigating society once again. Some participants we get connected to Shasta College so they can earn a degree or go there to increase their vocational skills for future job hunting.
- **Additional Improvements:** Enhancing coordination with local jails, hospitals, and foster care systems to streamline the transition process and improve outcomes. These collaborations and uses of each service are lacking in such that our warm hand offs aren't always that. At times individuals fall through the cracks. Ensuring a valid tracking system is in place is a must. To see when and where the participant went and what the outcome is with them after being placed with another entity will allow better communication and coordination the next time since it can be viewed from past successes when it is done correctly.

Select check boxes below to certify that if selected for funding, the agency is willing to comply with:

☒ Homeless Manage Information System (HMIS) data requirements

☒ Compliance with grant terms and conditions as indicated in the Notice of Funding Availability:

☒ Enter into a contract with the City of Redding as the Administrative Entity for the NorCal CoC

☒ Comply with required monitoring per state or federal law, including but not limited to Chapter 6 of the Health and Safety Code, which can be viewed here:

https://leginfo.ca.gov/faces/codes_displayText.xhtml?lawCode=HSC&division=31.&title=&part=1.&chapter=6.&article=

Christine Cage
Authorized Representative
Printed Name

Christine Cage
Authorized Representative Signature

7/28/2024
Date

Executive Director
Title

For Lead Agency Use Only:	Received by Deadline	Yes / No	Project Funded	Yes / No
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Homeless Housing, Assistance and Prevention Program- Round 4

Notice of Funding Availability Application

Introduction

The California Interagency Council on Homelessness (Cal ICH) announced the availability of Homeless Housing, Assistance and Prevention (HHAP) Program Round 4 grant funding. HHAP-4 is a \$1 billion grant program authorized by AB 140 (Chapter 111, Statutes of 2021; Health & Safety Code (HSC) § 50216, et seq.), which was signed into law by Governor Gavin Newsom on July 19, 2021. HHAP-4 is established for the purpose of organizing and deploying the full array of homelessness programs and resources comprehensively and effectively, and to sustain existing federal, state, and local investments towards long-term sustainability of housing and supportive services. As an eligible applicant for HHAP-4 funds, the NorCal Continuum of Care (CoC) is seeking project applications through this Notice of Funding Availability (NOFA) Process.

Funding Available

The NorCal CoC region serves Del Norte, Lassen, Modoc, Plumas, Shasta, Sierra, and Siskiyou Counties. This solicitation is for entities interested in offering program services under this funding opportunity within these Counties. Applicants may be public or nonprofit agencies that provide services to prevent, reduce, and end homelessness, and are active members of the NorCal CoC.

Counties	% of 2022 PIT	Total Allocation	50% of Allocation
Del Norte	25.15%	\$526,033.31	\$263,016.65
Lassen	5.55%	\$116,137.23	\$58,068.615
Modoc	0.65%	\$13,663.20	\$6,831.60
Plumas	7.13%	\$149,156.63	\$74,578.315
Shasta	43.44%	\$908,603.00	\$454,301.50
Sierra	0.60%	\$12,524.60	\$6,262.30
Siskiyou	17.47%	\$365,490.68	\$182,745.33
Total CoC	100%	\$2,091,608.66	\$1,045,804.33

Coordination of proposed projects within the local County jurisdiction is encouraged. There is no matching contribution requirement for activities. Providers / agencies selected to receive funding will be required to enter in a funding agreement with the City of Redding as the Administrative Entity for the NorCal CoC.

Explanation of Allocation: The total allocation is what the CoC is eligible to receive after the 7% admin and joint project are taken out. However only 50% will be initially dispersed by Cal ICH. Receiving the remaining 50% will be contingent on adequate spend down of the funds by May 31, 2025. The remaining 50% of the allocation must be expended by June 30, 2027.

The CoC must submit a funding plan for the entire allocation, but seeks to reiterate that only 50% of these funds will initially be available and should consider this timeline when completing funding plans.

Eligible Activities

- Delivery of Permanent Housing
- Rapid Rehousing
- Prevention and Shelter Diversion

- Operating Subsidies – Permanent housing
- Operation Subsidies – Interim Housing
- Interim Housing
- Improvement to Existing Interim Housing
- Street Outreach
- Systems Support
- Service Coordination

For further explanation of eligible use categories and examples, see **Exhibit A**.

Application Process and Instructions

The HHAP Round-4 application was filed by December 11, 2022 by the previous Lead Agency for the NorCal CoC, Shasta County Housing and Community Action Agency. Determinations for these applications will be reached through this Request for Funds Process. Additionally:

- Questions may be submitted via email to norcalcoc@cityofredding.org.
- All applicants must submit one (1) electronic copy of **Exhibit C: Notice of Funding Availability Questionnaire** via email to norcalcoc@cityofredding.org by the specified deadline.
- A reference of the Rating and Ranking criteria is outlined in **Exhibit B**

Timeline

Topic	Deadline
Release of Notice of Funding Availability	5/28/2024
Notice of Funding Availability (Exhibit C) due from applicants	7/15/2024
Award Announcement	8/2/2024

Resources/Additional Information

Enabling Statute: [Bill Text - AB-140 Housing. \(ca.gov\)](#)

Cal ICH HHAP Grant Program Homepage: https://www.bcsb.ca.gov/calich/hhap_program.html

NorCal CoC Webpage: [NorCal Continuum Of Care \(cityofredding.gov\)](http://cityofredding.gov)

Exhibit A

HHAP Eligible Use Category	Explanation and Examples
Delivery of permanent housing and innovative housingsolutions	<p>Eligible Uses should be categorized here when costs support the provision of permanent housing</p> <p>Examples:</p> <ul style="list-style-type: none"> • Acquisition of land, building, etc. • Improvement or renovation of land or building being used as permanent housing. • Maintenance of land or building being used as permanent housing. <p>Services for people in permanent housing programs, so long as the services are trauma-informed and practice harm reduction, to include intensive case management services, assertive community treatment services, critical time intervention services, other tenancy support services, evidence-based employment services, coordinating mental health, substance use, and primary care treatment, or other evidence-based supportive services to increase housing retention.</p>
Rapid Rehousing	<p>Eligible Uses should be categorized here when the costs support operating rapid rehousing type housing service. This means a tenant-based, time limited, permanent housing program, inclusive of wrap-around services.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Rental subsidies, including to support placement of individuals in CARE Court. • Landlord incentives, such as security deposits, holding fees, funding for needed repairs, and recruitment and relationship management costs. • Move-in expenses. <p>Services for people in rapid rehousing programs, so long as the services are trauma-informed and practice harm reduction, to include intensive case management services, assertive community treatment services, critical time intervention services, other tenancy support services, evidence-based employment services, coordinating mental health, substance use, and primary care treatment, or other evidence-based supportive services to increase housing retention.</p>
Prevention and shelter diversion	<p>Eligible Uses should be categorized here when costs support eligible populations access safe alternatives to shelter and/or remain safely housed at their current residence.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Homelessness prevention through rental assistance, rapid rehousing, and other programs. • Problem-solving and diversion support programs that prevent people at risk of or recently experiencing homelessness from entering unsheltered or sheltered homelessness.
Operating Subsidies Permanent Housing	<p>Eligible Uses should be categorized here when costs support operations in new and existing affordable or supportive housing units serving people experiencing homelessness. Operating subsidies may include operating reserves (funds held in reserve to cover large, unexpected operating expenses).</p> <p>Examples:</p> <ul style="list-style-type: none"> • Operating costs for programs such as Home key. • Operating costs for new or existing residential care facilities, funded by the Behavioral Health Continuum Infrastructure Program or the Community Care Expansion

	<p>Program.</p> <ul style="list-style-type: none"> • Property tax abatements for both affordable ownership and rental properties that have a similar effect, helping to defray the costs of operating the development so residents can pay lower rents. • Subsidies support ongoing operation and availability of permanent housing and/or assisting in management of a building's facilities that can help stabilize or reduce structural decline and serve an important role in broader market stabilization efforts.
Operating Subsidies Interim Housing	<p>Eligible Uses should be categorized here when costs support operations in interim housing serving people experiencing homelessness. Operating subsidies may include operating reserves (funds held in reserve to cover large, unexpected operating expenses).</p> <p>Examples:</p> <ul style="list-style-type: none"> • Subsidies that support ongoing operation and availability of existing interim housing (both congregate and non-congregate).
Interim Housing	<p>Eligible Uses should be categorized here when costs support the provision of interim housing.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Acquisition of land, building, etc. • Improvement or renovation of land or building being used as interim housing. • Maintenance of land or building being used as interim housing. • Navigation centers that are low barrier, as defined in Sections 65660 and 65662 of the Government Code. • Motel or hotel vouchers. • Services provided to people in interim housing, to include trauma-informed and evidence-based intensive case management services, housing navigation, connecting people to substance use or mental health treatment, public benefits advocacy, and other supportive services to promote stability and referral into permanent housing. • Youth-focused services in interim housing. • Capital funding to build new non-congregate interim housing sites, including for construction, rehabilitation, and capital improvements to convert existing buildings to interim housing.
Improvements to Existing Interim Housing	<p>Eligible Uses should be categorized here when costs support renovation of existing interim housing to improve the quality of the life for people experiencing homelessness who are residing in the interim housing.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Maintenance of an interim housing facility. • Minor/major rehabilitation or renovation of an interim housing facility. • Minor/major conversion, additions, updates, and/or enhancements that lower barriers and/or increase privacy.
Systems Support	<p>Eligible Uses should be categorized here when the cost supports homelessness services system infrastructure, regional coordination, and/or improves accessibility and outcomes generally, as opposed to specific client(s).</p> <p>Examples:</p> <ul style="list-style-type: none"> • Incorporate regional data into housing needs. • Assessments or developing a regional needs assessment. • Collaborate on regional housing strategies. • Pooling resources to support regional housing initiatives.

Street Outreach	<p>Eligible Uses should be categorized here when costs support Outreach programs.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Services for people experiencing unsheltered homelessness, including, but not limited to, persons experiencing homelessness living in encampment sites and being engaged through the Encampment Resolution Grant program to help them transition to permanent housing with services attached. • Evidence-based street engagement services. • Intensive case management services. • Assertive community treatment. • Housing navigation. • Harm reduction services. • Coordination with street-based health care services. • Hygiene services for unsheltered individuals and people living in encampments.
Services Coordination	<p>Eligible Uses should be categorized here when costs support wrap-around services not directly provided through another project.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Access to workforce, education, and training programs. • To access legal/advocacy services. • Individual counseling and service planning. • Helping to coordinate medical and mental health appointments, obtaining benefits and medical insurance. • Making referrals to community-based services. • Other services needed to promote housing stability in supportive housing.

