



# NorCal Continuum of Care™

**Executive Board Meeting**  
**August 21, 2025**  
**11:00 am to 1:00 pm**  
112 East 2<sup>nd</sup> Street, Housing Program Office  
Alturas, CA 96101

**August 21, 2025 – Housing Program Office**

**Join Zoom Meeting**

**<https://us02web.zoom.us/j/85729318734?pwd=IuzwGF4Fk9Z22Dsn0seZGwLOKT0Rna.1>**

**PASSCODE: 116592**

Teleconference Locations:

**Plumas County**  
**PCIRC**  
**591 Main Street**  
**Quincy, CA 95971**

**Siskiyou County Behavioral Health**  
**2060 Campus Dr.**  
**Yreka, CA 96097**

**Del Norte County Health and Human Services**  
**455 K Street**  
**Crescent City, CA 95531**

**Lassen County Health and Social Services**  
**1445 Paul Bunyan, Suite B**  
**Susanville, CA 96130**

**Shasta County**  
**The Salvation Army Redding Corps**  
**2691 Larkspur Lane**  
**Redding, CA 96002**

**Sierra County Behavioral Health**  
**706 Mill Street**  
**Loyalton, CA 9611**

**Modoc County Department of Social Services**  
**120 N. Main St.**  
**Alturas, CA 96101**

## **Executive Board Members**

**Cathy Rahmeyer,**  
County of Plumas, Chair

**Maddelyn Bryan,**  
County of Siskiyou,  
Vice Chair

**Michael Coats,**  
County of Del Norte

**Grace Poor**  
County of Lassen

**Tom Sandage,**  
County of Modoc

**Tammy Ray**  
County of Shasta

**Sheryll Prinz-McMillan,**  
County of Sierra



# NorCal Continuum of Care™

**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](mailto: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. Action Item – August 13, Executive Board Special Meeting Minutes.**

Review and approve the draft August 13, Executive Board Special Meeting Minutes.

**Attachment A – Draft August 13, Executive Board Special Meeting Minutes**

**Attachment B – Letter received and read into record from UWNC.**

**Attachment C – Letter from Shasta CoC Advisory identifying Tammy Ray as elected Executive Board Member and Cole Azare as the Alternate.**

### **II. Action Item – Approve HHAP 5 NOFA Applications for Del Norte County, Del Norte Mission Possible,**

Executive Board to review and approve applications for funding HHAP 5 CoC NOFA applications listed below:

**Attachment D – County of Del Norte**

**Attachment E – Del Norte Mission Possible**

**Attachment F – County of Lassen**

**Attachment G – The Salvation Army (Lassen County)**

**Attachment H – Plumas Crisis Intervention & Resource Center**

**Attachment I – FaithWorks Community Coalition Inc. (Shasta County)**

**Attachment J – Northern Valley Catholic Social Services (Siskiyou County)**

**Attachment K – Youth Empowerment Siskiyou (Siskiyou County)**

## **4. Discussion**

**I.** Provide update on HMIS and Coordinated Entry RFP process and timeline.

**II.** Discuss proposed HHAP 5 Contract Elements Reporting Framework.

**III.** Provide update on preparation of Street Outreach Policies and Procedures.

## **5. Reports**

**I.** UWNC

**II.** PIT Administrator

**III.** Governance Charter Work Group

**IV.** Data/Performance Work Group

**V.** NorCal CoC Members – County Updates



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**6. 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 Meeting September 18, 2025 1pm – 3pm**



Attachment A

# NorCal Continuum of Care™

Executive Board Special Meeting Agenda **AMENDED**

**Draft Meeting Minutes**

August 13, 2025

11:00 am to 1:00 pm

112 East 2<sup>nd</sup> Street, Housing Program Office  
Alturas, CA 96101

August 13, 2025 – Housing Program Office

Join Zoom Meeting

<https://us02web.zoom.us/j/6130715635?pwd=5fvG29xXaX6JaKHf4QLzicapWDSxvT.1&omn=83427983657>

Meeting ID: 613 071 5635

Passcode: 775453

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

Shasta County  
Redding City Hall  
777 Cypress Ave.  
Housing Conference Room  
Redding, CA 96001

**Executive Board Members**  
**Cathy Rahmeyer,**  
County of Plumas, Chair

**Maddelyn Bryan,**  
County of Siskiyou,  
Vice Chair

**Michael Coats,**  
County of Del Norte

**Grace Poor**  
County of Lassen

**Carol Madison,**  
County of Modoc

**Nicole Smith**  
County of Shasta

**Sheryll Prinz-McMillan,**  
County of Sierra





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1. **Call to Order/Quorum Established/Introductions,**  
**Quorum established, Executive Board Members present: Cathy Rahmeyer, Maddelyn Bryan, Rebecca Peconom, Lassen alternate, Carol Madison, Michael Coats.**  
**Members of the Public in Attendance:** Kalie Brisbon, Art Sevila, Nicole Lamica, Kary Carbone, Tim Danielson, Amanda Johnson, Carol Roberts, Teddie Pierce, Katie Swartz, Emily Kerr, Tom Sandage, Tiffany Martinez

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.  
Kalie Brisbon, President & CEO, United Way of Northern California, read a statement regarding HMIS Administration and proposed agenda items (copy attached)  
Art Sevila, Executive Director, Empire Recovery, shared concern with process and is supportive of UWNC  
Nicole Lamica, Lassen County, United Way has been great to work with.

### 3. Information and Action Items

#### I. Action Item - Approve Executive Board Memberships

- a. Approve change in Modoc County Executive Board membership, Tom Standage is replacing Carol Madison and Tiffany Martinez to serve as Alternate.  
**Attachment A – Modoc County Advisory Board letter request**
- b. Approve change in Shasta County Executive Board Membership, Shasta CoC Advisory is scheduled to vote on August 12, 2025 to select the Executive Board member to replace Nicole Smith and elect an Alternate. Recommendations will be provided on August 12.

Proposed new Executive Board member Tom Sandage and Alternate Tiffany Martinez were introduced to represent Modoc, Proposed Executive Board member Tammy Ray who was elected by the Shasta CoC Advisory on August 12, 2025 was introduced. Letter confirming her appointment and Collier Azare as Alternate was presented at the meeting. (Copy of letter attached)  
Rebecca Peconom motioned to approved the new members. Seconded by Michael Coats. Vote taken, all approved, non opposed, Carol Madison abstained.

#### II. Action Item - Approve of Memorandum of Understanding between the NorCal CoC and T.E.A.C.H. Inc. to provide Administrative Entity services August 1, 2025 to July 31, 2026. **Attachment B - Memorandum of Understanding**

Kristen Schreder explained that this was essentially the same MOU that the NorCal CoC has with the City of Redding. Discussion occurred. Maddelyn Bryan requested that the MOU be revised to require the Administrative Entity to give a 6 month notice instead of 90 days. Maddelyn Bryan motioned for approval with the revision. Seconded by Michael Coats. Vote taken, all approved, non opposed.



**Amended to Add approval of T.E.A.C.H. Inc to serve as the NorCal CoC Collaborative Applicant**

**III. Action Item – Approve the selection of T.E.A.C.H. Inc. to serve as the Collaborative Applicant to be effective for the 2025 HUD NOFO and apply for eligible HUD Planning Grant funding.**

The NorCal CoC followed the Governance Code Section pertaining to the selection of the new Administrative Entity T.E.A.C.H. Inc. The CoC used an RFP to procure a new Administrative Entity and designated the Administrative Entity resulting from the procurement process. The selection process culminated in rating and ranking of the applications and the Administrative Entity was selected by majority vote on June 26, 2025. The Scope of Work for the Administrative Entity included the responsibility to complete NorCal CoC-wide funding applications.

It is recommended that the NorCal CoC Executive Board vote to select the new Administrative Entity T.E.A.C.H. Inc. to serve as the new NorCal CoC Collaborative Applicant effective August 1, 2025 replacing the City of Redding as the Collaborative Applicant. The City of Redding submitted its letter terminating their work as Administrative Entity and Collaborative Applicant effective September 18, 2025. The new Collaborative Applicant will submit the 2025 NOFO and request the transfer of eligible FY 2023 HUD Planning Funding and the eligible FY 2024 HUD Planning funding.

Maddelyn Bryan motioned for approval. Seconded by Tom Sandage. Vote taken, all approved, non opposed.

**IV. Information Items and Action Items –**

**Homeless Management Information System (HMIS) Assessment - HMIS System Administrator (SA) Evaluation and Selection Process per the NorCal CoC Governance Charter**

**Summary of Agenda Items**

- a. Information Item - Governance Charter HMIS System Administrator Evaluation and Selection Process description
- b. Information Item- Background - HMIS System Administrator Evaluation and Selection Process
- c. Information Item - Review and Accept HMIS Assessment
- d. Action Item- Recommend approval to solicit an HMIS System Administrator (SA) Lead – Simple majority vote
- e. Action Item – Recommend to discontinue the United Way of Northern California (UWNC) HMIS/CE contract past the contract end date of September 18, 2025.
- f. Action Item – Recommend approval of Request For Proposals (RFP) to solicit HMIS System Administrator and Executive Board chooses to complete the selection process as the designated Workgroup
- g. Action Item – Recommend approval of Request For Proposals (RFP) to solicit Coordinated Entry System - System Administrator and Executive Board chooses to complete the selection process as the designated Workgroup
- h. Information Item: Proposal for Interim HMIS System Administrator to begin September 19, 2025, if needed.
- i. Information Item: Proposal for Interim Coordinated Entry System Administrator to begin September 19, 2025, if needed.
- i. **Information Item - Governance Charter HMIS SA Evaluation and Selection Process description**





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Page nine of the current Governance Charter indicates that the CoC Executive Board will enter into a Memorandum of Understanding (MOU), with the HMIS System Administrator (SA) however, the City of Redding entered into an MOU with the NorCal CoC Executive Board to serve as the

Administrative Entity and the City of Redding entered into a contract with United Way of Northern California to serve as the HMIS SA and to provide payment for services for contract period ending September 18, 2025.

*NorCal CoC Governance Charter section included on page 10 copied below:*

*“Designation and Solicitation Process*

*Every five years beginning in 2023, the CoC Executive Board will review the performance of the current HMIS SA and determine if it will publicly solicit a HMIS SA or continue to designate the current HMIS SA. That decision can be made and documented within a CoC Executive Board meeting; Simple majority vote.*

*If the Executive Board determines that it needs to procure a new HMIS SA, it does the following:*

- 1. Form a workgroup to manage the procurement process*
- 2. Use an RFP to procure a new HMIS SA*
- 3. Designate the HMIS SA resulting from the procurement process”*

Link to NorCal CoC Governance Charter –

<https://www.cityofredding.gov/NorCalCOC/Governance%20Charter%20%20EB%20Approved.docx>

Kristen Schreder shared the background and described the responsibility is for the Executive Board to assess the HMIS Administrator.

## **ii. Information Item - Background - HMIS SA Evaluation and Selection Process**

### **i. 2023 Selection of HMIS System Administrator In 2023:**

The Executive Board did not issue an RFP for the HMIS SA and chose not to form a workgroup for the purposes of selecting an HMIS SA and instead considered the EB as the workgroup and selected UWNC to begin service August 1, 2023 to be operational January 1, 2024.

### **ii. HMIS Assessment – April 2025 EB Approved Action Item**

**April 17, 2025 Executive Board Agenda Action Item to approve the proposed ICA HMIS Assessment.**

“Action Item I: Approve a proposal from the Institute for Community Alliances (ICA) for HMIS Technical Assistance and System Administrator Training to also include an HMIS Assessment as required by the Governance Charter Per the Governance Charter Review of HMIS System Administrator Performance every five years beginning in 2024, the Executive Board will designate a group to conduct a review of the performance of the current HMIS System Administrator (SA) and make recommendations regarding the HMIS SA designation. Since the current HMIS SA began their work in January 1, 2024 a review was not conducted in 2024 and needs to be completed in 2025. Because the Executive Board did not conduct a HMIS SA performance review in 2023 or 2024, the next review will be due in 2028 to stay within the original timeline. Included Attachment A – ICA HMIS Technical Assistance and HMIS Administrator Training proposal”



iii. **Action Item - Review and Accept Institute for Community Alliances (ICA) HMIS Assessment, Completed August 1, 2025**

**Attachment C - "HMIS Assessment May – July 2025" and Workplan**

**HMIS Assessment Report Recommendations from page four of the report are copied below.**

**COC LEADERSHIP**

1. Establish charters for the Regional Advisory Boards and HMIS/Coordinated Entry Committee, including roles and responsibilities and decision making structures for the HMIS Lead within each committee.
2. Support and monitor HMIS Lead project planning to ensure transparency and accountability.

**HMIS LEAD**

3. As federal funding and data driven decision making and funding become urgent requirements, it is critical to align HMIS Lead Agency staffing to ensure adequate coverage of all duties.
4. Finalize and deliver updated, local HMIS training materials to end users.
5. Prioritize HMIS database clean up and maintenance of client and provider records to ensure accuracy and reliability of HMIS. Agency engagement is essential to achieve this goal!
6. Configure HMIS assessments to align with project specific workflows and required data elements.
7. Implement data quality improvement processes, including benchmarking current data quality and setting target goals to improve data quality."

The HMIS Assessment provides important recommendations on the critical need to improve training, data quality and database clean up to insure State and Federal reporting accurately reflects the NorCal CoC data and improves our ability to obtain \$2.3 million HHAP 4 funding and future State and Federal funding.

Kristen Schreder shared information about the procedure for reviewing the HMIS Assessment completed by ICA and the two meetings with UWNC and a third meeting with Teddie Pierce, Carol Madison and Kristen Schreder and need for follow-up by UWNC.

Cathy Rahmeyer described RFP as a best practice.

Tammy Ray expresses concern with the timing of the RFP.

Tim Danielson, UWNC, responded to the lack of response to this report.

Maddelyn Bryan shared that she read the report and there are issues that need to be addresses that we have been discussing in our CoC. She asked for input from UWNC. Tim Danielson responded that UWNC is glad to get this structure.

Amanda Johnson shared they enjoyed working with Abby, ICA, and those changes are in line with work she recommended.

Michael Coats motioned to approve the acceptance of the report. Tom Sandage seconded. Vote taken. All approved, none opposed.

iv. **Action Item - Recommend approval to solicit a HMIS System Administrator – Simple majority vote**





# NorCal Continuum of Care™

Per the Governance Charter “the CoC Executive Board will review the performance of the current HMIS SA and determine if it will publicly solicit a HMIS SA or continue to designate the current HMIS SA. That decision can be made and documented within a CoC Executive Board meeting; Simple majority vote.”

To date the NorCal CoC has not previously procured HMIS System Administrator using an RFP. Issuing an RFP for services is usually required. It is a good business practice and follows the Governance Charter for the NorCal CoC to solicit for HMIS System Administrator using an RFP process to provide the opportunity for the NorCal CoC to procure the expertise needed at this critical time.

Kristen Schreder shared information about the process for issuing an RFP and timeline.

Discussion occurred regarding changing the timeline to move the due date earlier from September 15 to September 10.

Ton Sandage motioned to approve the item with the change in timeline. Cathy Rahmeyer seconded. Vote taken. All approved, none opposed.

**v. Action Item – Recommend to discontinue the United Way of Northern California (UWNC) HMIS/CE contract past the contract end date of September 18, 2025.**

Based on the recommendation in agenda item III.d. above, the approval by the Executive Board to solicit a HMIS System Administrator per the Governance Charter, it is recommended that the Executive Board discontinue the UWNC HMIS/CE contract past the contract end date of September 18, 2025.

**Attachment D - UWNC NorCal CoC HMIS/CE Administration Proposed 2025-2026 Budgets**

Discussion occurred regarding the timeline for the RFP.

Tom Sandage motioned to approve the item. Michael Coats seconded. Vote taken. All approved, none opposed.

**vi. Action Item – approve Request for Proposals (RFP) to solicit HMIS System Administration and Executive Board chooses to complete the selection process as the designated Workgroup.**

**Attachment E - Request for Proposals to Provide HMIS System Administrator**

Approval of the RFP for HMIS System Administrator on August 13, 2025 will allow for the release of the RFP on August 15, 2025 which will be posted for 30 days. The deadline to receive responses would be September 15, 2025 by 10:00am. This allows enough time to present responses to the September 18, 2025 regular Executive Board meeting for review and approval.

The approval to solicit for HMIS System Administrator includes the opportunity for UWNC to submit a proposal as well as other HMIS System Administrator service providers.

Kristen Schreder shared that the RFP should be revised to indicate that the term of the contract would be one year and other changes the board approved regarding the timeline would be made.



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Maddelyn Bryan motioned approval. Tammy Ray seconded. Vote taken. All approved, none opposed.

- vii. Action Item – approve Request for Proposals (RFP) to solicit Coordinated Entry System - System Administrator and Executive Board chooses to complete the selection process as the designated Workgroup.**

**Attachment F - Request for Proposals to Provide Coordinated Entry System - System Administrator**

Currently the UWNC serves the NorCal CoC as Administrator for both HMIS and Coordinated Entry System in one contract. It is recommended that the Executive Board approve a separate RFP for Coordinated Entry System – System Administrator.

Approval of the RFP for Coordinated Entry System Administrator on August 13, 2025 will allow for the release of the RFP on August 15, 2025 which will be posted for 30 days. The deadline to receive responses would be September 15, 2025 by 10:00am. This allows enough time to present responses to the September 18, 2025 regular Executive Board meeting for review and approval.

The approval to solicit for Coordinated Entry System - System Administrator includes the opportunity for UWNC to submit a proposal as well as other Coordinated Entry System - System Administrator service providers.

Discussion occurred and Cathy Rahmeyer motioned to include same changes suggested for HMIS RFP. Tom Sandage seconded. Vote taken. All approved, none opposed.

- viii. Information Item: Proposal for Interim HMIS System Administrator to begin September 19, 2025, if needed.**

If the timelines and process for procuring HMIS System Administrator is delayed ICA has offered their services to commence September 19, 2025 on an emergency interim basis.

Kristen Schreder she asked and ICA indicated they would operate the HMIS on an emergency basis if there was an unanticipated delay.

- ix. Information Item: Proposal for Interim Coordinated Entry System - System Administrator to begin September 19, 2025, if needed**

If the timelines and process for procuring Coordinated Entry System - System Administrator is delayed Teddie Pierce has offered her services to commence September 19, 2025 on an emergency interim basis.