Exhibit B
Rating and Ranking/Approval Criteria

	Component	Explanation	Maximum Points
1	Experience	<p>Applicant has experience in effectively utilizing federal, state, and local funds.</p> <p>Organization has experience in providing services or utilizing funding with the goal of preventing, reducing, or ending homelessness for their proposed population, and achieving measurable outcomes for their populations.</p>	10
2	Organizational Capacity	<p>Applicant has the capacity and readiness to deliver the proposed project.</p> <p>Applicant has experience with housing program requirements, including but not limited to HMIS data entry, coordinated entry, and housing first principles.</p>	15
3	Program Design	<p>Provide an overview of the proposed program activities. Including but not limited to:</p> <ul style="list-style-type: none"> • The target population; • Understanding of program requirements • The gaps the project will address and the intended outcomes; • Planned partnerships; • Description of evidence or historical data supporting the efficacy of the proposed program and • Plan for implementation 	20
4	Impact and Effectiveness	<p>Project serves the goals and priorities outlined in the Local Homeless Action Plan and clearly articulates the intended outcomes of the project on the community and populations of interest.</p> <p>Include plan for measuring and evaluating the project to determine if it is achieving its goals.</p> <p>Describes a robust plan for measuring and reporting those outcomes through the duration of the project and how it will create a population level impact.</p> <p>The project describes planned partnerships or leveraging funds that will maximum the outcomes.</p> <p>Plan for measuring and evaluating the project to determine if it is achieving its goals.</p>	20
5	Funding Plan	<p>Provides detail how organization plans to use the full amount of HHAP funds requested (including youth set-aside), what activities the funds will support, how it will complement existing funds.</p> <p>Plan for measuring and evaluating how funds were used to determine if project is achieving its goals</p>	15

6	Equity	<p>Actions that your organization will take to ensure racial and gender equity in service delivery, housing placements, and housing retention and changes to procurement or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.</p> <p>Additional actions that your organization will take to serve those with mental and behavioral health issues and criminal justice involvement.</p>	10
7	System Improvements	<p>Specific and quantifiable system improvements or strategies organization will take to improve the number of people experience homelessness upon exiting institutional settings (examples: jail/prison, behavioral health facilities, foster care).</p> <p>Connecting people experiencing homelessness to all eligible benefit programs.</p> <p>Additional system improvements, if applicable.</p>	10
		Total Points	100

Homeless Housing, Assistance and Prevention Program- Round 4

Legal Name of Applicant Organization:			
Pathways to Housing			
Contact Name:	Phone:	Fax:	Email:
Lesha Schaefer	530-410-8190		lschaefer@reddingpathways.org
Agency UEI Number	County:	Agency Tax ID Number:	Total amount of requested funds:
KAHRGZDBHLV9	Shasta	84-3296999	140,000.00
<p>1) Experience: Provide an overview of your organization and experience effectively utilizing federal, state or local funds. Describe your organization's experience in providing services or utilizing funding with the goal of preventing, reducing, or ending homelessness for an identified proposed population, and achieving measurable outcomes for the identified populations.</p>			
<p>Pathways to Housing provides a medical respite facility for the HOPE Medical Respite Program. We also provide Short Term Post Hospitalization services and daily meals to other programs operated by SCHC. We have utilized several funding streams to purchase and rehab the facility and develop and operate the program. We have operated this program since 2020 and our records indicate the need for growth due to the need for services. Respite services have proven to increase improved health outcomes for unsheltered individuals, reducing unnecessary hospital stays and ER utilization and connecting people with case management and other sustainability services. People can stay at the facility for up to 90 days reducing the amount of time people are unsheltered.</p>			
<p>2) Organizational Capacity: Provide an explanation of your organization's capacity to deliver the project, including but not limited to, an explanation of the staffing structure, existing resources that will be leveraged, and understanding and participation with HMIS data entry, coordinated entry, and implementation of housing first principles.</p>			
<p>Medical respite is designed from Housing First principals, we do not require anyone to meet a certain threshold in order to receive services. Participation in the program is dependent on the client's behavior. All clients are entered into HMIS and CE. We have awake staff around the clock 365 days per year. This program operates on braided funding sources including HHAP 3, PATH Cited, Partnership Health Plan, Common Spirit/Dignity Health, Community Foundation, McConnel Foundation, Rancheria Foundation, Women's Fund and other community individual or business contributions. We also rely on in kind donations from the community and local food banks.</p>			

3) Program Design: Provide an overview of the proposed program activities. Including but not limited to:

- The target population;
- Understanding of program requirements
- The gaps the project will address and the intended outcomes;
- Planned partnerships;
- Description of evidence or historical data supporting the efficacy of the proposed program and
- Plan for implementation

Medical Respite serves the unsheltered population with an acute illness or injury.

Program requirements; must have an acute illness or injury, must be unsheltered or have an unsafe housing situation, and must engage in medical treatment plan.

This program addresses the lack of bed space for medical recovery, early and unsafe discharges from the hospital, unattainable health management for the unsheltered, the need for clean or refrigerated medical supplies, and the need for mobility devices.

We partner with Shasta Community Health Center on program implementation and operations.

We have served over 450 patients since November of 2020, provided over 16,000 nights of respite which is time people would have been sleeping on the streets or the shelter. We have provided over 37,000 nutritious meals, reducing food insecurities and gaining nutrition. All patients are connected to a case manager to assist with basic needs and connecting to housing options.

4) Impact and Effectiveness: Describe the goals and outlined in the Local Homeless Action Plan and clearly articulate the intended outcomes of the project on the community and populations of interest.

Include plan for measuring and evaluating the project to determine if it is achieving its goals.

Describes a robust plan for measuring and reporting those outcomes through the duration of the project and how it will create a population level impact.

The project describes planned partnerships or leveraging funds that will maximum the outcomes.

The goals of medical respite are to get people off the street who are too fragile to engage in medical treatment. Provide a safe and stable environment for people to live while they are recovering from an acute illness or injury, provide education on medication and disease management, or going through a high risk pregnancy.

We keep data on reason for admit, length of time in program, services they received while in program, if patients return to ER due to evaluation or needing a higher level of care, where they discharge to after they complete the program including if they obtained housing.

We also do client surveys at time of discharge to determine if their medical needs were met, if their case management needs were met, if their health outcome has improved, if the services they received were helpful in helping them to move forward towards a housing goal and what, if any, improvements can be made to the program. Planned partnerships with Shasta Community Health Center. SCHC provides the medical care and the case management

5.a) Funding Plans: Budget Table. Complete the table below with the requested funding, and the desired eligible use categories. Note: Identify what percentage of funds will be utilized toward youth set aside activities.

Eligible Use Category	Amount
Delivery of Permanent Housing	\$
Delivery of Permanent Housing - Youth	\$
Rapid Rehousing	\$
Rapid Rehousing - Youth	\$
Prevention and Shelter Diversion	\$
Prevention and Shelter Diversion - Youth	\$
Operating Subsidies – Permanent housing	\$
Operating Subsidies – Permanent housing – Youth	\$
Operation Subsidies – Interim Housing	140,000.00 \$
Operation Subsidies – Interim Housing - Youth	\$
Improvement to Existing Interim Housing	\$
Improvement to Existing Interim Housing - Youth	\$
Street Outreach	\$
Street Outreach - Youth	\$
Systems Support	\$
Systems Support - Youth	\$
Total	140,000.00 \$
<p>5.b) Funding Plans: Budget Narrative. Explain in detail how your organization plans to use the full amount of HHAP funds requested (including youth set-aside), what activities the funds will support, how it will complement existing funds.</p> <p>Plan for measuring and evaluating how funds were used to determine if project is achieving its goals</p> <p>In 2023 we had \$149,736.00 of funds that were not covered by billings. We were able to cover the gap in funding with several different grant opportunities and contributions from individuals and businesses. Grant funding sources are listed in question 2.</p> <p>These funds will support the operations of the Medical Respite facility and operations of the program.</p> <p>Evaluation of project. We have weekly team meetings with SCHC regarding all patients and the progress they are making as well as the supportive services they are engaging in. We have a quarterly meeting with stakeholders to go over data, report outcomes and receive feedback. We have regular communication with the National Institute of Medical Respite Care. We have completed a national certification process with NIMRC to produce systems standards and procedures.</p>	
<p>6) Equity: Describe specific actions that your organization will take to ensure racial and gender equity in service delivery, housing placements, and housing retention and changes to procurement or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services. Also describe any additional actions that your organization will take to serve those with mental and behavioral health issues and criminal justice involvement.</p>	

Our services are located in a rural area with a predominately caucasian population. We take all people based on medical necessity. We do not have any thresholds regarding race or gender.

provide services to people that have mild to severe mental illness, people with an unsafe criminal history along with individuals with behavior issues. Since we operate a congregate setting and scattered site setting, individuals that would not or do not do well in a congregate setting can be placed in a motel and will be provided the same services as the ones provided in the respite facility. This program has drug and alcohol counseling and behavioral health counseling available on site, through SCHC, for patients to assist in patient symptom management and regulation.

7) System Improvements: Describe any specific and quantifiable system improvements or strategies that your organization will take to improve:

The number of people experience homelessness upon exiting institutional settings (examples: jail/prison, behavioral health facilities, foster care)

Connecting people experiencing homelessness to all eligible benefit programs

Additional system improvements, if applicable.

Currently we take patients that are exiting institutional settings as well as patients discharging from the hospital or skilled nursing facilities and patients living in encampments that might go to the hospital for primary care reasons.

All patients are connected to a case manager to assist them with applying for benefits such as Food Stamps, Cal Works, drug and alcohol services, mental health services, medical insurance, and securing documents such as ID card, SS card, birth certificates etc.

Select check boxes below to certify that if selected for funding, the agency is willing to comply with:

☒ Homeless Manage Information System (HMIS) data requirements

☒ Compliance with grant terms and conditions as indicated in the Notice of Funding Availability:

☒ Enter into a contract with the City of Redding as the Administrative Entity for the NorCal CoC

☒ Comply with required monitoring per state or federal law, including but not limited to Chapter 6 of the Health and Safety Code, which can be viewed here:

https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?lawCode=HSC&division=31.&title=&part=1.&chapter=1

[pter=6.&article=](#)

Lesha Schaefer

Lesha Schaefer
Authorized Representative
Printed Name

Authorized Representative Signature _____ Date 7-22-24

Executive Director

Title

For Lead Agency Use Only:	Received by Deadline	Yes / No	Project Funded	Yes / No
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Exhibit C: Notice of Funding Availability Questionnaire
Homeless Housing, Assistance and Prevention Program- Round 4

Legal Name of Applicant Organization: The Good News Rescue Mission			
Contact Name: Justin Wandro	Phone: 916-710-1973	Fax: 530-242-5924	Email: JWandro@gnrm.org
Agency UEI Number GPUJZBT31LA4	County: Shasta	Agency Tax ID Number: 94-1652602	Total amount of requested funds: \$302,837

1) Experience: Provide an overview of your organization and experience effectively utilizing federal, state or local funds. Describe your organization's experience in providing services or utilizing funding with the goal of preventing, reducing, or ending homelessness for an identified proposed population, and achieving measurable outcomes for the identified populations.

The Good News Rescue Mission, established in 1964, is a private 501(c)(3) nonprofit organization dedicated to serving individuals experiencing homelessness and addiction in the North State. Over the past 60 years, we have grown to become one of the largest providers of homeless services in the region, offering a comprehensive range of programs aimed at preventing, reducing, and ending homelessness.

Experience with Federal, State, and Local Funds

Our organization has extensive experience in effectively utilizing federal, state, and local funds. We have successfully managed grants and funding from sources such as the Affordable Housing Program (AHP) through the FHLBank, the Community Development Block Grant (CDBG), the Emergency Food and Shelter National Board Program (EFSP), the State funded Encampment Resolution Grant, the Housing and Homelessness Incentive Program (HHIP), and various private foundations. This funding has been instrumental in supporting our diverse range of services and programs, allowing us to achieve measurable outcomes and positively impact the lives of thousands of individuals.

Services and Programs

1. **Emergency Shelter:** We provide overnight shelter for 175-225 individuals each night, offering a safe and supportive environment for those in crisis. Our shelter services are designed to be low-barrier, ensuring accessibility for all individuals regardless of their circumstances.
2. **Food Services:** Our kitchen prepares and serves over 500 hot meals per day, totaling more than 140,000 meals annually. This service ensures that our guests receive nutritious food, which is essential for their overall well-being and stability.
3. **Intake Center:** The Intake Center provides comprehensive resource counseling and case management for all shelter participants. This includes assistance with obtaining identification, accessing public benefits, and developing personalized action plans to achieve housing stability.
4. **Drug & Alcohol Residential Recovery Program:** This program offers a 6-12 month live-in recovery program for up to 75 participants at a time. The program includes intensive counseling, life skills training, and support for individuals working towards sobriety and stable housing.

5. **Academic Center:** Our Academic Center provides a variety of services aimed at improving job readiness and educational outcomes. This includes work search assistance, job readiness training, GED preparation, job search support, interview training, financial literacy classes, and life skills counseling.
6. **Street Outreach Program:** Our Street Outreach Program engages with individuals experiencing homelessness in encampments and other locations, providing essential supplies, case management, and connections to services. The goal is to build trust and help individuals transition to emergency shelter, medical care, mental health services, and stable housing by establishing relationships and building trust.
7. **Day Resource Center:** The Day Resource Center provides a safe space for individuals to cool off or warm up, access basic necessities, and connect to resources. Guests can find shelter, hygiene facilities, and support services to help stabilize their lives and transition to permanent housing.

Measurable Outcomes

Our services are designed to achieve measurable outcomes that contribute to the overall goal of preventing, reducing, and ending homelessness. Key outcomes include:

- **Increased Housing Stability:** Through our case management and housing navigation services, many of our guests transition from homelessness to stable housing.
- **Improved Employment Rates:** Our job readiness programs and partnerships with local employers help individuals secure employment, which is critical for long-term stability.
- **Enhanced Well-being:** Access to shelter, nutritious meals, medical care, and mental health services improves the overall well-being of our guests, making it easier for them to pursue and maintain stable housing.