## **V. Reports**

- a. UWNC Tim Danielson indicated that their regular report will be presented at the regular executive meeting.
- b. PIT Administrator Cathy Rahmeyer indicated they are waiting for a new contract with T.E.A.C.H.
- c. Governance Charter Work Group – Additional HUD Technical Assistance approved with TAC, meetings will be scheduled soon, proposed review of Street Outreach Policy Development Governance Committee will be scheduled once we are reconnected to Technical Assistance.
- d. Data/Performance Work Group- on hold for now, meetings to be scheduled in the next month or so.



e. NorCal CoC Members – County Updates

Teddie Pierce indicated that there will be a new HUD NOFO. She is working to develop a Street Outreach policy

**VI. Adjournment** Meeting adjourned 1:08

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**Next Executive Board Meeting**

**August 21, 2025 1pm – 3pm, Proposed Approval of HHAP 5 Applications for funding**



Attachment B  
EB Agenda August 21, 2025  
for August 13 meeting min



## UNITED WAY Northern California

To the Advisory Board Members and Executive Committee of the NorCal CoC,

United Way of Northern California exists to serve our 9 County Region with system support and services that are people-centered and community-needs based. When we receive calls asking us to serve, sometimes when no one else is willing, we often say yes. This was the case with serving as the NorCal CoC HMIS Administrator. In 2023 we abruptly pivoted, UWNC invested our agency's financial resources, strategically re-positioned staff and found additional funding to ensure we could serve ALL counties.

We value transparency and clear communication and although we are not perfect, we have worked to improve communication channels and information flow over the last 2 years. We listen to those who've experienced the Homelessness system on both sides. We have worked hard to build relationships based on trust, motivated by shared goals, and by building a culture of collaboration. We avoid transactional command and control leadership because of the vast differences across county governments and other end-user agencies. We are dedicated to the success of the end users because they are who help move our vulnerable community members through the HMIS and CE Systems.

We were informed last Friday that this work would go to RFP. We understand the right to do so and are prepared to bring a competitive application even with such little notice. What we were not told directly but read later in the agenda, is that the Exec Committee should consider an outside contractor or another entity taking service over, as early as mid-September. We have two concerns we'd like to immediately raise:

- Are the end user agencies aware of this abrupt reconsideration of administration?
- Are Counties prepared to rapidly move through contracting to ensure this change?

A rapid change to a new HMIS Administrator is not in the best interest of the system or the people it serves. We have existing contracts with HUD beyond the Administrative Entity Contract that need to be taken into consideration. It is crucial for the stability of those in the system and those utilizing HMIS that services remain as uninterrupted as possible.



We formally request that the Executive Committee remain with UWNC as the HMIS administrator through the selection process and ensure a smooth transition should another entity be selected.

Our hope is that we will be awarded the HMIS and CE contracts. We understand that there have been other conversations excluding us to plan differently. We ask our colleagues of the general advisory board memberships to consider what is best for your agencies, for your clients, and speak up through this process. If in the end we are not your selection we understand. We will not stand by silently as decisions are made without the full membership's awareness or the best interest of our vulnerable clients in mind.

In the spirit of collaboration always,

Kalie Brisbon

United Way of Northern California

President & CEO

P.S We invite anyone interested in submitting a letter of support for UWNC as HMIS/CE Administrator to email [kcarbhone@norcalunitedway.org](mailto:kcarbhone@norcalunitedway.org)

Attachment C  
EB August 21, 2025 Agenda  
for August 13 meeting min



Shasta County Advisory Board of the  
**NorCal**  
**Continuum of Care™**

August 12, 2025

Cathy Rahmeyer, Chairperson  
NorCal Continuum of Care  
Executive Board

At its regular meeting held on August 12, 2025, the Shasta County Advisory Board of the NorCal Continuum of Care unanimously elected Tammy Ray, to serve as the County's representative on the Continuum of Care Executive Board. Cole Azare, was elected to serve as the alternate representative.

Maggie Joyce  
Chairperson

*Lesha Schaefer for Maggie Joyce*

**Exhibit C: Notice of Funding Availability Questionnaire**  
**Homeless Housing, Assistance and Prevention Program- Round 5**

Legal Name of Applicant Organization: County of Del Norte			
Project Name: Del Norte Housing Projects			
Contact Name: Michael Coats	Phone: (707) 464-7224	Fax (707) 465-4272	Email michael.coats@co.del-norte.ca.us
Agency UEI Number GJ66N7JBB1F7	County: Del Norte	Agency Tax ID Number: 94-2254126	Total amount of requested funds: \$428,055.40

- 1. A) Funding Plans: Budget Table.** Complete the table below with the requested funding, and the desired eligible use categories. Note: A minimum of 10% of funds must be utilized toward youth set aside activities.

Eligible Use Category	Amount
Delivery of Permanent housing and Innovative Housing Solutions	\$25,000.00
Delivery of Permanent housing and Innovative Housing Solutions - Youth	\$2,500.00
Rapid Rehousing	\$54,918.09
Rapid Rehousing - Youth	\$12,474.63
Prevention and Shelter Diversion	\$15,000
Prevention and Shelter Diversion - Youth	0.00
Operating Subsidies- Permanent Housing	\$107,595.91
Operating Subsidies- Permanent Housing - Youth	\$8,018.48
Operating Subsidies – Interim Housing	0.00
Operating Subsidies – Interim Housing - Youth	0.00
Interim Housing	\$80,124.41
Interim Housing - Youth	\$12,423.88
Improvements to Existing Housing	0.00
Improvements to Existing Housing - Youth	0.00
Street Outreach	\$10,000
Street Outreach - Youth	\$1,000
Services Coordination	\$90,000.00
Services Coordination – Youth	\$9,000.00
System Support	0.00
System Support - Youth	0.00

**1. B) Funding Plans: Budget Narrative.**

- a. Explain in detail how your organization plans to use the full amount of HHAP funds requested (including youth set-aside).** The County of Del Norte plans to fully utilize the HHAP-5 allocation, including the youth set-aside, to address both immediate and long-term housing needs, with an emphasis on sustainable, permanent housing solutions. A significant portion of the funding will

support our newly developed Permanent Supportive Housing (PSH) project, which provides stable housing for individuals experiencing chronic homelessness, including transition-age youth.

We will also allocate funds to help individuals and families experiencing, or at risk of, homelessness secure permanent housing through landlord incentives, rental and deposit assistance, and prevention services. Additionally, HHAP-5 funds will support interim housing options, such as motel stays, for medically vulnerable individuals actively seeking permanent housing.

Our street outreach efforts will be expanded to engage unsheltered individuals and connect them with appropriate services and housing pathways. Recognizing the critical role of case managers in helping clients maintain housing stability, we plan to fund case management services under the "Delivery of Permanent Housing and Innovative Housing Solutions" and "Services Coordination" eligible use categories.

According to HHAP-5 guidelines, Services Coordination includes a range of wraparound supports, such as case management, service planning, referrals to community-based resources, benefit enrollment assistance, and coordination of medical and mental health care. These are core responsibilities of our case workers, who provide the hands-on support needed to help individuals stabilize and succeed in housing. This funding will allow us to maintain consistent staffing levels, expand services for youth, and ensure high-quality support across all housing programs.

By integrating housing support with robust case management, the County of Del Norte will leverage the full HHAP-5 allocation to build a coordinated, client-centered system that improves housing outcomes for our most vulnerable residents.

- b. **What activities the funds will support:** HHAP-5 funds will support a comprehensive range of eligible activities, including the delivery of permanent housing, operating subsidies for permanent housing, rapid rehousing, prevention and shelter diversion, interim housing, and street outreach. A portion of the funds will also support intensive case management services and critical wrap-around services such as individualized service planning, referrals, benefit enrollment assistance, and housing stabilization support. Investing in these services ensures participants receive the guidance and support necessary to maintain housing and achieve long-term stability.
- c. **How it will complement existing funds:** HHAP-5 will support existing funds by supporting our Homekey Project, The Legacy. HHAP-5 funds will be used for maintenance and operating subsidies, for funding any additional improvements to the land or building, as well as funding trauma-informed, evidence-based supportive services to increase housing retention for the tenants in this Permanent Support Housing project. The project will also complement existing funds by assisting encampment residents aided through Encampment Resolution Funding (ERF) as they move through the homelessness response system into permanent housing.
- d. **How the activities align with the CoC's priorities:** The proposed activities align with the CoC's priorities by addressing and reducing homelessness through permanent housing solutions and housing retention.

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

- a. **The target population:** Chronically homeless individuals, encampment residents, persons with co-occurring mental health and substance use needs, households exiting institutions, low-income residents at imminent risk of homelessness, and youth.
- b. **The gaps the project will address:** The project will address the lack of emergency shelter in our rural area, insufficient supportive services for Permanent Supportive Housing (PSH) tenants, lack of funds for prevention to help residents maintain current housing, lack of funds for street outreach, and limited landlord engagement.



- c. **Planned partnerships:** Crescent City Housing Authority, Department of Health and Human Services Behavioral Health Branch, Del Norte Mission Possible, community-based organizations, and other governmental organizations including tribal governments.
- d. **Plan for implementation:** Funds will be used to support and continue projects already in place and to add prevention and street outreach services utilizing current staff.