Conclusion

The Good News Rescue Mission's long history of effectively utilizing diverse funding sources and our comprehensive approach to service delivery have positioned us as a leader in addressing homelessness in the North State. Our experience and dedication to achieving measurable outcomes make us well-suited to manage and operate the proposed 17-unit Micro-Shelter program, ensuring its success and sustainability.

2) Organizational Capacity: Provide an explanation of your organization's capacity to deliver the project, including but not limited to, an explanation of the staffing structure, existing resources that will be leveraged, and understanding and participation with HMIS data entry, coordinated entry, and implementation of housing first principles.

The Good News Rescue Mission has the organizational capacity to effectively deliver the proposed 17-unit Micro-Shelter program. With a dedicated team of 37 staff members, we have created a supportive culture that prioritizes the well-being of both staff and guests. Our leadership team has extensive experience in hiring, training, and supporting staff, ensuring a high level of competency and dedication across all levels of the organization. This strong foundation enables us to manage and implement complex projects like the Micro-Shelter program successfully.

Our current operations closely mirror the requirements of the Micro-Shelter program, which positions us well for a seamless implementation. Our existing emergency shelter and comprehensive support services provide a solid framework that we can extend to the Micro-Shelter units. We have well-established systems and processes for case management, food services, hygiene, and security that have proven effective in stabilizing individuals and helping them transition to permanent housing. By leveraging these existing structures, we can ensure that the Micro-Shelter program benefits from our extensive experience and established best practices.

Staffing Structure

- **Program Manager & Project Supervisor:** Cassi Coonce, our experienced Guest Services Manager, will oversee the Micro-Shelter program. She has extensive experience in managing homeless services and coordinating with various stakeholders.
- **Case Managers:** We will hire two full-time Case Managers who will provide intensive case management, housing navigation, and connections to support services. These professionals will be trained in trauma-informed care, motivational interviewing, and housing first principles.
- **Site Manager:** One full-time Site Manager will manage the daily operations of the Micro-Shelter program, ensuring a safe and supportive environment for all guests.

Existing Resources

The Micro-Shelter program will leverage several existing resources on our campus to enhance service delivery and reduce costs:

- **Community:** At the Mission we have a vibrant and healthy community nurtured by our staff and over 400 active volunteers. The guests utilizing the Micro-Shelter program will be welcomed into this safe, healthy, and encouraging community.
- **Hygiene Facilities:** Our facility has showers, restrooms, and all the hygiene and personal products needed for those staying in the Micro-Shelters.
- **Food Services:** We serve over 500 hot meals daily, ensuring that all Micro-Shelter residents receive three nutritious meals each day.
- **Day Resource Center:** This center offers a safe space for individuals to access basic necessities, cool off or warm up, and connect to resources and community during the day.
- **Academic Center:** All guests have access to our job readiness and life skills classes and workshops. Our on-site Life Coach will be available to meet with each individual staying in the shelter and help them identify and work towards their academic, career, and life skills goals.
- **Medical Care:** Shasta Community Health Center HOPE clinic has a permanent facility on-site and is able to provide medical care and services to most guests on campus.
- **Recovery Services:** Our on-site drug and alcohol recovery program team will be able to provide out-patient recovery services and programs to any guests desiring and in need of services.

HMIS Data Entry and Coordinated Entry

The Good News Rescue Mission is a licensed and active user of the Homeless Management Information System (HMIS) and actively participates in coordinated entry systems. Several of our staff are trained in HMIS data entry, ensuring accurate and timely reporting of client information. We collaborate closely

with local Continuums of Care (CoC) to ensure that individuals are prioritized for housing and services based on their needs.

Implementation of Housing First Principles

Our organization is committed to the Housing First approach, which prioritizes providing permanent housing to individuals experiencing homelessness without preconditions. We believe that stable housing is a foundational element for addressing other issues such as mental health, substance use, and employment. Our programs are designed to be low-barrier, ensuring that individuals can access services regardless of their current situation. By focusing on immediate access to housing and supportive services, we aim to reduce the duration of homelessness and improve long-term outcomes for our guests.

Guests entering the Micro-Shelter program will be with the understanding that they're primary goal is to stabilize sufficiently to move into permanent housing as quickly as possible. Our Case Managers will prioritize finding permanent housing and transitioning our guests out of the Micro-Shelters as soon as they are ready.

In conclusion, the Good News Rescue Mission's robust staffing structure, extensive resources, and commitment to best practices in homeless services position us to effectively deliver the proposed Micro-Shelter program. Our experience with HMIS, coordinated entry, and Housing First principles will ensure the program's success and sustainability.

3) Program Design: Provide an overview of the proposed program activities. Including but not limited to:

- The target population;
- Understanding of program requirements
- The gaps the project will address and the intended outcomes;
- Planned partnerships;
- Description of evidence or historical data supporting the efficacy of the proposed program and
- Plan for implementation

Overview of the Proposed Program Activities

The 17-unit Micro-Shelter program is designed to provide temporary, low-barrier interim housing to individuals experiencing homelessness in Redding, CA. This program will offer comprehensive support services aimed at stabilizing residents and transitioning them to permanent housing as quickly as possible.

Target Population

The target population for this program includes single adults and individuals with complex needs who are experiencing homelessness. Priority will be given to those who are most vulnerable, including individuals with mental health issues, substance use disorders, and those who have been homeless for an extended period. We will work closely with the CIRT team, our own Outreach team, and Coordinated Entry to target the most vulnerable who meet the criteria for the program.

Understanding of Program Requirements

Our team has a thorough understanding of the program requirements, including the need for intensive case management, housing navigation, and the provision of supportive services. We are committed to adhering to the guidelines and ensuring that all activities align with the Housing First principles and other best practices in homeless services.

Gaps the Project Will Address and Intended Outcomes

The Micro-Shelter program aims to address several critical gaps in the current homeless service system:

- **Temporary Housing:** Providing immediate, safe, and low-barrier interim housing in a non-congregate setting for individuals experiencing homelessness.
- **Support Services:** Offering comprehensive case management, housing navigation, and connections to mental health, substance use treatment, and other support services.
- **Stabilization and Transition:** Facilitating a smooth transition from homelessness to stable, permanent housing.

The intended outcomes of the program include:

- Reducing the number of individuals experiencing unsheltered homelessness in Redding.
- Increasing the number of individuals who transition from temporary shelter to permanent housing.
- Improving the overall health and well-being of program participants through access to supportive services.

Program Operation

Upon entry into the Micro-Shelter program, individuals will undergo a comprehensive intake process to assess their immediate needs and develop personalized service plans. This initial assessment will include evaluating housing barriers, mental health and substance use needs, and connections to medical care. Our case managers will use Trauma Informed Motivational Interviewing techniques to help residents identify their goals and create actionable steps towards achieving them.

Case management will include:

- **Housing Navigation:** Assisting residents in finding and securing permanent housing through landlord engagement, housing applications, and addressing any barriers such as credit repair and financial literacy.
- **Supportive Services:** Connecting residents with necessary resources such as job training, educational programs, and mental health or substance use treatment.
- **Ongoing Assessment and Adjustment:** Regularly evaluating each resident's progress and adjusting their service plans as needed to ensure they are on track to achieve their goals.

Residents will also have access to:

- **Emergency Shelter Services:** Showers, hygiene products, etc..
- **Food Services:** Ensuring all residents receive three nutritious meals daily.

- **Day Resource Center:** Offering a safe space to access basic necessities, rest, and connect to community resources during the day.
- **Academic Center:** Providing job readiness and life skills classes, as well as one-on-one coaching to help residents achieve their personal and professional goals.
- **Medical Care:** Access to on-site medical services through the Shasta Community Health Center HOPE clinic.
- **Recovery Services:** Outpatient recovery programs for those needing substance use treatment.

Planned Partnerships

We have established strong partnerships with several key organizations to enhance service delivery:

- **Crisis Intervention Response Team (CIRT):** To provide immediate support and crisis intervention.
- **Shasta Community Health Center HOPE Clinic:** For on-site medical care and services.
- **Faithworks:** For transitional and permanent housing.
- **Shasta County HHSA:** Mental health services and peer specialists.
- **The Manor:** Transitional housing to facilitate smooth transitions to permanent housing.
- **Additional Drop In Service Partners:** Nations Finest, Vynca Care, Community Behavioral Health, CalVet, Department of Rehabilitation, Renewed Life Medical Group, and more.

Evidence or Historical Data Supporting the Efficacy of the Proposed Program

Our existing programs, such as the emergency shelter and recovery services, have demonstrated significant success in stabilizing individuals and transitioning them to permanent housing. Over the past ten years we have provided services to over 13,000 and helped many of them transition to stable housing. Similarly, our drug and alcohol recovery program has supports up to 75 participants at a time, with many achieving long-term sobriety and stable housing.

There are many micro-shelter projects across the country. One such project in King County, Washington run by the Low Income Housing Institute has seen a 63% success rate of moving individuals experiencing homelessness into permanent housing. This is a significant improvement over success rates in traditional congregate shelters.

Plan for Implementation

The Micro-Shelter project has been fully approved and permits issued by the City of Redding. We are finalizing selection of the contractor and site work will begin in August. The site is expected to be completed and move-in ready by the end of September. As the site nears completion we will hire the staff and begin evaluating potential guests to participate in the program.

The implementation of the Micro-Shelter program will follow a structured timeline:

- **August:** Site work begins preparing for Micro-Shelter installation.

- **September:** Site work complete and Micro-Shelter's installed. Staff hired and initial guest residents chosen.
- **October:** Officially launch the Micro-Shelter program, begin intake and assessment of guests, and provide immediate access to shelter and support services.
- **Ongoing:** Continuously evaluate program effectiveness, make necessary adjustments, and work towards transitioning guests to permanent housing.

This structured approach, combined with our experienced team and robust community partnerships, will ensure the successful implementation and operation of the Micro-Shelter program, ultimately reducing homelessness and improving the quality of life for participants.

4) **Impact and Effectiveness:** Describe the goals and outlined in the Local Homeless Action Plan and clearly articulate the intended outcomes of the project on the community and populations of interest. Include plan for measuring and evaluating the project to determine if it is achieving its goals. Describes a robust plan for measuring and reporting those outcomes through the duration of the project and how it will create a population level impact. The project describes planned partnerships or leveraging funds that will maximum the outcomes.

Goals and Intended Outcomes

The goals of the Micro-Shelter program align with the objectives outlined in the Local Homeless Action Plan, which focuses on reducing unsheltered homelessness, increasing access to permanent housing, and improving the overall health and stability of individuals experiencing homelessness. The intended outcomes for the Micro-Shelter program are:

1. **Reduce Unsheltered Homelessness:** By providing 17 units of safe, low-barrier non-congregate interim housing, we aim to decrease the number of individuals living on the streets or in unsafe conditions in Redding.
2. **Increase Housing Stability:** Through intensive case management and housing navigation services, we will support residents in transitioning from interim housing to stable, permanent housing.
3. **Improve Health and Well-Being:** By connecting residents to medical care, mental health services, and substance use treatment, we will enhance their overall health and well-being.
4. **Enhance Community Integration:** Providing access to our Day Resource Center and community-building activities will help residents feel connected and supported within the broader community.

Plan for Measuring and Evaluating the Project

To ensure the Micro-Shelter program is achieving its goals, we will implement a comprehensive evaluation and reporting system that includes the following components:

1. **Data Collection:** Utilize the Homeless Management Information System (HMIS) to track client data, including demographics, service utilization, and housing outcomes.
2. **Regular Assessments:** Conduct regular assessments of residents' progress towards their housing and personal goals. Case managers will use these assessments to adjust service plans as needed.

3. **Outcome Metrics:** Track key metrics such as the number of residents who transition to permanent housing, the duration of stays in the Micro-Shelter units, and improvements in health and well-being.
4. **Client Feedback:** Gather feedback from residents through surveys and focus groups to understand their experiences and identify areas for improvement.
5. **Quarterly Reports:** Provide quarterly reports to stakeholders, including the City of Redding, detailing the program's progress and outcomes.

Creating Population-Level Impact

The Micro-Shelter program aims to create a population-level impact by:

1. **Addressing Immediate Needs:** Providing immediate, safe housing for individuals experiencing homelessness, reducing the number of people living in unsafe conditions.
2. **Facilitating Transitions to Permanent Housing:** By focusing on housing navigation and support services, we will help residents move from interim housing to permanent, stable housing, thereby reducing the overall homeless population.
3. **Improving Health Outcomes:** Connecting residents to medical, mental health, and substance use treatment services will improve their overall health, reducing the strain on emergency services and healthcare systems.
4. **Strengthening Community Ties:** Through our community-building activities and access to the Day Resource Center, residents will feel more connected and supported, fostering a sense of belonging and stability.

Planned Partnerships and Leveraging Funds

To maximize the impact of the Micro-Shelter program, we will focus on the following strategies:

1. **Housing Vouchers:** We will prioritize getting residents signed up on Housing Voucher lists immediately upon entry into the program, expediting their transition to permanent housing.
2. **Mental Health Services:** We will connect guests with HHSA mental health services, ensuring they receive the necessary support and treatment for their mental health needs.
3. **Employment and Education:** Utilizing our Academic Center and partnering with organizations like the SMART Center, we will provide job readiness training, educational support, and employment opportunities to help residents achieve self-sufficiency.
4. **Private Donations:** We will leverage private donations to cover costs outside of this grant funding, ensuring the sustainability and comprehensive support of the program. These donations will be used for additional services and resources that enhance the well-being and stability of our residents.

In conclusion, the Good News Rescue Mission's Micro-Shelter program is designed to have a significant impact on reducing homelessness in Redding. By providing safe, interim housing and comprehensive support services, we aim to stabilize individuals, improve their health and well-being, and transition them to permanent housing. Our robust evaluation plan will ensure we achieve these goals and create a lasting, positive impact on the community.

5.a) Funding Plans: Budget Table. Complete the table below with the requested funding, and the desired eligible use categories. Note: Identify what percentage of funds will be utilized toward youth set aside activities.

Eligible Use Category	Amount
Delivery of Permanent Housing	\$
Delivery of Permanent Housing - Youth	\$
Rapid Rehousing	\$
Rapid Rehousing - Youth	\$
Prevention and Shelter Diversion	\$
Prevention and Shelter Diversion - Youth	\$
Operating Subsidies – Permanent housing	\$
Operating Subsidies – Permanent housing – Youth	\$
Operation Subsidies – Interim Housing	\$302,837
Operation Subsidies – Interim Housing - Youth	\$
Improvement to Existing Interim Housing	\$
Improvement to Existing Interim Housing - Youth	\$
Street Outreach	\$
Street Outreach - Youth	\$
Systems Support	\$
Systems Support - Youth	\$
Total	\$302,837

5.b) Funding Plans: Budget Narrative. Explain in detail how your organization plans to use the full amount of HHAP funds requested (including youth set-aside), what activities the funds will support, and how it will complement existing funds.

Plan for measuring and evaluating how funds were used to determine if project is achieving its goals

The Good News Rescue Mission plans to use the full amount of HHAP funds requested to support the operation of our 17-unit Micro-Shelter program. The requested funds will be allocated primarily towards personnel, meals, utilities, insurance, and maintenance needed to ensure the effective operation and sustainability of the program.

	HHAP Requested Funds	Other Funding Sources	Total Budget
Personnel	\$ 200,230		\$ 200,230
Meals & Food	\$ 18,000	\$ 75,075	\$ 93,075
Utilities	\$ 41,236		\$ 41,236
Insurance	\$ 9,000		\$ 9,000
Maintenance	\$ 6,900		\$ 6,900
Supplies		\$ 5,000	\$ 5,000
Hygiene Items		\$ 5,000	\$ 5,000
IT (Wifi & Tech)		\$ 4,740	\$ 4,740
Staff Trainings		\$ 2,500	\$ 2,500
Linens		\$ 2,400	\$ 2,400
Client Needs		\$ 2,400	\$ 2,400
Animal Services		\$ 1,800	\$ 1,800
Misc.		\$ 1,500	\$ 1,500
Sub Total	\$ 275,366	\$ 102,515	\$ 377,881

Admin (10%)	\$ 27,471	\$ 10,251	\$ 37,722
Total	\$302,837	\$112,766	\$415,603

Personnel Costs:

- **Total: \$200,230**
 - Two Full-Time Case Managers: \$127,940 total wages and benefits. These professionals will provide intensive case management for guests, helping them navigate housing resources and support services.
 - One Full-Time Site Manager: \$63,970 total wages and benefits. This manager will oversee the daily operations of the Micro-Shelter program, ensuring a safe and supportive environment for all guests.
 - One Part-Time Project Supervisor: \$8,320 total. This supervisor will oversee program implementation, training, and evaluation, devoting approximately 4 hours per week.

Meals and Food:

- **Total: \$18,000**
 - The Mission will provide three meals per day for residents, costing approximately \$93,075 annually. Of this, \$75,075 will be covered by other funding sources.

Utilities:

- **Total: \$41,236**
 - Includes costs for electricity, water, sanitation, and trash services necessary for the operation of the Micro-Shelters.

Insurance:

- **Total: \$9,000**
 - Liability insurance to cover the increased costs associated with allowing guests to have pets.

Maintenance:

- **Total: \$6,900**
 - Costs for repairs, structure maintenance, and grounds maintenance to ensure the shelters remain in good condition.

Administrative Costs:

- **Total: \$27,471**
 - A 10% administration fee to cover the costs associated with managing the program.

All other costs will be funded utilizing other sources including private donations.

Plan for Measuring and Evaluating Fund Use: We will implement a robust system for measuring and evaluating the use of HHAP funds to ensure the project achieves its goals. This will include:

- **Monthly Financial Reports:** Tracking expenditures against the budget to ensure funds are used appropriately and efficiently.
- **Outcome Tracking:** Monitoring key performance indicators such as the number of individuals served, the number transitioning to permanent housing, and improvements in health and well-being.
- **Regular Audits:** Conducting periodic financial and program audits to ensure compliance with grant requirements and identify areas for improvement.
- **Stakeholder Reports:** Providing detailed reports to stakeholders, including the City of Redding, on the progress and impact of the program.

By leveraging existing resources, such as private donations and other funding sources, we will ensure the sustainability of the Micro-Shelter program and maximize its impact on reducing homelessness in our community.

6) Equity: Describe specific actions that your organization will take to ensure racial and gender equity in service delivery, housing placements, and housing retention and changes to procurement or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services. Also describe any additional actions that your organization will take to serve those with mental and behavioral health issues and criminal justice involvement.

The Good News Rescue Mission is deeply committed to promoting equity in all aspects of our service delivery, recognizing that individuals experiencing homelessness are often among the most underserved populations. Our approach is guided by the belief that every person, regardless of their background, race, or gender deserves access to safe, supportive, and equitable services.

Equity in Service Delivery for the Homeless Population:

- **Inclusive Policies:** We have implemented policies that explicitly prohibit discrimination based on race, gender, sexual orientation, religion, disability, or national origin. These policies are enforced rigorously to ensure all guests receive equitable treatment.
- **Diverse Staffing:** We strive to maintain a diverse workforce that reflects the community we serve. Over half of our staff have lived experience with homelessness or addiction, providing a unique and empathetic perspective that enhances our service delivery.

Support for Individuals with Mental and Behavioral Health Issues:

- **Integrated Services:** Our program includes close partnerships with mental and behavioral health service providers. This includes counseling, substance use treatment, and peer support services designed to help individuals manage their mental health and achieve stability.

- **Trauma-Informed Care:** Ongoing training in trauma-informed care practices is provided for staff to ensure that our services are delivered in a way that acknowledges and addresses the trauma that many of our guests have experienced. This approach helps to create a safe and supportive environment for healing and recovery.

Support for Justice-Involved Individuals:

- **Collaboration with Justice System:** We have a long-standing relationship with local probation, the Day Reporting Center, and the court system. We regularly work with justice-involved individuals, providing them with the support needed to reintegrate into society successfully.
- **Reentry Programs:** We offer specialized support for individuals transitioning from incarceration, including reentry programs that focus on housing stability, employment, and mental health services. These programs are designed to reduce recidivism and support successful reintegration into the community.
- **Education:** We partner with the Shasta College STEP-UP Program to provide academic pathways for recently incarcerated individuals.

Changes to Procurement and Policies:

- **Inclusive Procurement Practices:** We are committed to ensuring that our procurement practices promote equity. This includes working with minority-owned and women-owned businesses whenever possible and ensuring that our procurement processes are transparent and accessible.
- **Continuous Improvement:** We regularly review our policies and practices to identify and address any disparities in service delivery or outcomes. This includes soliciting feedback from guests and community stakeholders to ensure that our programs remain responsive to the needs of all individuals.

By taking these actions, the Good News Rescue Mission aims to create an equitable, inclusive, and supportive environment for all individuals experiencing homelessness. Our commitment to underserved populations, coupled with targeted support for those with mental and behavioral health issues and justice involvement, ensures that we are addressing the needs of our most vulnerable populations effectively and compassionately.

7) System Improvements: Describe any specific and quantifiable system improvements or strategies that your organization will take to improve:

The number of people experience homelessness upon exiting institutional settings (examples: jail/prison, behavioral health facilities, foster care)

Connecting people experiencing homelessness to all eligible benefit programs

Additional system improvements, if applicable.

The Good News Rescue Mission is committed to reducing homelessness among individuals exiting institutional settings through targeted strategies and robust partnerships. We currently collaborate with local probation offices to provide exit directly into our shelter and Recovery Programs and this year will have our first Sober Living home available for justice involved individuals. This initiative ensures that those transitioning out of incarceration have access to safe and supportive housing, significantly reducing their risk of homelessness. Also, we are developing a comprehensive re-entry program that will offer intensive case management, housing navigation, and employment support to individuals exiting jails and

prisons. By addressing the unique needs of this population, we aim to improve their chances of successful reintegration and long-term housing stability.

Connecting people experiencing homelessness to all eligible benefit programs

Our case management team is dedicated to ensuring that all clients are connected to the benefits they are eligible for. We work closely with local agencies, including the Shasta County Health and Human Services Agency (HHSA), to streamline the application process for programs such as SNAP, SSI/SSDI, and veterans' benefits. On-site resource navigators provide personalized assistance to help clients understand and apply for these programs, ensuring they have access to the financial resources necessary for stability and self-sufficiency. This proactive approach helps bridge the gap between individuals experiencing homelessness and the benefits they need to achieve long-term housing stability.

Additional system improvements, if applicable

In addition to our current initiatives, the Good News Rescue Mission is committed to continuous improvement through data-driven strategies and community collaboration. We actively participate in the local Continuum of Care (CoC) and utilize the Homeless Management Information System (HMIS) to track client progress and outcomes. This allows us to identify service gaps and make informed decisions to enhance our programs. By leveraging our partnerships, data, and ongoing community engagement, we aim to create a more efficient and effective system that reduces homelessness and supports sustainable outcomes for our clients.

Select check boxes below to certify that if selected for funding, the agency is willing to comply with:

- ☒ Homeless Manage Information System (HMIS) data requirements
- ☒ Compliance with grant terms and conditions as indicated in the Notice of Funding Availability:
- ☒ Enter into a contract with the City of Redding as the Administrative Entity for the NorCal CoC
- ☒ Comply with required monitoring per state or federal law, including but not limited to Chapter 6 of the Health and Safety Code, which can be viewed here:
https://leginfo.ca.gov/faces/codes_displayText.xhtml?lawCode=HSC&division=31.&title=&part=1.&chapter=6.&article=

Justin Wandro

 Authorized Representative
 Printed Name

Justin Wandro

 Authorized Representative Signature

7/28/24

 Date

Director of Development

 Title

For Lead Agency Use Only:	Received by Deadline	Yes / No	Project Funded	Yes / No
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Exhibit C: Notice of Funding Availability Questionnaire
Homeless Housing, Assistance and Prevention Program- Round 4

Legal Name of Applicant Organization: Ready for Life Host Homes			
Contact Name:	Phone:	Fax:	Email:
Megan Preller	530.222.1826	530.225.8780	megan@readyforlife.net
Agency UEI Number	County:	Agency Tax ID Number:	Total amount of requested funds:
61-002-9600	Shasta	68-0462072	\$175,000

1) Experience: Provide an overview of your organization and experience effectively utilizing federal, state or local funds. Describe your organization's experience in providing services or utilizing funding with the goal of preventing, reducing, or ending homelessness for an identified proposed population, and achieving measurable outcomes for the identified populations.

RFL Host Homes is an innovative grassroots initiative addressing our community's housing crisis. We pair transition-aged young adults (ages 18-24) with community members who have underutilized spaces in their homes. This arrangement provides young adults with short-term shelter and facilitates meaningful connections with caring adults in the community. Over the past year, our program has expanded to serve youth in a transitional shared-housing model, where they reside with other 18-24-year-olds in a home designed to provide housing for approximately 12 months. This stable housing environment allows young adults to engage in long-term housing searches safely and successfully.