**3. Experience:**

- a. **Provide an overview of your organization and experience effectively utilizing federal, state or local funds.** County of Del Norte Department of Health and Human Services (DHHS) has a strong track record of managing and leveraging millions of dollars in federal, state, and local funding to address housing and homelessness needs in our rural community. Over the past several years, DHHS has successfully administered funds from HHAP (Rounds 1–4), Homekey, the Encampment Resolution Fund (ERF), Permanent Local Housing Allocation (PLHA), and the Homeless Housing Incentive Program (HHIP). These funds have been used to launch new housing programs, expand shelter capacity, implement prevention and diversion strategies, and develop innovative permanent housing solutions. Our experience demonstrates both fiscal accountability and a commitment to using public resources to deliver measurable outcomes for vulnerable populations.
- b. **Describe your organizations experience in providing services or utilizing funding with the goal of preventing, reducing, or ending homelessness.** The County of Del Norte DHHS has demonstrated significant experience in delivering services and utilizing public funding to address homelessness across the continuum of need. With support from Homekey, HHAP, and other funding streams, the County successfully acquired and renovated a former motel, transforming it into The Legacy—a 30-unit Permanent Supportive Housing (PSH) site for individuals experiencing chronic homelessness.

In partnership with the local nonprofit Del Norte Mission Possible, we are currently constructing the County's first congregate shelter and micro-shelter village, utilizing Encampment Resolution Funds (ERF) and other sources. These facilities will fill a critical gap in our local shelter system and expand access to transitional housing.

We have also effectively used HHAP and HHIP funding to provide interim shelter through motel stays for youth, medically vulnerable individuals, and others with immediate housing needs. Additionally, the County has used rental and deposit assistance to help individuals and families experiencing or at risk of homelessness transition into permanent housing. These efforts reflect our commitment to using targeted funding to create sustainable housing solutions and reduce homelessness in Del Norte County.

**4. Organizational Capacity: Provide an explanation of your organizations capacity to deliver the project, including but not limited to:**

- a. **An explanation of the staffing structure:** County of Del Norte DHHS has demonstrated the capacity to deliver the project through past performance but has also added staff. The Housing Services Manager now oversees (2) two Housing Case Managers, (1) one Client Services Specialist, and (1) one Part-Time Peer Support Specialist.
- b. **Existing resources that will be leveraged:** The Housing Services Manager also has the support of a Fiscal Manager, a Staff Services Analyst, the Behavioral Health Branch Deputy Director, and the Director of Health and Human Services.

- c. **Understanding of housing program requirements:** All staff are trained to comply with housing program requirements including Housing First principles. They use person-centered, trauma-informed, and harm-reduction approaches.
- d. **Describe your organization's capacity and experience to successfully manage the funds, including ability to manage existing grants; additional financials may be requested per the project funding per 2 CFR Part 200.501.** The County of Del Norte DHHS has the capacity and infrastructure to successfully manage federal, state, and local grant funding in compliance with all applicable regulations. Our fiscal and administrative teams have extensive experience with grant management, including budgeting, expenditure tracking, performance reporting, and audit compliance. We have effectively managed millions in public funds across multiple programs, including HHAP, Homekey, ERF, PLHA, and HHIP.

Previous HHAP funds have been fully expended in alignment with program requirements, with all reporting submitted accurately and on time. We understand the fiscal accountability required under 2 CFR Part 200.501 and are prepared to provide additional financial documentation as requested. Strong internal controls and collaboration between program and fiscal staff ensure that all funds are managed responsibly and transparently.

5. **Impact and Effectiveness: Describe the goals and priorities this project will serve, and how these align with the goals and priorities in HHAP-5.** This project directly supports the goals and priorities outlined in HHAP-5 by addressing the most urgent gaps in Del Norte County's homelessness response system through a multi-tiered approach focused on long-term impact and sustainability.

First, the project increases access to permanent housing through the expansion of Permanent Supportive Housing (PSH) and the provision of rapid rehousing and rental assistance services. These efforts are aligned with HHAP-5's emphasis on permanent housing solutions and housing retention, particularly for chronically homeless individuals and vulnerable subpopulations such as youth and medically fragile individuals.

Second, the project expands emergency shelter capacity through the construction of a new congregate shelter and micro-shelter village, meeting HHAP-5's goal of providing safe, low-barrier shelter options that act as a bridge to permanent housing. These resources are critical in a rural area with no existing year-round shelter infrastructure.

Third, the project supports the reduction of discharges to homelessness from institutional settings, including hospitals, jails, and foster care, by strengthening system coordination and developing pathways to shelter and housing prior to release. These efforts reduce recidivism and improve outcomes for individuals cycling through public institutions.

Finally, the integration of case management, street outreach, and wraparound services ensures that participants are not only housed but supported in maintaining long-term stability—further advancing HHAP-5's overarching goal of reducing unsheltered homelessness through a comprehensive, housing-first model.

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.** The County of Del Norte is committed to advancing racial and gender equity across all aspects of its homelessness response system. To ensure equitable access

to housing and services, we are implementing a multi-layered approach grounded in data, training, and inclusive system design.

We will use disaggregated data to identify racial, ethnic, gender, and geographic disparities in service utilization, housing placements, and outcomes. These data will inform decision-making, resource allocation, and continuous quality improvement processes. Populations that are overrepresented among people experiencing homelessness, such as Native American individuals and transition-age youth, will be prioritized for targeted outreach, services, and housing resources.

Cultural competence and humility training will be mandatory for all staff and contracted partners involved in service delivery. This includes a focus on trauma-informed, person-centered, and anti-oppressive practices that acknowledge historical and systemic inequities.

We will apply an equity lens throughout the Coordinated Entry process by evaluating assessment tools and prioritization policies to ensure they are culturally responsive and do not inadvertently disadvantage marginalized groups. Housing navigation, placement, and retention supports will be adapted to meet the diverse needs of individuals, with additional consideration for intersectional barriers such as gender identity, disability, and language access.

In partnership with tribal governments and culturally specific organizations, the County will co-design engagement strategies and services that reflect the lived experiences and cultural contexts of the communities most impacted by homelessness. We are also reviewing procurement and contracting practices to expand access to funding opportunities for organizations that serve historically underserved populations.

Through these strategies, Del Norte County will foster a more inclusive, just, and effective homelessness response system.

**7. System Improvements: Describe any specific and quantifiable systems improvements or strategies that your organization will take to improve:**

- a. **The number of people experience homelessness upon exiting institutional settings (examples: jail/prison, behavioral health facilities, foster care).** Del Norte County is strengthening its coordination with local institutions, including hospitals, jails, behavioral health facilities, and child welfare agencies, by implementing a formal referral process to prevent individuals from exiting directly into homelessness.

Participating institutions are provided with clear referral protocols to connect individuals who are at risk of homelessness with DHHS housing staff. Upon receiving a referral, our team initiates a phone intake, provides required documentation via secure email for completion and signatures, and enrolls the individual into the Homeless Management Information System (HMIS). Once enrolled, individuals are eligible to access housing navigation, interim housing, and supportive services.

For youth aging out of foster care, DHHS collaborates with child welfare staff to ensure timely referrals and inclusion in the Coordinated Entry System. Similar procedures are followed for individuals exiting jail or behavioral health placements, helping reduce the risk of unsheltered homelessness.

These improvements streamline access to services at critical transition points and support the County's broader goal of reducing exits into homelessness from institutional settings through early engagement and coordinated service delivery.

- b. **Connecting people experiencing homelessness to all eligible benefit programs.** Housing Case Managers play a key role in ensuring that individuals experiencing homelessness are connected to all public benefit programs for which they may be eligible. Case managers provide hands-on assistance with

applications for CalFresh, Medi-Cal, SSI/SSDI, VA benefits, and other entitlements. In addition, staff coordinate with Enhanced Care Management (ECM) and Community Supports under CalAIM to ensure clients receive comprehensive, wraparound services that support both housing stability and overall well-being. These efforts help reduce barriers to care and provide the foundational support individuals need to exit homelessness sustainably.

- c. **Additional system improvements, if applicable.** To strengthen cross-agency coordination and improve case outcomes, DHHS staff will increase participation in weekly case conferencing sessions held as part of the HMIS and Coordinated Entry process. These meetings support more effective service matching, reduce duplication, and ensure high-priority individuals are actively engaged. Additionally, the County is working to formally incorporate individuals with lived experience of homelessness into program design, evaluation, and advisory roles. Their insights will be used to improve service responsiveness, reduce stigma, and enhance system accountability.

**8. For Shasta Advisory Board applicants please see Exhibit D from the NorCal CoC Governance Charter Addendum.**

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

- ☒ Homeless Management 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 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=](https://leginfo.ca.gov/faces/codes_displayText.xhtml?lawCode=HSC&division=31.&title=&part=1.&chapter=6.&article=)

Ranell Brown  
 Authorized Representative  
 Printed Name

  
 Authorized Representative Signature

08/18/2025  
 Date

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 5**

Legal Name of Applicant Organization:			
Del Norte Mission Possible			
Project Name:			
Street Outreach and Housing Navigation			
Contact Name:	Phone:	Fax:	Email:
Charlaine Mazzei	(707) 464-3812	N/A	cmazzei@dnsc1.org
Agency UEI Number	County:	Agency Tax ID Number:	Total amount of requested funds:
V265XALS1K91	Del Norte	84-3538055	\$428,055.40

- 1. A) Funding Plans:** Budget Table. Complete the table below with the requested funding, and the desired eligible use categories. Note: A minimum of 10% of funds must be utilized toward youth set aside activities.