Since its inception, RFL Host Homes has identified gaps in services, leading to the development of additional outreach layers and resources for our target population. Recognizing the crucial need for a Resource Center, we launched the Host Homes Resource Center in 2021 to serve both enrolled and non-enrolled homeless youth. The center offers a clothing closet, hygiene items, food pantry, laundry services, Internet access, and case management.

Our program has successfully managed funding at the state, federal, and local levels, with experience in preparing monthly, quarterly, and annual reports as required by each funding entity. Our organization has received funding from sources which include Homeless Housing, Assistance and Prevention (HHAP) Rounds one through three, Housing and Homelessness Incentive Program (HHIP), In-n-Out Foundation, Shasta County Office of Education, McConnell Foundation, and other local and private donors. We have executed contracts and MOUs with Shasta County HHSA, Tehama County Health Services, and Tehama County Probation, among others.

Homeless youth are often referred to as an invisible population because they typically do not fit the stereotypical image of homelessness, often couch surfing or staying in cars. RFL Host Homes aims to take a proactive, preventative approach to addressing youth homelessness by reaching housing-unstable youth before they enter homelessness or shortly after. We focus on providing swift and intentional case management and access to services. Many homeless youth struggle to progress in setting and achieving goals due to a lack of stability, safety, and healthy support systems. We have observed tremendous progress in young people once their basic needs are met, allowing them to focus on moving forward rather than worrying about where they will sleep or when they will have their next meal.

Our program has received over 175 referrals for homeless youth in Shasta County needing resources. We have housed 29 youth and provided services through our Resource Center over 300 times. In 2024 alone, we have provided case management to over 30 youth not currently housed by our program. As active HMIS users, we have contributed to improving our county's count of homeless youth.

2) Organizational Capacity: Provide an explanation of your organization's capacity to deliver the project, including but not limited to, an explanation of the staffing structure, existing resources that will be leveraged, and understanding and participation with HMIS data entry, coordinated entry, and implementation of housing first principles.

Our Host Homes team comprises one Case Manager, a Resource Center Coordinator, and a Program Coordinator. To accommodate increased capacity, an additional Case Manager may be hired if needed. Our program has received funding from local organizations, private foundations, and state and federal entities. With each passing quarter, our referrals and Resource Center visits have increased, reflecting greater program awareness among community members, service providers, and young adults. We saw steady increases in referrals in the first three years of the program (2021: 35, 2022: 44, 2023: 45) and in 2024, we are on track for an over 100% increase in referrals, as we have had 52 in the first six months of the year. We continuously adapt to meet the needs of our clients by identifying service gaps and developing programs to address them.

In early 2023, we partnered with a local real estate developer passionate about addressing our community's homeless crisis, particularly focusing on homeless youth. Through this partnership, we have expanded our services and can now provide housing opportunities for youth who may not qualify due to no rental history, poor credit, or inability to meet income threshold requirements. This landlord has eliminated these barriers, significantly increasing the number of youth served.

We are active HMIS users and regularly enter youth into Coordinated Entry. We strictly adhere to Housing First Principles and utilize evidence-based models and practices to inform our work.

3) Program Design: Provide an overview of the proposed program activities. Including but not limited to:

- The target population;
- Understanding of program requirements
- The gaps the project will address and the intended outcomes;
- Planned partnerships;
- Description of evidence or historical data supporting the efficacy of the proposed program and
- Plan for implementation

Our program is designed to support homeless youth aged 18-24 through a structured rental assistance initiative. We are seeking HHAP 4 funding to enhance our rental assistance program, allowing us to assist more youth for extended periods. The proposed model includes:

Target Population: Homeless youth aged 18-24.

Program Structure: We will offer a tiered rental assistance model with:

- Four months of full rental assistance (\$800/month).
- Four months of 50% rental assistance.
- Four months of 25% rental assistance.

This approach will provide up to 12 months of transitional support, gradually shifting responsibility to the youth, helping them gain stability and self-sufficiency.

In addition to our rapid rehousing rental assistance, our program will incorporate an emergency rental assistance component aimed at prevention and shelter diversion. This initiative will offer up to 30 days of immediate housing support coupled with intensive case management services.

The implementation plan is as follows:

Emergency Rental Assistance:

- Provide short-term housing assistance for up to 30 days.
- Offer comprehensive case management to address immediate needs and barriers.

Transitional Pathways:

- Upon successful completion of the emergency program, the hope is to transition participants into: Transitional housing, a host home arrangement, the rapid rehousing program for longer-term support, or other appropriate housing solutions.

This dual approach will ensure that youth receive immediate relief while also being guided towards stable, long-term housing solutions.

Understanding Program Requirements:

Our model addresses critical barriers faced by homeless youth, including:

- Difficulty securing housing due to insufficient income, lack of rental history, poor credit, and high deposit fees.
- Our program mitigates these challenges through direct rental assistance and collaborative partnerships.

Gaps Addressed and Intended Outcomes:

We aim to bridge gaps in housing access by:

- Enabling youth to secure stable housing without the immediate burden of high rent or credit requirements.
- Assisting them in obtaining a source of income, saving money, building rental history, and improving their credit scores.

The expected outcomes include reduced barriers to housing, increased housing stability, and improved financial independence for participating youth.

Planned Partnerships:

RFL Host Homes plans to continue partnering with local agencies, including but not limited to Hill Country, Shasta County Office of Education, Youth and Family Programs, Lutheran Social Services, Shasta Community Health Center, National American Mental Health Services, Shasta County HHSA, No Boundaries, Good News Rescue Mission, and Faith Works to refer clients for services, and to receive referrals. We encourage and assist youth in accessing any and all available resources in the community. Our organization is an active member of the NorCal Continuum of Care and Shasta County Homeless Youth Alliance. We value partnerships, and intend to

continue working collaboratively with other community members and service providers. As such, we are always looking for ways to expand our partnerships and build relationships with other local organizations.

Evidence Supporting Efficacy:

Research consistently supports rapid rehousing as an effective approach to reducing youth homelessness. This strategy provides immediate housing stability, promotes self-sufficiency, and is cost-effective. The positive outcomes are often amplified by the supportive services accompanying rapid rehousing interventions, addressing the broader needs of homeless youth. For instance, the Youth Homelessness Demonstration Program (YHDP), which aims to implement innovative solutions for youth homelessness, has documented significant positive outcomes with rapid rehousing. Reports indicate that youth participating in these programs often experience improved mental health and decreased involvement with the justice system, thanks to the stability and support these programs provide.

A report by the Center on Budget and Policy Priorities titled "Research Shows Rental Assistance Reduces Hardship and Provides Platform to Expand Opportunity for Low-Income Families" confirmed that rental assistance significantly reduces crowding, housing instability, and poverty. The report highlights that rental assistance can improve outcomes for children and adult well-being, ultimately reducing healthcare costs.

Plan for Implementation:

Our implementation plan involves:

- Strengthening our partnership with a local landlord to secure rental properties and rooms.
- Assessing our waitlist and current program participants to identify candidates for the rental assistance program.
- Offering homes with a monthly rate of \$800, including rent and utilities, with secure, furnished bedrooms. Housing options will cater to different needs (e.g., youth-only, pregnant or parenting mothers, etc.).

This structured approach, combined with our established partnerships and evidence-based model, will effectively support homeless youth in achieving stable housing and long-term self-sufficiency.

4) Impact and Effectiveness: Describe the goals and outlined in the Local Homeless Action Plan and clearly articulate the intended outcomes of the project on the community and populations of interest. Include plan for measuring and evaluating the project to determine if it is achieving its goals. Describes a robust plan for measuring and reporting those outcomes through the duration of the project and how it will create a population level impact. The project describes planned partnerships or leveraging funds that will maximum the outcomes.

Our organization is committed to achieving the goals outlined in the Local Homeless Action Plan, specifically:

1. Reducing the number of individuals experiencing homelessness.
2. Reducing the incidence of first-time homelessness.
3. Preventing chronic homelessness.
4. Increasing the number of individuals exiting homelessness into permanent housing.

Goals and Intended Outcomes:

1. **Preventive Approach:** By proactively addressing housing instability, our program aims to reduce the number of individuals experiencing homelessness. This will be achieved through increased outreach,

leveraging the Host Homes Resource Center to build trust and relationships with youth, and implementing innovative housing solutions. Emergency housing options will provide immediate relief, with the goal of transitioning to long-term housing supported by effective case management and skill development.

2. **First-Time Homelessness:** By providing immediate and supportive housing interventions, we seek to minimize the number of individuals who experience homelessness for the first time. Our approach will involve outreach and engagement to prevent individuals from entering homelessness, thereby reducing initial instances of homelessness.
3. **Prevent Chronic Homelessness:** We aim to prevent chronic homelessness among youth by addressing their needs early. By offering rapid assistance and building supportive relationships, we provide tools, life skills, and stable housing solutions to reduce the risk of long-term homelessness.
4. **Increasing Permanent Housing Exits:** Through our rapid rehousing component, we will enable youth to build rental and credit histories, enhancing their future housing prospects. The goal is to support a smooth transition to permanent housing, ensuring that individuals can sustain their housing even after the rental assistance period concludes.

Measuring and Evaluating Impact:

To assess the effectiveness of our program and its impact on the community and targeted populations, we will:

1. **Utilize HMIS:** We will continue to use the Homeless Management Information System (HMIS) to track and evaluate program outcomes. This includes:
 - The number of individuals entered into HMIS and Coordinated Entry.
 - The number of individuals entering housing programs.
 - The number of individuals exiting to permanent housing.
 - The number of referrals made and the time taken to secure housing.
 - The number of referrals to other services.
2. **Reporting:** We will conduct monthly, quarterly, and annual reports to monitor progress and ensure accountability. These reports will detail the data collected, analyze trends, and evaluate whether the program is meeting its goals.

Partnerships and Fund Leveraging:

Our program will maximize outcomes through strategic partnerships and leveraging additional funds. We will:

- Collaborate with local agencies and community organizations to enhance service delivery and resource access.
- Leverage existing funding and resources to amplify the impact of our program, ensuring a comprehensive approach to addressing homelessness.

By adhering to this robust plan for measurement and evaluation, and by strengthening partnerships, we aim to create a significant and sustainable impact on homelessness in our community.

5.a) Funding Plans: Budget Table. Complete the table below with the requested funding, and the desired eligible use categories. Note: Identify what percentage of funds will be utilized toward youth set aside activities.

Eligible Use Category	Amount
Delivery of Permanent Housing	\$
Delivery of Permanent Housing - Youth	\$
Rapid Rehousing	\$
Rapid Rehousing - Youth	\$175,000

Prevention and Shelter Diversion	\$
Prevention and Shelter Diversion - Youth	\$
Operating Subsidies – Permanent housing	\$
Operating Subsidies – Permanent housing – Youth	\$
Operation Subsidies – Interim Housing	\$
Operation Subsidies – Interim Housing - Youth	\$
Improvement to Existing Interim Housing	\$
Improvement to Existing Interim Housing - Youth	\$
Street Outreach	\$
Street Outreach - Youth	\$
Systems Support	\$
Systems Support - Youth	\$
Total	\$175,000

5.b) Funding Plans: Budget Narrative. Explain in detail how your organization plans to use the full amount of HHAP funds requested (including youth set-aside), what activities the funds will support, how it will complement existing funds.

Plan for measuring and evaluating how funds were used to determine if project is achieving its goals

Our organization plans to utilize the full amount of HHAP 4 funds requested to support a comprehensive housing assistance program for homeless youth. Here is a detailed breakdown of how the funds will be allocated, the activities they will support, and how they will complement existing resources:

1. Rental Assistance Allocation:

- **Total Rental Assistance Budget:** We plan to provide up to 12 months of rental assistance to 20 youth. The rental assistance will be structured as follows:
 - **100% Rental Subsidy:** For the first four months at \$800 per month per youth.
 - **50% Rental Subsidy:** For the next four months at \$400 per month per youth.
 - **25% Rental Subsidy:** For the final four months at \$250 per month per youth.

This equates to a total of \$5,600 per youth for the full 12 months of rental assistance. The actual number of youth served may vary based on the duration of rental assistance each individual needs.

- **Emergency Housing Costs:** Funding will be allocated to cover rent for emergency rooms that can accommodate one to four youth at a time, for up to 30 days. This ensures immediate shelter for those in urgent need.
- **Refurbishment and Operating Expenses:** A portion of the budget will be reserved for incidentals and operating expenses required to refurbish and prepare rooms between stays.

2. Complementing Existing Funds:

- **Enhanced Programs:** The HHAP funds will enhance and expand our current programs, allowing for a more seamless transition from emergency housing to transitional and rapid rehousing. This integrated approach will better support youth at various stages of need.
- **Expanded Capacity:** By providing multiple levels of housing support, we will be able to cater to individual needs more effectively, creating a pathway from emergency accommodation to permanent housing.

3. Measuring and Evaluating Fund Use:

- **Success Metrics:** Success will be primarily measured by the number of youth who complete the program and secure permanent housing. We will track:
 - The number of youth who transition quickly from emergency to permanent housing.
 - The total number of individuals served through rapid rehousing funding.
- **Evaluation and Adaptation:** We will regularly assess the effectiveness of the program by:
 - Monitoring progress and identifying any gaps in service delivery.

- Collecting feedback from participants to understand their experiences and outcomes.
- Adapting our strategies and interventions based on evaluation findings to improve program performance.

By implementing this detailed plan, we aim to ensure that the HHAP funds are used effectively to achieve the program's goals and create a lasting impact on the community.

6) Equity: Describe specific actions that your organization will take to ensure racial and gender equity in service delivery, housing placements, and housing retention and changes to procurement or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services. Also describe any additional actions that your organization will take to serve those with mental and behavioral health issues and criminal justice involvement.

We prioritize ongoing staff training in trauma-informed care and cultural competency. These trainings are designed to enhance awareness of racial and gender disparities and to ensure that our service delivery is equitable and sensitive to diverse needs. We are committed to recruiting and retaining a diverse workforce that reflects the community we serve.

Our outreach strategies are specifically designed to engage and support racial and ethnic groups that are overrepresented among residents experiencing homelessness. By tailoring our outreach efforts, we aim to increase awareness and access to our services within these communities.

We use demographic data to monitor and address disparities in housing placements.

Our organization collaborates with local mental health providers to offer integrated services that address both housing and mental health needs. This partnership ensures that mental health support is accessible and culturally competent. Our programs incorporate trauma-informed care principles to support individuals with mental and behavioral health issues. Staff receive training to handle interactions in a way that is empathetic and supportive, promoting better outcomes for participants.

We provide dedicated support for individuals transitioning from incarceration to community living. This includes assistance with securing housing, finding employment, and accessing social services necessary for successful reintegration.

By implementing these strategies, we are committed to fostering an equitable and inclusive environment. Our actions are designed to address the needs of all individuals, with particular attention to marginalized racial and ethnic groups, as well as those with mental health challenges and criminal justice histories. These efforts will help create a more just and supportive environment for the communities we serve.

7) System Improvements: Describe any specific and quantifiable system improvements or strategies that your organization will take to improve:

The number of people experience homelessness upon exiting institutional settings (examples: jail/prison, behavioral health facilities, foster care)

Connecting people experiencing homelessness to all eligible benefit programs

Additional system improvements, if applicable.

We will implement a system to identify and connect with youth nearing the end of transitional housing programs or exiting institutional settings such as foster care, juvenile justice, or behavioral health facilities. Our goal is to establish connections with these programs at least 60 days prior to exit to facilitate smooth transitions.

Additionally, we will engage with local transitional housing programs and institutional settings to create a streamlined referral process. This will include regular outreach meetings and information sharing to ensure that these programs are aware of our services and vice versa. As a result, we hope to see an increase the number of

referrals from transitional housing programs and institutional settings, as well as a reduction in the number of youth experiencing homelessness upon exiting these settings.

Upon receiving an application, our case managers identify all eligible benefit programs for which the youth may qualify. This includes federal and state benefits, as well as local resources. They will provide hands-on support to navigate application processes for these benefits, ensuring that youth understand their eligibility and receive the support they need.

We will continue to ensure all staff members are trained in trauma-informed practices to better understand and address the unique needs of youth with histories of child welfare or juvenile justice system involvement. Our goal is to strengthen relationships with local service providers and institutions to ensure coordinated efforts and a comprehensive support network for youth to work towards integrating our services to ensure continuity and reduce service gaps.

By implementing these strategies, we aim to significantly improve outcomes for youth transitioning from institutional settings, enhance access to benefit programs, and build a more coordinated support system to reduce homelessness and improve housing stability.

Select check boxes below to certify that if selected for funding, the agency is willing to comply with:

- ☒ Homeless Manage Information System (HMIS) data requirements
- ☒ Compliance with grant terms and conditions as indicated in the Notice of Funding Availability:
- ☒ Enter into a contract with the City of Redding as the Administrative Entity for the NorCal CoC
- ☒ Comply with required monitoring per state or federal law, including but not limited to Chapter 6 of the Health and Safety Code, which can be viewed here:
https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?lawCode=HSC&division=31.&title=&part=1.&chapter=6.&article=

Nene Panza

Authorized Representative
Printed Name

[Signature]

Authorized Representative Signature

7/29/24

Date

CEO

Title

For Lead Agency Use Only:	Received by Deadline	Yes / No	Project Funded	Yes / No
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Exhibit C: Notice of Funding Availability Questionnaire
Homeless Housing, Assistance and Prevention Program- Round 4

Legal Name of Applicant Organization:			
FaithWorks Community Coalition INC			
Contact Name:	Phone:	Fax:	Email:
Crystal Spencer	530-276-1650	530-242-1121	crystal@faith-works.cc
Agency UEI Number EVXPJ1GDRBB5	County: Shasta	Agency Tax ID Number: 33-0805113	Total amount of requested funds: \$250,000
<p>1) Experience: Provide an overview of your organization and experience effectively utilizing federal, state or local funds. Describe your organization’s experience in providing services or utilizing funding with the goal of preventing, reducing, or ending homelessness for an identified proposed population, and achieving measurable outcomes for the identified populations.</p> <p>FaithWorks is a local, non-profit agency that operates and supports a plethora of community focused programs, serving the homeless and at risk in Shasta County. With our main office located at the base of Mercy Hill, we maintain 5 buildings with a total of 24 individual apartments that serve as a mixture of transitional and permanent supportive housing for local homeless families and veterans. Additionally, we operate a homeless prevention program that supports up to 20 households and recently added a housing navigation program that offers enhanced care management. Over the last several years, we have made outstanding additions to our foundational services by utilizing a variety of local partners, transitioning to Housing First, taking referrals from Shasta County Coordinated Entry and increasing access to tangible basic needs. We have been on the front lines working to reduce homelessness and help people heal from the toxic stress that it causes since 1998. Since 2006, we have sheltered and provided supportive services for nearly 300 households, including 86 veterans and more than 500 children. Our staff uses creative solutions to walk alongside the struggling, hopeless, and unwell with compassion strongly rooted in past personal challenges and years of experience working with the homeless. With recent advancements in internal protocols and creative use of funding and resources our team maintains a success rate of around 90% for the overarching goals of assisting clients to obtain and/or maintain adequate housing. FaithWorks has an extensive history utilizing a variety of funds, an established leadership team and an overall positive report with unsheltered populations. Believing that we can influence the health and well-being of Shasta County in many ways, we have recently rededicated our focus to engaging in community wide initiatives and robust partnerships, hoping to expand our reach and continue to make significant positive impacts in the community that we serve. With use of the requested funds FaithWorks can round out and expand our full scope programming by filling an important gap in services. We recognize the complexities of bridging generational gaps to reduce homelessness and are dedicated to identifying and achieving measurable goals of all sizes.</p>			
<p>2) Organizational Capacity: Provide an explanation of your organization’s capacity to deliver the project, including but not limited to, an explanation of the staffing structure, existing resources that will be leveraged, and understanding and participation with HMIS data entry, coordinated entry, and implementation of housing first principles.</p>			

In November of 2023 we initiated a contract with Partnership Health Plan to deliver Enhanced Care Management (Intensive Case Management) and Community Supports (Housing Navigation Services, Housing Deposits, and Housing Retention Services). This contract has provided some financial support to offset the cost of operating these new supportive service components. It has been a heavy administrative lift, but we have successfully fully launched what we call the CARE Program.

Our staff in place to operate this program includes;

- Executive Director managing contracts, compliance, program design and budgets
- Program Manager managing data oversight, reporting, staff support and compliance
- Office Manager managing referral management, TARs, bookkeeping, and document uploads
- 3 Case Managers carrying mixed case loads of homeless and at-risk households, with 80% enrolled in Cal-Aim Programs (the other 20% don't qualify but are still being served through transitional housing or homeless prevention)
- 1 Youth Case Manager serving all homeless youth that have complex needs

We are weaving funding and resources to maximize the number of people served in all of FaithWorks Programs, connecting them to Coordinated Entry, transitional housing and other vital resources whenever possible. If awarded, we will continue to strategically utilize donations, additional grant funds and Partnership reimbursements for services to spread funds as far as possible, paving the way for the most bang for our COC buck!

FaithWorks (while the degree of participation and contribution has varied throughout the years) was one of the original participating agencies involved in the Shasta Advisory Board. We currently hold 3 licenses for HMIS and have been in full utilization of the system for many years. Additionally, we are on the receiving end of Coordinated Entry referrals, accommodating those determined as highest risk in our transitional housing programs. We transitioned our programs to the lowest barrier possible and believe that the heart of our agency aligns with Housing First philosophies. We are committed to Housing First and contributing to our COC as best we can.

3) Program Design: Provide an overview of the proposed program activities. Including but not limited to:

- The target population;
- Understanding of program requirements
- The gaps the project will address and the intended outcomes;
- Planned partnerships;
- Description of evidence or historical data supporting the efficacy of the proposed program and
- Plan for implementation

FaithWorks intends to utilize funds to fill in the gaps in our CARE program by implementing Rapid Re-Housing (RRH) as a Housing First intervention to help households quickly exit homelessness, return to adequate housing, and maintain established housing with ongoing support from our agency. With the following design we will help households establish a foundation to support long-term permanent housing success. The core components of our program will be ① support with housing navigation ② move-in and rental assistance, (financial and practical) and ③ intensive case management in the forefront and at least 6 months after being housed. (We already have all of these components in place with the exception of rental assistance)

Withing the scope of intensive case management households will have access to tangible items that FaithWorks provides: emergency food pantry, donation closets, utility assistance (when available), diapers, clothing, furniture and transportation assistance.

HHAP 4 funds will be filling a crucial gap, paving the way for smoother transitions to housing and a higher likelihood of maintaining new housing by providing

- A tiered system of limited rental assistance for up to 6 months (based on household income and other available resources) Financial support will taper down as stability factors are solidified through intensive case management. A case manager will stay with the household for a minimum of 6 months after obtaining housing to help ensure the housing is a good fit and is able to be maintained. Connection to long-term support will be incorporated into services prior to exit.
- Landlord incentives, such as security deposits, holding fees, funding for needed repairs. The occasional use of incentives could make the difference in instances where clients have a poor rental history or bad credit. Additionally, those not eligible for the Partnership deposit assistance would have access to that service with HHAP 4 funds.
- Other miscellaneous expenses that are critical pieces in the housing puzzle like moving expenses, application fees, service animal registration and certification costs, employment costs (shoes, uniforms, fingerprinting), and the cost of obtaining necessary documents (ID, Birth Certificates) when other resources do not suffice.

Services for these households are client centered, trauma- informed and staff practice harm reduction strategies. We implement a variety of evidence-based tools and curriculums including motivational interviewing, Money Smarts, Protective Factors (Ingredients for a Healthy Family), ACE Screenings, Strength Finders, Triple P Positive Parenting in addition to multiple evidence informed components as well. Our case management services include coordinating mental health, substance use support, connection to primary care, spiritual wellness, education, basic needs and so many other components that increase housing retention and overall wellness.

We are currently restricted to provide the CARE Program (minus rental assistance) to those with active Partnership but with HHAP 4 funds we can open our target population up to **any person in Shasta County experiencing homelessness or at-risk of becoming homeless.**

4) **Impact and Effectiveness:** Describe the goals and outlined in the Local Homeless Action Plan and clearly articulate the intended outcomes of the project on the community and populations of interest. Include plan for measuring and evaluating the project to determine if it is achieving its goals. Describes a robust plan for measuring and reporting those outcomes through the duration of the project and how it will create a population level impact. The project describes planned partnerships or leveraging funds that will maximum the outcomes.