Eligible Use Category	Amount
Delivery of Permanent housing and Innovative Housing Solutions	
Delivery of Permanent housing and Innovative Housing Solutions - Youth	
Rapid Rehousing	
Rapid Rehousing - Youth	
Prevention and Shelter Diversion	
Prevention and Shelter Diversion - Youth	
Operating Subsidies- Permanent Housing	
Operating Subsidies- Permanent Housing - Youth	
Operating Subsidies – Interim Housing	
Operating Subsidies – Interim Housing - Youth	
Interim Housing	
Interim Housing - Youth	
Improvements to Existing Housing	\$205,249.86
Improvements to Existing Housing - Youth	\$22,805.54
Street Outreach	\$180,000
Street Outreach - Youth	\$20,000
Services Coordination	
Services Coordination – Youth	
System Support	
System Support - Youth	

## **1.B) Funding Plans: Budget Narrative**

- a. Explain in detail how your organization plans to use the full amount of HHAP funds requested (including youth set-aside)

Del Norte Mission Possible (DNMP) intends to use the requested HHAP funds to support one year of ongoing homeless services for which funding will be ending when HHAP funds become available. Specifically, DNMP will fund a continuum of services through its Street Outreach and Interim Housing programs to help those experiencing homelessness engage with and navigate a pathway from homelessness to permanent housing. Services will provide a variety of supports that meet individuals where they are from crisis, through vulnerability, stability and self-sufficiency to thriving.

Crisis services will include outreach and navigation to engage clients with essential supplies and a gateway to other supportive services. Services at the “vulnerable” stage will include short-term shelter stays, food and other temporary supports. Clients at the “stable” stage will receive longer stays in interim housing, and referrals to treatment and income support services. Clients at the “self-sufficient” stage will have access to permanent supportive housing or permanent housing with outside supports. Finally, “thriving” clients will be successful in unsubsidized housing and can exit from supportive services.

Throughout their journey, participants in both the Interim Housing and Street Outreach programs requested here will be provided with intensive wrap-around services, including access to workforce, education and training programs; access to advocacy services; individual counseling and service planning; appointment coordination; referrals; and other services to promote personal stability that will ultimately lead to housing stability. All services will be provided through trauma-informed, relationship-based intensive case management specifically focused to promote and sustain progress toward permanent, stable housing.

All services will be available to youth aged 18 to 24 and a 10% set-aside has been included in the budget to insure services to this population.

DNMP will fully utilize the HHAP 5 funds requested here to support its existing client-centered system that improves housing outcomes for those who are most vulnerable.

- b. What activities the funds will support:

Funds will support activities as follows:

- Interim Housing: Staff salaries and operating expenses necessary for operation of a low-barrier congregate shelter and a micro-shelter village campus established by the County of Del Norte’s Encampment Resolution Funding grant. Under an operating agreement with the County of Del Norte, DNMP is the designated operator of an interim shelter campus consisting of a 60-bed congregate shelter and a 50-unit micro-shelter village. Funds requested here will partially support 24-hour staffing, food, utilities, supplies, and general operating expenses for the interim housing campus. The campus will provide short-term emergency shelter for up to two weeks, during which time guests will have the opportunity to become stable and explore future opportunities. Longer-term residents of the campus will be assisted with trauma-

informed, relationship-based intensive case management, which will include goal-setting; housing navigation; referrals to medical, substance abuse and mental health services and other wrap-around supports as detailed earlier.

- **Street Outreach:** Funds are requested to conduct street outreach activities in areas frequented by those experiencing homelessness. Activities will be conducted not less than twice weekly in no fewer than three locations. Funds will be used for salaries and benefits for staff conducting outreach and intensive case management activities; fuel and operating expenses necessary to support outreach activities; and emergency supplies such as tents, tarps, sleeping bags, trash bags, food, food preparation supplies, hygiene supplies, and other critical supplies necessary for survival in an unhoused environment. Street outreach activities will coordinate with mobile mental health services; mobile medical services and mobile shower services operated by our partners to bring services together to improve access for those experiencing homelessness. These activities are a critical component to a coordinated pathway to permanent housing. Street outreach is the first step to engage those experiencing homelessness with services and establish trusting relationships that are essential for forward movement. Without street outreach activities that meet basic needs where people are, connection with those experiencing homelessness will not be successful.

In addition to crisis intervention, DNMP's Street Outreach program offers those who regularly access services, but who are not yet in an interim shelter, the same type of intensive, trauma-informed, relationship-based case management as those in our Interim Shelter program.

c. How will the request complement existing funds:

The funds requested here will complement fee-for-service funds DNMP receives through its contracts with Partnership Health Care as a provider of Enhanced Care Management and Community Supports under the CalAIM program. DNMP has successfully provided intensive case management and wrap-around activities under the CalAIM program since February 2023. This program supports services to individuals who qualify for MediCal services. HHAP 5 funding will help support services to those who either do not qualify for or are not yet enrolled in MediCal.

d. How will activities align with CoC priorities:

The activities proposed here align with the CoC priorities of moving individuals and youth out of homelessness and into permanent housing by providing intensive, trauma-informed wrap-around services to address barriers to housing. The services are designed to move participants from crisis living in encampments through interim housing into permanent housing using a variety of supports tailored to individual needs.

## **2. Program Design**

a. Target Population:

Those experiencing homelessness, including those who are chronically homeless, encampment residents, those with mental health and substance abuse issues, and those who are at risk of homelessness.

b. Service Gaps:

DNMP is the only provider of comprehensive street outreach services in Del Norte County. In addition, to the services provided by DNMP, outreach activities act as a hub around which partner agencies provide medical outreach, mobile showers and other critical services. The services provided by DNMP are unique in Del Norte County. As the only CalAIM provider specifically serving the homeless population, we are able to coordinate medical care, including mobile medical services, for some of the most vulnerable and reclusive members of the homeless community.

DNMP's outreach services are also unique in that we are a true community-based organization rooted in providing services to the homeless where they live. Most of our staff have lived experience. They approach their work from a place of common understanding and not as representatives of government agencies or services. The experience of our staff offers inspiration to program participants and shows that with a hand up, lives can be changed for the better. Without the funds requested here, the critical initial contact with those experiencing homelessness will not be available.

As the designated operator of the 60-bed congregate shelter and 50-unit micro-village, DNMP's requested funding will fill the gap in emergency and interim shelter services that would otherwise be unavailable in Del Norte County. Because DNMP is a provider of CalAIM services, we will be able to offer an array of services, including recuperative care for those with medical conditions that are unique in the County.

DNMP is also the only provider of intensive, trauma-informed wrap-around case management services specifically targeted to those experiencing homelessness in Del Norte County. The funds requested in both the Street Outreach and Interim Shelter programs is critical to maintaining the staffing to provide these services.

c. Planned Partnerships:

DNMP will continue its ongoing partnerships with the County of Del Norte, Crescent City Housing Authority, Family Resource Center of the Redwoods Food Bank, Community Assistance Network, the Community Action Partnership of Del Norte, Open Door Community Health Center, Rural Human Services, Yurok Tribe, Tolowa Dee-ni' Nation Housing, the Smart Workforce Center, True North Organizing, Nation's Finest, Veteran's Services, the Del Norte Unified School District Director of Homeless and Foster Youth Services, Del Norte County Probation Youth Opportunity Center, Coastal Connections for youth, and other community, faith-based and service organizations to continue and expand services to move those experiencing homelessness into permanent housing.

d. Plan for Implementation:

Funds requested here will support programs that are already in place or that will be implemented within the next three months.

### 3. Experience

- a. Provide an overview of your organization and experience effectively utilizing federal, state, or local funds.

DNMP was incorporated in 2019 specifically to address the needs of those experiencing homelessness in Del Norte County. In 2001, DNMP partnered with the Community Action Partnership of Del Norte, a program of the Del Norte Senior Center. Since entering into this partnership, DNMP has successfully administered the following local, state and federal contracts:

- Encampment Resolution funding through a subrecipient agreement with the County of Del Norte for street outreach, case management and interim shelter services.
- 2020 HHAP funding through a subrecipient agreement with the County of Del Norte for development of interim shelter infrastructure.
- 2023 HHIP funding through a subrecipient agreement with the County of Del Norte for development of interim shelter infrastructure.
- COVID Outreach Services through a subrecipient agreement with the County of Del Norte.
- 2021 ESG-CV grant through a subrecipient agreement with the County of Shasta.
- WeVAX Covid 19 vaccination grant from the Public Health Institute.
- PATH-CITED grant through the Department of Health Care Services.
- Shelter-in-Place funding from the Humboldt Area Foundation to provide street outreach services and supplies during the COVID-19 pandemic.

DNMP's Director of Homeless Services has more than 25 years of experience providing services to those experiencing homelessness in Del Norte County. DNMP's executive director has 30 years of experience administering state and federally funded programs and services.

- b. Describe your organization's experience in providing services or utilizing funding with the goal of preventing, reducing or ending homelessness.

As stated above, DNMP was founded with the sole mission of providing services and connections to those experiencing homelessness with the goal of moving individuals out of homelessness and into permanent housing. Since 2019, DNMP has been the primary provider of street outreach and intensive case management services to the homeless in Del Norte County.

With Del Norte County Department of Health and Human Services as the lead, DNMP has been a critical partner in the acquisition of an Encampment Resolution Fund grant to design and implement a new interim shelter campus in Del Norte County. As the designated operator of interim shelter services, DNMP will fill a crucial gap in the continuum of services that will complement and provide the foundation to the County's permanent supportive housing project and other pathways to permanent housing.