1. **Increasing the number of people who obtain housing and reducing the length of time persons remain homeless** – With the robust Rapid Rehousing services offered through attainment of HHAP 4 funds, we will have a better chance of doing just that; rapidly rehousing households and therefore reducing the time and long term effects of homelessness. This data will be captured through HMIS
2. **Reducing the number of people who return to homelessness within 6 months of exiting to permanent housing-** FaithWorks has established supports to aid in housing sustainability, including experience in implementing crisis plans when housing is in jeopardy, early identification and interventions for behaviors that could threatened housing stability, coaching on maintaining relationships with landlords and neighbors, locating benefits and other needs required to maintain housing as well as introduction to life skills like, budgeting, scheduling, maintaining a home, and paying bills. This support coupled with light touch financial assistance will help more people maintain housing long term. Engagement in these components is a measurable goal included in the CARE Program. We anticipate 90% of those who receive financial assistance to engage in at least two sustainability supports in addition to financial assistance.

We will obtain client feedback via anonymous surveys throughout implementation to capture input on what components were most beneficial to obtaining and maintaining housing.

5.a) Funding Plans: Budget Table. Complete the table below with the requested funding, and the desired eligible use categories. Note: Identify what percentage of funds will be utilized toward youth set aside activities.

Eligible Use Category	Amount
Delivery of Permanent Housing	\$
Delivery of Permanent Housing - Youth	\$
Rapid Rehousing	\$ 250,000
Rapid Rehousing - Youth	\$
Prevention and Shelter Diversion	\$
Prevention and Shelter Diversion - Youth	\$
Operating Subsidies – Permanent housing	\$
Operating Subsidies – Permanent housing – Youth	\$
Operation Subsidies – Interim Housing	\$
Operation Subsidies – Interim Housing - Youth	\$
Improvement to Existing Interim Housing	\$
Improvement to Existing Interim Housing - Youth	\$
Street Outreach	\$
Street Outreach - Youth	\$
Systems Support	\$
Systems Support - Youth	\$
Total	\$ 250,000

5.b) Funding Plans: Budget Narrative. Explain in detail how your organization plans to use the full amount of HHAP funds requested (including youth set-aside), what activities the funds will support, how it will complement existing funds.

Plan for measuring and evaluating how funds were used to determine if project is achieving its goals

75% of the funds will be utilized for direct services: rental assistance, landlord incentives, application fees, moving costs, costs of new employment, essential documents, service animal certifications, outstanding utility bills/deposits. A detailed breakdown of these expenses cannot be provided because it will depend on each household's income and resources available at time of service. We will always scour other options before initiating payments.

25% will be used for operating expenses: bookkeeping, grant management, data administration including entry into HMIS and case management expenses

This is a low-cost strategy to get essential funds to where they are needed most. We anticipate serving at least 40 per year but will likely exceed that goal.

YEAR	FUNDS REQUESTED	NUMBER SERVED
2024/2025	\$100,000	40
2026	\$100,000	40
2027	\$50,000	20

Partnership Health Plan reimbursements for services provided under our CalAIM contract will pay for the additional operating expenses, carrying the majority of the program expense with the exception of the rental assistance which is not a eligible expense at this time.

6) Equity: Describe specific actions that your organization will take to ensure racial and gender equity in service delivery, housing placements, and housing retention and changes to procurement or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services. Also describe any additional actions that your organization will take to serve those with mental and behavioral health issues and criminal justice involvement.

FaithWorks promotes diversity and inclusion through marketing and outreach efforts as an essential component of our housing program's commitment to promoting equal access to all households at risk of or experiencing homelessness. We take referrals from all agencies and individuals regardless of race, color, national origin, religion, sex, disability, familial status, or other protected characteristics. We interact with the community with love and compassion to help those with a variety of challenges feel comfortable asking for help.

Our supportive staff have caught the attention of a variety of service providers in the community and those who provide mental health service and work in the criminal justice field have been given access to our referral. We are consistently improving our processes to better serve those with complex needs.

7) System Improvements: Describe any specific and quantifiable system improvements or strategies that your organization will take to improve:

The number of people experience homelessness upon exiting institutional settings (examples: jail/prison, behavioral health facilities, foster care)
 Connecting people experiencing homelessness to all eligible benefit programs
 Additional system improvements, if applicable.

While no specific system improvement strategies are on the table currently, we have historically provided services to those exiting all facilities including local drug and alcohol treatments centers, jail and other treatment centers or unconventional community settings.
 Connecting people to available resources or concrete supports in times of need is one of our strengths as we implement a holistic case management assessment and multi-faceted social service delivery that allows for a priority based case plan that will guide our case managers and clients to systematically address highest needs first and others as resources and time allow. We stay connected to other providers and agencies who are able to meet clients needs and not only refer, but stand by to coordinate services with other providers whenever possible.
 Initially our focus will be on providing high quality Rapid Rehousing Services by weaving funding, resources and talent during which time, system improvement strategies will likely organically emerge.
 Thank you for your time and consideration on this matter!

Select check boxes below to certify that if selected for funding, the agency is willing to comply with:

- ☒ Homeless Manage Information System (HMIS) data requirements
- ☒ Compliance with grant terms and conditions as indicated in the Notice of Funding Availability:
- ☒ Enter into a contract with the City of Redding as the Administrative Entity for the NorCal CoC
- ☒ Comply with required monitoring per state or federal law, including but not limited to Chapter 6 of the Health and Safety Code, which can be viewed here:
https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?lawCode=HSC&division=31.&title=&part=1.&chapter=6.&article=

Crystal Spencer

Crystal Spencer

07/29/2024

 Authorized Representative
 Printed Name

 Authorized Representative Signature

 Date

Executive Director

 Title

For Lead Agency Use Only:	Received by Deadline	Yes / No	Project Funded	Yes / No
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Homeless Housing, Assistance and Prevention Program- Round 4

Legal Name of Applicant Organization: United Way of Northern California			
Contact Name: Kalie Brisbon Tim Danielson	Phone: Main 530-241-7521 KB Cell- 818-620-9118 TD Cell- 559-265-2473	Fax: 530-241-2053	Email: kbrisbon@norcalunitedway.org tdanielson@norcalunitedway.org
Agency UEI Number 4155969523	County: Shasta	Agency Tax ID Number: 94-1251675	Total amount of requested funds: \$301,142

Statements or questions in blue font presented below are restatements of the Application questions.

1) Experience: Provide an overview of your organization and experience effectively utilizing federal, state or local funds. Describe your organization's experience in providing services or utilizing funding with the goal of preventing, reducing, or ending homelessness for an identified proposed population, and achieving measurable outcomes for the identified populations.

A. Overview of organization

United Way of Northern California (UWNC) is part of the world's largest philanthropic network, with 1,800 local United Ways operating in more than 40 countries. UWNC's territory covers nine far-northern counties – Butte, Glenn, Lassen, Modoc, Plumas, Shasta, Siskiyou, Tehama, and Trinity. The agency's mission is to fight for the health, education, and financial stability of all residents in its market, and to be there for the community in times of crisis. Principles of equity guide every aspect of UWNC's work. Currently, UWNC operates programs in the areas of disaster response, homelessness, public health outreach, volunteer tax preparation, and a 24-hour 211 helpline in Shasta, Siskiyou and Tehama counties. UWNC can be found on the web at www.norcalunitedway.org.

B. Experience effectively utilizing federal, state or local funds

UWNC has been the recipient of federal, state and local funds that have been utilized to serve communities impacted by disasters and those who are unsheltered or at risk of homelessness.

Currently UWNC is utilizing HUD HMIS, HHAP 3 and HHIP funding to serve as the HMIS system administrator for the NorCal CoC. Based on the grant funding and under the UWNC administration of HMIS the seven county local government agencies and non-profit organizations have been able to obtain the HMIS license free of charge and without the requirement to expend large amounts of agency funding on expensive insurance that is no longer required. UWNC has effectively used federal, state, and local funds to help with disaster preparedness, response, and recovery.

C. Experience in providing services or utilizing funding with the goal of preventing, reducing, or ending homelessness for an identified proposed population, and achieving measurable outcomes for the identified populations.

UWNC also received funding from the City of Redding and HHIP funding to operate the Mark Street Micro-Shelter Community. As of July, 2024, the South Market Micro Shelter Community has a success rate of 80% for individuals moving to permanent housing. Local and state funding has given UWNC the ability to operate multiple 211 operations which connects homeless individuals with much needed health and social services, shelter, and housing related options.

2) Organizational Capacity: Provide an explanation of your organization's capacity to deliver the project, including but not limited to, an explanation of the staffing structure, existing resources that will be leveraged, and

understanding and participation with HMIS data entry, coordinated entry, and implementation of housing first principles.

UWNC is a well-established/funded non-profit organization that has a homelessness department that currently administers the HMIS/CE in the 7 County, NorCal Continuum of Care and operates the South Market micro shelter. UWNC receives many grants and has many sub-grantees and partners. This will help with the collaborative operations of this project. With the capacity in 211 services, HMIS/CE, shelter/supportive services, and a strong finance/contract team, we are well suited to administer this project.

Staffing structure

UWNC staffing will include the following:

- 211 Services Manager
- 211 Senior Specialist
- Marketing and Communications Manager
- Social Media Specialist
- 211 Shasta Call Agent Supervisor and Staff
- Shasta Advisory Coordinator .75 FTE contractor for one year

Existing resources that will be leveraged

Current funding leveraged includes HUD HMIS, HHIP, HHAP 3, and HHAP 4 (HMIS Joint Project funding)

HMIS data entry-coordinated entry

UWNC is the administrators of HMIS and Coordinated Entry for the 7 county NorCal Continuum of Care and utilizes HMIS for the South Market Micro Shelter. Our knowledge of HMIS/CE and understanding of the data needs for our area gives us the ability deliver on this project.

UWNC uses Housing First principles in all of its program development. Housing First core components are practiced through our system implementation and HMIS trainings where appropriate.

3) Program Design: Provide an overview of the proposed program activities. Including but not limited to:

- The target population;
- Understanding of program requirements
- The gaps the project will address and the intended outcomes;
- Planned partnerships;
- Description of evidence or historical data supporting the efficacy of the proposed program and
- Plan for implementation

While UWNC 2-1-1 program provides resource and referral services for all residents of Shasta County, it is an essential resource for the most vulnerable – individuals may be low income, housing insecure, living in unsafe environments, lacking access to medical care or other essential services. This project will aim to address specific needs of Unserved Underserved Unsheltered Adults, Adults with accompanied children, and 18-24 year old transitional aged youth. With the goal of increasing access to community-based services and resources necessary for housing stability, this project will directly address concerns about the function and utility of HMIS and CE systems as identified by the AT HOME Shasta plan and Shasta CoC leadership.

This will be accomplished through three specific activities:

1. **Coordinated Entry System Improvement:** United Way of Northern California (UWNC) will implement a comprehensive Homeless Coordination system that integrates both call center and mobile text capabilities to enhance access to homelessness services. While establishing Shasta 211 as a Central Access Point to HMIS, UWNC will also conduct ongoing review and enhancement of the 2-1-1 database, ensuring that information on homeless resources is accurate, comprehensive, and current.

Concerns about the function and utility of HMIS/CEs include enrolling individuals who are experiencing homelessness or at risk of homelessness into a system, maintaining contact information in the system for follow up, and enabling participating agencies' access to triage and connect individuals with needed services. The 2-1-1 Call Center will be upgraded to include specific messaging within the initial Interactive Voice Response (IVR) system, asking callers if they are experiencing homelessness. Callers who respond affirmatively will be automatically directed to a dedicated 2-1-1 Call Agent who will conduct a VI-SPDAT screening to assess the caller's needs. Subsequently, the caller's information will be entered into the Homeless Management Information System (HMIS). Using provided scripting for call center interactions, the 2-1-1 Call Agent will also provide clear guidance on expected housing interventions and emphasize the importance of maintaining current contact information. In addition to these specialized services, all 2-1-1 clients will receive appropriate information and referrals tailored to their specific needs.

In parallel, UWNC will develop and maintain a 2-Way Text Homeless Coordination tool utilizing a dedicated keyword. Community members can request information on shelter availability and other homelessness-related services by texting the keyword to 898-211. Automated responses will provide referrals to relevant resources, and users will have the option to connect directly with a 2-1-1 Call Agent for further assistance. Our call center agent will then conduct the necessary screenings, including VI-SPDAT, and ensure that the user's details are accurately recorded in the HMIS system to facilitate access to housing and related benefits.