### 4. Organizational Capacity:

- a. Staffing structure:

DNMP currently employs five case managers and three peer support specialists who are supervised by a Case Management Supervisor. DNMP also employs two dedicated outreach staff currently supervised by an Administrative Assistant. The Director of Homeless Services leads program administration and is the organization's representative to the Del Norte County CoC Advisory and NorCal HMIS committees. The Executive Director and fiscal staff are shared with the Del Norte Senior Center through a management agreement between the two organizations as part of the Community Action Partnership of Del Norte. These positions are responsible for fiscal and administrative oversight and monitoring compliance with all funding source requirements.

b. Existing resources that will be leveraged:

DNMP will leverage HHAP 5 funds with fee-for-service income earned from providing Enhanced Case Management and Community Support services through the CalAIM program. DNMP will also leverage funds received from private donors and fundraising efforts.

In addition to financial resources, DNMP specifically designs its programs with the direct input of the unhoused population we serve. Homeless ambassadors from encampments provide both program input and volunteer time to ensure the services we provide meet actual needs of those we serve.

c. Understanding of housing program requirements:

As stated earlier, DNMP's Director of Homeless Services has over 25 years' experience working with the unhoused in Del Norte County. She is a voting member of the Del Norte County CoC Advisory Committee along with a variety of other housing-related coalitions and committees. Her experience has grounded her in a thorough understanding of housing principles. In addition, she has a Bachelor's degree in drug and alcohol counseling and has received specialized training in trauma-informed care, relationship-based case management. She has a certification in domestic violence counseling and has extensive experience working directly with the unhoused to understand their needs, challenges, strengths and potential.

d. Describe your organization's capacity and experience to successfully manage the funds, including ability to manage existing grants.

As discussed earlier, DNMP has successfully managed a number of state and federally funded grants and contracts since its founding in 2019. In addition, DNMP's Executive Director has over 30 years of experience administering, monitoring and reporting compliance with governmental funding in accordance with 2 CFR Part 200 and other state and federal regulations and contract requirements. In addition to DNMP's funding experience identified above, the Executive Director has had multiple years of experience administering Community Services Block Grant, Low Income Household Energy Assistant Program, Community Development Block Grant, Title III Older Americans Act and other federal, state and local funding programs.

DNMP utilizes a fund accounting system that separates expenditures by grant and program; prevents duplicate charging; and assures that all expenditures comply with contract restrictions and can be fully documented.



**5. Impact and Effectiveness:** Describe the goals and priorities this project will serve, and how these align with the goals and priorities in HHAP 5.

DNMP currently provides street outreach and individual case management services to those experiencing homelessness in Del Norte County. We achieve an average of 748 contacts per month during street outreach services to an average of 350 unduplicated individuals. In the past six months, DNMP has assisted 38 individuals achieve permanent housing. The funds requested here will sustain and expand these critical services through funding a full array of homelessness programs and resources that comprehensively and effectively sustain prior investments and work towards long-term sustainability of housing and supportive services. These services include the ability to follow participants through the continuum of services and beyond permanent housing placement into permanent housing sustainability by providing supportive services to insure success.

**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.

DNMP has adopted non-discrimination policies in its hiring, procurement and service delivery practices. DNMP focuses on removing barriers that prevent equal access to housing, regardless of a person's background, income or other characteristics. Our equity-focused practice seeks to create inclusive communities where everyone has a fair chance to find a safe, stable and affordable place to live.

DNMP is dedicated to accepting and working with participants based on documented needs regardless of racial or ethnic identification. Staff will receive training in the disparate impact of homelessness on overrepresented groups, including cultural and gender sensitivity; the impact of trauma on different groups; and the need to tailor services and advocacy to the specific needs of individual participants. Training will also be provided on working with individuals who may have different cultural backgrounds and the need to suspend personal points of view and practice empathy and client-centered work. Assessment tools and practices will be evaluated on an ongoing basis to identify potential barriers that may disadvantage already marginalized groups or individuals.

**7. System Improvements:** Describe any specific and quantifiable systems improvements or strategies that your organization will take to improve:

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

DNMP will work in partnership with the County of Del Norte and other institutional settings to reduce the number of people experiencing homelessness upon exit. The County has direct responsibility for most of the local institutions from which at-risk individuals would be exiting, including local jail, probation, behavioral health and foster care. DNMP also works with state parole authorities to help individuals exiting from state prison. DNMP will continue to assist with exit planning for these groups and will work as a partner to coordinate and potentially provide interim housing solutions while permanent housing is located.

Finally, DNMP has established relationships with the local hospital and health care providers to assist those who are being discharged from hospital care and skilled nursing to locate safe interim or permanent housing and to access follow-up health care.

b. Connecting people experiencing homelessness to all eligible benefit programs.

Connecting participants with all eligible benefit programs and helping them navigate the eligibility process are core activities of DNMP's existing case management services, which include support to complete application paperwork, obtain supporting documents, and attend eligibility appointments. DNMP case managers and peer support staff work closely with the eligibility determination staff of the Del Norte County Department of Health and Human Services, the Crescent City Housing Authority, and other income and benefit programs to advocate for participants. One of our case managers is being trained to complete disability benefit applications. These services will be continued and expanded with the HHAP funding requested here.

c. Additional systems improvement, if applicable.

The most significant system improvement to be funded with this application is the operation of the shelter/micro-village campus. The first and only interim housing project of its kind in Del Norte County, this project will provide a stable bridge from unhoused homelessness to permanent housing. This project recognizes that for many individuals who have experienced chronic homelessness, the success rate of moving directly into permanent housing is low. Interim housing provided by the shelter campus will give these individuals a supportive environment in which to address other barriers to housing and increase the success rate once in a permanent environment. The shelter will also set aside 10% of its beds for transition-age youth.

The interim housing project cannot be successful without the intensive street outreach activities proposed as the other component of our request. Street outreach is the first step in making contact and building trust with those experiencing homelessness. This service is essential to establishing person-centered relationships that will foster successful transitions to permanent housing and success.

**8. For Shasta Advisory Board applicants please see Exhibit D from the NorCal CoC Governance Charter Addendum.**

Not applicable to this application.

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

Charlaine Mazzei

Authorized Representative  
Printed Name

*CMazzei*

Authorized Representative Signature

Date

8/7/2025

Executive Director

Title

For Lead Agency Use Only:	Received by Deadline	Yes / No	Project Funded	Yes / No
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**NorCal**  
**Continuum of Care™**

## Certificate of Point in Time Participation

I, Michael Coats, certify that staff from Del Norte Mission Possible participated in the 2025 Point in Time Count by performing one or more of the below listed activities within our community:

- ☒ Surveyed persons using paper or electronic survey forms;  
☐ Coordinated the Point in Time Count in our County; and/or  
☒ Assisted the Coordinator within the County.  
☐ Other: \_\_\_\_\_

Dated: July 14, 2025

Dorothy Waddelow

Printed Name of County Advisory Board Chair

Signature of County Advisory Board Chair



## Certificate of County Advisory Board Approval for Applicant

By signing below, the County Advisory Board certifies that Del Norte Mission Possible is an active participant at their County Advisory Board and has been recommended to apply for Homeless Housing, Assistance and Prevention Grant Program Round 5 (HHAP 5) funds to operate within the County of Del Norte. The County Advisory Board further certifies, the applicant has presented an HHAP 5 eligible project to the County Advisory Board through a collaborative process.

Dated: July 14, 2025

Dorothy Waddelow

Printed Name of County Advisory Board Chair

A handwritten signature in blue ink that reads "Dorothy Waddelow". The signature is written in a cursive style and is positioned above a horizontal line.

Signature of County Advisory Board Chair

**Exhibit C: Notice of Funding Availability Questionnaire**  
**Homeless Housing, Assistance and Prevention Program- Round 5**

<b>Legal Name of Applicant Organization:</b> County of Lassen			
<b>Project Name:</b> Lassen County HHAP-5 Services			
<b>Contact Name:</b> Grace Poor	<b>Phone:</b> (530) 251-8336	<b>Fax:</b>	<b>Email:</b> gpoor@co.lassen.ca.us
<b>Agency UEI Number:</b> NT5ZCJD89PQ9	<b>County:</b> Lassen	<b>Agency Tax ID Number:</b> 94-6000517	<b>Total amount of requested funds:</b> \$65,300.93

1. **A) Funding Plans:** Budget Table. Complete the table below with the requested funding, and the desired eligible use categories. Note: A minimum of 10% of funds must be utilized toward youth set aside activities.

Eligible Use Category	Amount
Delivery of Permanent housing and Innovative Housing Solutions	
Delivery of Permanent housing and Innovative Housing Solutions - Youth	
Rapid Rehousing	
Rapid Rehousing - Youth	
Prevention and Shelter Diversion	
Prevention and Shelter Diversion - Youth	
Operating Subsidies- Permanent Housing	\$20,000.00
Operating Subsidies- Permanent Housing - Youth	\$15,000.00
Operating Subsidies – Interim Housing	
Operating Subsidies – Interim Housing - Youth	
Interim Housing	
Interim Housing - Youth	
Improvements to Existing Housing	
Improvements to Existing Housing - Youth	
Street Outreach	\$5,000.00
Street Outreach - Youth	
Services Coordination	\$20,000.00
Services Coordination – Youth	
System Support	\$20,300.93
System Support - Youth	



## 1. B) Funding Plans: Budget Narrative

### a. How the organization plans to use the full amount of HHAP funds requested (including youth set-aside)

The HHAP-5 funds requested will be allocated strategically across four main activities: street outreach, operating subsidies – permanent housing, services coordination, and systems support.

- **Street Outreach** funds will sustain and expand existing outreach efforts to identify and engage individuals experiencing unsheltered homelessness, focusing on trust-building, provision of essential supplies, connections to health care and social services, and pathways to permanent housing.
- **Operating Subsidies – Permanent Housing** funding will primarily be reserved (placed in a supportive services reserve) for the cost of future supportive services within Lassen County's Homekey permanent supportive housing project, which is currently in development. This reserve may also support future Permanent Supportive Housing developments. A subset of units will target transitional aged youth (TAY), ensuring dedicated youth resources.
- **Services Coordination** funds will support staff time to complete intakes, provide referrals, conduct eligibility screening, deliver basic housing navigation, and link individuals to the Coordinated Entry list, enhancing client access to a full spectrum of housing and supportive services.
- **Systems Support** funding will be invested in staff training, partnership development, data assessment, outcome tracking, and process improvements to strengthen and expand the capacity of the local homeless service system.

### b. Activities the funds will support

- **Street Outreach:** Engagement and trust building with unsheltered individuals; distribution of needed supplies; connection to healthcare, social services, and permanent housing.
- **Operating Subsidies – Permanent Housing:** Funding supportive services in Homekey's 15-unit supportive housing development, including 10 units dedicated to transitional aged youth.
- **Services Coordination:** Intake assessments, eligibility screening, housing navigation, and connection to Coordinated Entry.
- **Systems Support:** Staff training, data management, partnership coordination, and system improvement initiatives.

### c. How it will complement existing funds

HHAP-5 funds will complement existing resources such as PLHA funds currently allocated for supportive services reserves. Additionally, our Behavioral Health Bridge Housing Program, Transitional Housing Program, Housing Navigation and Maintenance Program, and Local Indigent Care Needs Grant-funded Medical Respite Program provide a continuum of housing and supportive services. HHAP-5 funds for services coordination and street outreach will strengthen client connections to these existing programs, creating a more seamless and effective homeless response system.

### d. How the activities align with the CoC's priorities

Our proposed activities align closely with the NorCal Continuum of Care's priorities by:

- Reducing the number of people experiencing unsheltered homelessness through expanded outreach.
- Increasing service access for people experiencing homelessness through enhanced coordination and referrals.
- Decreasing the average length of homelessness by providing timely housing navigation and case management.
- Reducing returns to homelessness by funding ongoing supportive services.

- Increasing successful placements from street outreach through persistent engagement and warm handoffs.

## **2. Program Design**

### **a. Target Population**

The project targets individuals and families experiencing unsheltered homelessness across Lassen County, with specific emphasis on transitional aged youth through dedicated Homekey units. We prioritize serving the most vulnerable individuals using the VI-SPDAT and Coordinated Entry process, while also operating specific programs specifically designed to serve youth, individuals with behavioral health needs, and those with significant physical health challenges.

### **b. Gaps the project will address**

These funds will continue and expand efforts initiated through previous HHAP rounds by addressing ongoing gaps in outreach capacity, permanent housing supportive services, coordinated intake and referrals, and system-wide coordination. Specifically, we will improve access to permanent housing for underserved populations, reduce service fragmentation, and enhance linkage to existing supportive programs.

### **c. Planned Partnerships**

Street outreach is conducted in partnership with the Susanville Police Department, Lassen County Behavioral Health, and Lassen County Public Health, allowing for coordinated engagement with individuals experiencing unsheltered homelessness. These partnerships help ensure safety, timely response, and connection to behavioral and physical health services. Outreach and services coordination staff work closely with local programs such as the Behavioral Health Bridge Housing Program, Transitional Housing Program, Housing Navigation and Maintenance Program, and the Medical Respite Program (operated with Public Health and Behavioral Health) to connect individuals to appropriate care and housing. We also partner with Crossroads Ministries, Salvation Army, and Lassen Family Services to provide shelter, transitional housing, and support for survivors of domestic violence, ensuring a comprehensive network of care.

### **d. Plan for Implementation**

Implementation will leverage our experienced multidisciplinary team and existing infrastructure. Outreach workers and peer specialists will conduct engagement in the field, while case managers and services coordination staff manage intake, referrals, and housing navigation. The program coordinator and manager will oversee compliance, staff support, and partnership coordination. Close collaboration with partners will ensure smooth client transitions from outreach to housing and services.

## **3. Experience**

### **a. Overview of organization and experience with federal, state, or local funds**

Our organization has extensive experience managing federal, state, and local funding streams, including HHAP (Rounds 1-4), PLHA, and Behavioral Health grants. We have successfully implemented and scaled homeless services projects involving outreach, shelter, housing navigation, case management and supportive services.

#### **b. Experience providing services or utilizing funding to prevent, reduce, or end homelessness**

We have a history of delivering effective homeless services that focus on outreach, supportive services, prevention, and rapid rehousing. Our programs include a Behavioral Health Bridge Housing program, Transitional Housing Program (THP) for transitional aged youth, and Medical Respite services, all designed to stabilize housing and improve client outcomes. Through coordinated efforts, we have reduced homelessness and improved housing retention in Lassen County.

#### **4. Organizational Capacity**

##### **a. Capacity to deliver the project**

We possess the operational infrastructure, skilled staff, and community partnerships necessary to successfully implement this project. Our protocols for intake, data management, and client engagement support efficient program delivery. Strong collaborations with county and community partners allow us to provide comprehensive services across behavioral health, public health, shelter, and permanent housing sectors.

##### **b. Staffing Structure**

- **Housing Case Managers:** Conduct outreach and intakes, develop case plans, and provide ongoing client support.
- **Peer Support Specialists:** Engage clients through outreach and intake, offering lived experience and trust-building.
- **Program Coordinator:** Supports staff, manages file audits, and ensures compliance.
- **Program Manager:** Provides overall program oversight, supervises staff, manages grants, and ensures compliance.

Staff receive training in trauma-informed care, Housing First principles, and cultural competency.

##### **c. Existing Resources**

Our project will leverage existing Behavioral Health Bridge Housing, Transitional Housing, Housing Navigation and Maintenance, and PLHA funds, along with the Medical Respite Program. Partnerships with Crossroads Ministries, Salvation Army, and others support interim housing.

##### **d. Understanding of Housing Program Requirements**

We maintain thorough knowledge of Coordinated Entry, HMIS compliance, Housing First, fair housing laws, and performance metrics. Our staff actively participate in CoC and regional trainings.

##### **e. Financial Management Capacity**

We have strong fiscal controls and experience managing complex grants under 2 CFR Part 200. Our finance team ensures compliance, timely reporting, and audit readiness. We have a clean history with state and federal fund management.

## **5. Impact and Effectiveness**

This project will:

- Reduce unsheltered homelessness through expanded outreach.
- Increase exits to permanent housing by supporting Homekey and other housing programs.
- Enhance access to services via improved intake and coordination.
- Shorten homelessness duration through timely housing navigation and case management.
- Reduce returns to homelessness with supportive services reserves.
- Improve successful placements through consistent outreach and warm handoffs.

These goals directly align with HHAP-5's priorities to deploy housing-focused, sustainable, and coordinated homelessness interventions.

## **6. Equity**

We commit to racial, gender, and social equity through:

- Culturally responsive service delivery and ongoing staff training on cultural competency, implicit bias, and trauma-informed care.
- Employing peer specialists with lived experience to build trust with underserved populations.
- Using Coordinated Entry prioritization to ensure equitable access for overrepresented groups.
- Tracking demographic data to identify and address disparities.
- Partnerships with culturally specific organizations and domestic violence providers.

## **7. System Improvements**

### **a. Reducing homelessness upon exiting institutional settings**

Collaboration with jails, behavioral health, foster care, and hospitals will ensure warm handoffs to housing and services, supported by outreach and medical respite partnerships.

### **b. Connecting people experiencing homelessness to all eligible benefit programs**

Staff will conduct eligibility screening and assist with enrollment in Medi-Cal, CalFresh, Social Security, and other benefits, leveraging public agency partnerships.

### **c. Additional improvements**

Data-driven performance monitoring, enhanced cross-agency communication, staff training, and sustained housing-focused outreach will improve system coordination and outcomes.



8. For Shasta Advisory Board applicants please see Exhibit D from the NorCal CoC Governance Charter Addendum.

N/A

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

Grace Poor  
Authorized Representative  
Printed Name

Grace Poor  
Authorized Representative Signature

7-11-25  
Date

Program Manager, Lassen County Housing and Grants  
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 5**

Legal Name of Applicant Organization: The Salvation Army, A California Corporation			
Project Name: The Salvation Army, Susanville Emergency Housing Program			
Contact Name: Juanita Williams	Phone: (530) 251-7782	Fax: (530) 250-3100	Email: juanita.williams@usw.salvationarmy.org
Agency UEI Number LF19U9DKFQM6	County: Lassen	Agency Tax ID Number: 94-1156347	Total amount of requested funds: \$100,000.00

1. **A) Funding Plans:** Budget Table. Complete the table below with the requested funding, and the desired eligible use categories. Note: A minimum of 10% of funds must be utilized toward youth set aside activities.