2-1-1 Resource Staff will participate in quarterly meetings to gather critical resource updates for the database, which will be leveraged to train outreach and case management teams on the latest housing interventions and services. Additionally, 2-1-1 Resource Staff will submit a list of low-income housing resources to the Continuum of Care for further action.

UWNC staff will also actively engage in local outreach team meetings and Shasta Advisory Continuum of Care (CoC) meetings, where they will present data-driven insights on community needs, demographic

trends, and the availability of resources. These insights will guide collaborative efforts to address the evolving needs of the community.

In conjunction with database management, UWNC will implement robust statistical reporting on call and text volumes, as well as data trends identified through our 2-1-1 services. These reports will analyze community needs, demographic shifts, and resource utilization, providing valuable insights for targeted interventions. Regular trending updates will be generated to inform our strategic outreach and service delivery efforts. System improvements will be made as the service is used and feedback is provided by partners and those who use the system.

Coordinated Entry services through 2-1-1 will be launched with strategic external messaging to provide clear entry points for partners and community members. Our multi-faceted outreach and marketing campaign includes social media engagement, material distribution at community events, curated newsletter stories about resources and developments, and advocacy for CE system support from Board of Supervisors.

2. Shasta CoC Advisory Coordinator: This position will provide dedicated leadership for the Shasta CoC Advisory to improve communication, collaboration and coordination that enhance CoC operations, which improve efficiency and provide more services to address homelessness.

For the last three years the community and CoC members have expressed concerns about lack of leadership and shared ideas on how to improve the operations of the Shasta CoC. In this project, operations are addressed with a position that UWNC will fill, through an RFP selection process. It will focus on coordinating CoC operations, expanding funding opportunities, and collaborating with UWNC to expand use of HMIS. The position will also assist with planning meetings and implementing recommendations from Shasta CoC Advisory Strategic Planning Sub-Committee, as directed by Shasta CoC Advisory Board.

The Shasta CoC Advisory Coordinator operations responsibilities include:

- Reviewing and updating membership policies and materials;
- Improving meeting function and focus;
- Expanding CoC membership to incorporate more diverse and lived experiences;
- Solicit input from key community stakeholders, such as Affordable housing developers, County Housing, Law Enforcement, Parole, Probation, Mental Health, Redding Rancheria, Pit River Tribe, College/Universities, and the Smart Center;
- Enhancing overall communications with community and members; and
- Providing support for NorCal CoC PIT administration.

All of these elements will contribute to the CoC's capacity for identifying and responding to additional funding opportunities. As current resources are evaluated in relation to needs and gaps in service capacities, the CoC Advisory Coordinator will accordingly increase opportunities for collaboration and assist with the annual HUD application process.

3. Kick-off event: UWNC will gather key stakeholders and partners for a kickoff event to craft key next steps with a shared understanding of goals

A half-day event will offer space for discussion about the current system needs, information about 2-1-1's expanded role as a CES central access point, and overall agreement about the benefits of a standardized process for coordinated entry in our community. We intend for the event to inspire services providers about system changes and to provide guidance for next steps.

These three activities will help establish a unified response through collaboration and strategic partnerships with COC Advisory Committee member agencies, Community Action Agency, City of Redding, the Redding Police Department CERT Team, and Homelessness service providers including but not limited to:

- Disability Action Center

- Nation's Finest
- Shasta Community Health Center-HOPE Program
- Ready for Life, Host Homes
- St. James Lutheran Church – Goodwater Crossing Micro-Shelter
- Shasta County Probation
- Pathways to Housing, Medical Respite
- Lutheran Social Services

UWNC has operated 211 Tehama as a Central Access Point to HMIS with great success over the last 4 years. The system has effortlessly grown with the housing opportunities. A snapshot of 90 days shows 98 HMIS intakes and 50 profile updates for individuals in need of homelessness assistance.

We have successfully adapted to the differences in HMIS systems across the counties we serve—WellSky and Apricot—to better meet the needs of residents. From our experience, WellSky requires manually entered referrals to individual providers, while Apricot employs conditional logic to match referrals with the appropriate resources. The 2-1-1 team is well-versed in these system differences, ensuring that data is accurately and promptly entered in accordance with the CoC's established policies and procedures.

4) **Impact and Effectiveness: Describe the goals outlined in the Local Homeless Action Plan (HHAP 4)**

The 211 Central Access Project will address the Outcome Goals listed below and included in HHAP 4 Local Homeless Action Plan:

Outcome Goal #1a. Reducing the number of persons experiencing homelessness.

Outcome Goal #1b. Reducing the number of persons experiencing homelessness on a daily basis.

Outcome Goal #2. Reducing the number of persons who become newly homeless.

Outcome Goal #3. Increasing the number of persons exiting into permanent housing

Outcome Goal #4. Reducing the length of time persons remain homeless

Outcome Goal #5. Reducing the number of persons who return to homelessness within two years after exiting homelessness to permanent housing

Outcome Goal #6. Increasing successful placements from street outreach.

The **Shasta CoC Advisory Coordinator** Project will address the Outcome Goals listed below and included in HHAP 4 Local Homeless Action Plan:

Outcome Goal #1a. Reducing the number of persons experiencing homelessness.

Outcome Goal #1b. Reducing the number of persons experiencing homelessness on a daily basis.

Outcome Goal #2. Reducing the number of persons who become newly homeless.

Outcome Goal #3. Increasing the number of persons exiting into permanent housing

Outcome Goal #4. Reducing the length of time persons remain homeless

Outcome Goal #6. Increasing successful placements from street outreach.

5.a) Funding Plans: Budget Table. Complete the table below with the requested funding, and the desired eligible use categories. Note: Identify what percentage of funds will be utilized toward youth set aside activities.

Eligible Use Category	Amount
Delivery of Permanent Housing	\$
Delivery of Permanent Housing - Youth	\$
Rapid Rehousing	\$
Rapid Rehousing - Youth	\$
Prevention and Shelter Diversion	\$
Prevention and Shelter Diversion - Youth	\$
Operating Subsidies – Permanent housing	\$

Operating Subsidies – Permanent housing – Youth	\$
Operation Subsidies – Interim Housing	\$
Operation Subsidies – Interim Housing - Youth	\$
Improvement to Existing Interim Housing	\$
Improvement to Existing Interim Housing - Youth	\$
Street Outreach	\$
Street Outreach - Youth	\$
Systems Support	\$301,142
Systems Support - Youth	\$
Total	\$301,142

5.b) Funding Plans: Budget Narrative. Explain in detail how your organization plans to use the full amount of HHAP funds requested (including youth set-aside), what activities the funds will support, and how it will complement existing funds. Plan for measuring and evaluating how funds were used to determine if project is achieving its goals

Facilities:

Administrative overhead will total \$39,018. A portion of which may go to facilities.

Staffing:

2-1-1 Call Center Coordination - Supervision and implementation of HMIS and Coordinated Entry processes through the 211 call and text agents. Call Center operations will not exceed a cost of \$70,000/year for each year. Call center supervision and call agent staffing will be covered through this contract.

COC Advisory Coordinator: A 1-year contract position focused on strategic coordination of Shasta Advisory board operations and the HMIS/CE system operations. A 1-year contract not to exceed \$60,000 will provide and investment in efficient system coordination.

Outreach and Marketing - UWNC Marketing Manager and Social Media Specialist will leverage local media relationships to promote 211 central access and build understanding of system improvements through community messaging and education. In the first year a portion of Outreach and Marketing will support the program's kick-off training event. A total of \$12,000 is allocated for media, outreach and kick-off event activities.

2-1-1 Services Manager .15 FTE - UWNC staff responsible for system implementation, oversight and improvements. This position at .15 FTE will cost \$9,984 a year, \$19,968 total for the contract.

Sr. Resource Specialist.15 FTE - UWNC staff responsible for resource relationships ensuring resource accuracy and maximum resources available. This position at .15 FTE will cost \$9750 a year, \$19,500 total for the contract.

10% Youth Set-Aside:

UWNC will ensure media efforts are focused on reaching families with youth and those 16 – 24 in formal and informal foster or transitional aged services. No specific funding allocation is needed to support implementation.

Plan for measuring and evaluating how funds were used to determine if project is achieving its goals

Data gathering and analytics is a core function of the 211 Shasta service. Data will be provided for system improvement decisions and reporting needs. The goal of the 211 Central Access Project is to serve 1000 unduplicated individuals through call and text. We anticipate between 2500 referrals for service will be made to these individuals.

The coordinator position will focus on achieving the following goals, each measurable. UWNC is committed to receiving feedback from the Shasta Advisory board on the intended goals and progress.

1. Identify the number of members before the project and during the project to measure the number of members and the diversity of membership and participation
2. Identify amount of available funding and usage before the project and determine amount of available funding during the project.

3. Review and share information from HUD and the State regarding available data and System Performance Measures.
4. Evaluate strategic planning efforts and address gaps in service capacities.

6) Equity: Describe specific actions that your organization will take to ensure racial and gender equity in service delivery, housing placements, and housing retention and changes to procurement or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services. Also describe any additional actions that your organization will take to serve those with mental and behavioral health issues and criminal justice involvement.

Our commitment to Racial Equity is seen in every policy, decision, and referral made for the most vulnerable people living in this area. It has been described as equity consciousness as well as equity mindedness and both describe the intent to identify and overcome the barriers that some experience disproportionately in our county population. By gaining information about attendees and gleaning their needs we will seek to identify these barriers and improve access to local resources and connections to housing.

The 211 Central Access Point for homelessness will serve all people. With tools for language translation, bilingual call agents, trauma informed skills and 24-hour services, 211 Call Agents will provide resource access to people that have mild to severe mental illness, people with criminal history along with individuals with behavior issues.

One of the goals of the project is to increase CoC membership and participation to broaden outreach to community members including those with lived experience, medical/hospitals, law enforcement (police and probation), and tribal members. Outreach will include participating agencies and non-profits that can determine the needs and appropriate assistance for those experiencing gender, racial, mental or behavioral health issues or criminal justice involvement barriers

The UWNC staff currently attends the Shasta County Probation Department monthly STOPP program which provides referrals, and information to those on probation and parole. 211 Shasta resource curators maintain relationships with service providers and maintain accurate information on developing programs or system improvements.

7) System Improvements: Describe any specific and quantifiable system improvements or strategies that your organization will take to improve:

The number of people experience homelessness upon exiting institutional settings (examples: jail/prison, behavioral health facilities, foster care)

Connecting people experiencing homelessness to all eligible benefit programs

Additional system improvements, if applicable.

The UWNC staff will attend at least 10 Shasta County Probation Department monthly STOPP programs. These 10 events are focused on those on Probation and Parole. UWNC staff will distribute information to community members and service providers at these events and others throughout the year, reaching a minimum of 2000 community members in need. Coordination of resources for this population will be done with service providers throughout the county resulting in updates to 20 existing resources and the increase of at least 5 new resources per year.

This project will connect people experiencing homelessness to all eligible benefit programs through community outreach, public messaging, the extensive database of 211 Shasta, improved system coordination among the advisory committee and service providers, all resulting in improved processes for those experiencing homelessness.

Additional System Improvements

211 Shasta Central Access Point

Centralized Access to HMIS provides simple access for those in crisis and relief for partner agencies through trained 211 Call Agents who handle information, referral and intake to HMIS simultaneously. This practice has

been proved to increase efficiency in client services, data accuracy and a decrease of stress on operations with limited capacity.

Shasta CoC Advisory Coordinator

Implementation of many of the goals listed throughout this application, including expanded CoC membership, improved collaboration, and coordination among agencies active in the CoC will help bring about improvements in community-wide planning and strategic use of resources to address homelessness.

Select check boxes below to certify that if selected for funding, the agency is willing to comply with:

- ☒ Homeless Manage Information System (HMIS) data requirements
- ☒ Compliance with grant terms and conditions as indicated in the Notice of Funding Availability:
- ☒ Enter into a contract with the City of Redding as the Administrative Entity for the NorCal CoC
- ☒ Comply with required monitoring per state or federal law, including but not limited to Chapter 6 of the Health and Safety Code, which can be viewed here:
https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?lawCode=HSC&division=31.&title=&part=1.&chapter=6.&article=

Kalie Brisbon
Authorized Representative
Printed Name

Kalie Brisbon
Authorized Representative Signature

8/27/24
Date

Chief Operating Officer
Title

For Lead Agency Use Only:	Received by Deadline	Yes / No	Project Funded	Yes / No
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