Eligible Use Category	Amount
Delivery of Permanent housing and Innovative Housing Solutions	
Delivery of Permanent housing and Innovative Housing Solutions - Youth	
Rapid Rehousing	\$40,000
Rapid Rehousing - Youth	10%
Prevention and Shelter Diversion	\$30,000
Prevention and Shelter Diversion - Youth	10%
Operating Subsidies- Permanent Housing	
Operating Subsidies- Permanent Housing - Youth	
Operating Subsidies – Interim Housing	
Operating Subsidies – Interim Housing - Youth	
Interim Housing	\$30,000
Interim Housing - Youth	10%
Improvements to Existing Housing	
Improvements to Existing Housing - Youth	
Street Outreach	
Street Outreach - Youth	
Services Coordination	
Services Coordination – Youth	
System Support	
System Support - Youth	

1. **B) Funding Plans:** Budget Narrative.

- a. Explain in detail how your organization plans to use the full amount of HHAP funds requested (including youth set-aside).

**We will use the funds to assist clients with security deposits, rent, and temporary lodging.**

- b. What activities the funds will support.

**The funds will support rapid rehousing, prevention & shelter diversion, and interim housing.**

- c. How it will complement existing funds.

**This grant will complement existing funds by allowing us to serve more clients and provide those we help with more nights of temporary lodging.**

- d. How the activities align with the CoC's priorities.

**Our activities align with CoC's priorities by preventing eviction, providing temporary housing, and helping people get into homes.**

2. **Program Design:** Provide an overview of the proposed program activities. Including but not limited to:
  - a. The target population; **The targeted population will be much the same as our other programs – namely, low-income individuals and families finding themselves in a crisis where homelessness is imminent if help is not obtained.**
  - b. The gaps the project will address; **The big gap with all funding sources we use is that we cannot help people with deposits to obtain housing. We believe that this grant will allow us to bridge this gap. Another gap is with temporary lodging. While our current funding allows for emergency lodging, it is usually restricted to two to three nights. This grant would give us the resources to extend the time we can provide lodging.**
  - c. Planned partnerships; **We will continue our close partnership with Lassen County Housing and Grants (we are currently on the advisory board). We also work closely with other Lassen County service agencies, including Crossroads, Lassen Family Services, SIR, and law enforcement.**
  - d. Plan for implementation. **Upon receiving funding from this program, we will immediately implement the program using current and program-specific criteria to identify clients needing assistance. We will utilize the program's HMIS and our own to record assistance and upload required documentation. We will maintain all documentation and reporting for the program and report as needed and on time.**
3. **Experience:**
  - a. Provide an overview of your organization and experience effectively utilizing federal, state or local funds. **The Susanville Service Center receives federal and state grants yearly to help with rent and utility assistance. We also administer Lassen Municipal Utility District's utility assistance program. We are cautious in following guidelines for each program or grant and providing necessary documentation and reporting. Additionally, we received HHAP-4 funding last year which we successfully utilized in a very short time.**
  - b. Describe your organizations experience in providing services or utilizing funding with the goal of preventing, reducing, or ending homelessness. **We have been utilizing state and federal funds for over 15 years. Each year, we use these funds to prevent eviction, keep electricity flowing, provide temporary housing to those waiting to enter permanent housing, and help individuals and families obtain permanent housing.**
4. **Organizational Capacity:**
  - a. Provide an explanation of your organizations capacity to deliver the project, including but not limited to:
  - b. An explanation of the staffing structure
  - c. Existing resources that will be leveraged
  - d. Understanding of housing program requirements.
  - e. Describe your organization's capacity and experience to successfully manage the funds, including ability to manage existing grants; additional financials may be requested per the project funding per 2 CFR Part 200.501. **Our current staffing structure includes one full-time paid coordinator and an army of volunteers carrying out the daily food pantry and other operations. The coordinator is responsible for intakes, interviews, and case management for clients requesting assistance. There will be no need to hire additional personnel for this grant as it will continue the processes already in place by the coordinator. We have an advantage regarding the HMIS data entry as it is the same system utilized by The Salvation Army, and we are very familiar with and comfortable using it. Since this will be our second round utilizing HHAP funding we are comfortable with the reporting requirements.**
5. **Impact and Effectiveness:** Describe the goals and priorities this project will serve, and how these align with the goals and priorities in HHAP-4. **The goals outlined in the Local Homeless Action Plan that we will address are to reduce homelessness by obtaining housing for the unhoused and keeping the housed in their homes.**
6. **Equity:** Described 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.

7. System Improvements: Describe any specific and quantifiable systems 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 Salvation Army continues to build strong relationships with local churches, agencies, and law enforcement. This allows us to assist as many people as possible and provide the services or referrals to keep them housed. As our center grows and relationships increase, we will improve our ability to reach as many people as possible.**
8. For Shasta Advisory Board applicants please see Exhibit D from the NorCal CoC Governance Charter Addendum.

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

Joye Storey

Authorized Representative  
Printed Name

Service Extension Director  
Title

  
Joye Storey (Jun 6, 2025 16:04 PDT)

Authorized Representative Signature

Jun 6, 2025

Date

Use Only:	Received by Deadline	Yes / No	Project Funded	Yes / No



## **Homeless Housing, Assistance and Prevention Program- Round 5**

### **Notice of Funding Availability Application**

#### **Introduction**

The California Department of Community Development (HCD) announced the availability of Homeless Housing, Assistance and Prevention Program Round 5 (HHAP 5) grant funding. HHAP-5 is a \$1 billion grant program authorized by Section 17 of AB 129 (Chapter 40, Statutes of 2023; Health & Safety Code (HSC) § 50230, et seq.), which was signed into law by Governor Gavin Newsom on July 10, 2023. HHAP-5 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. (HSC §§ 50232(a) and 50236(a).) As an eligible applicant for HHAP-5 funds, the NorCal Continuum of Care (CoC) is seeking project applications through this Notice of Funding Availability (NOFA) Process. Applicants are strongly encouraged to prioritize the use of HHAP 5 funds to assist people to remain in or move into safe, stable, permanent housing. HHAP 5 funding should be housing-focused -- either funding permanent housing interventions directly or, if used for interim housing or street outreach, have clear pathways to connect people to permanent housing options.

#### **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 2023 PIT	Total Allocation	50% of Allocation
Del Norte	27.53%	\$856,110.80	\$428,055.40
Lassen	5.32%	\$165,300.93	\$82,650.46
Modoc	1.07%	\$33,306.90	\$16,653.45
Plumas	5.32%	\$165,300.93	\$82,650.47
Shasta	40.18%	\$1,249,625.71	\$624,812.85
Sierra	0.48%	\$14,803.07	\$7,401.54
Siskiyou	20.11%	\$625,429.65	\$312,714.83
Total CoC	100%	\$3,109,878.00	\$1,554,939

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 approved joint project are taken out. However, only 50% will be initially dispersed by HCD. In order to be eligible to receive the remainder 50 percent of the HHAP-5 base allocation, eligible applicants must (1) demonstrate sufficient spenddown of the initial HHAP-5 program allocation, (2) submit an updated Regionally Coordinated Action Plan pursuant to HSC section 50235(h), and (3) show progress in a minimum of three of the six California System Performance Measures (CA SPM).

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
- Improvement to Existing Interim Housing
- Street Outreach
- Services Coordination
- Systems Support

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

### Application Process and Instructions

The HHAP Round-5 application was filed by City of Redding as the Administrative Entity for the NorCal CoC. Determinations for these applications will be reached through this Request for Funds Process. Additionally:

- Questions may be submitted via email to [norcalcoc@cityofredding.org](mailto: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](mailto: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	5/21/25
Proposal Presentation to Advisory Board (Shasta Advisory Board only)	tbd
Notice of Funding Availability (Exhibit C) due from applicants	7/15/25
Award Announcement	7/17/25 – 7/22/25

### Resources/Additional Information

HHAP Grant Program Homepage: [Homeless Housing, Assistance and Prevention \(HHAP\) Grant Program | California Department of Housing and Community Development](#)

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

### Exhibit A

HHAP Eligible Use Category	Explanation and Examples
<b>Delivery of permanent housing and innovative housing solutions</b>	<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"> <li>• Acquisition of land, building, etc.</li> <li>• Improvement or renovation of land or building being used as permanent housing.</li> <li>• Maintenance of land or building being used as permanent housing.</li> </ul> <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>
<b>Rapid Rehousing</b>	<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"> <li>• Rental subsidies, including to support placement of individuals in CARE Court.</li> <li>• Landlord incentives, such as security deposits, holding fees, funding for needed repairs, and recruitment and relationship management costs.</li> <li>• Move-in expenses.</li> </ul> <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>
<b>Prevention and shelter diversion</b>	<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"> <li>• Homelessness prevention through rental assistance, rapid rehousing, and other programs.</li> <li>• Problem-solving and diversion support programs that prevent people at risk of or recently experiencing homelessness from entering unsheltered or sheltered homelessness.</li> </ul> <p><b>HHAP-5 Changes:</b></p> <ul style="list-style-type: none"> <li>• Change of eligible population to include “at risk of homelessness.”</li> <li>• Requires prioritization of households with incomes at or below 30 percent of the area median income, who pay more than 50 percent of their income in housing costs, and who meet criteria for being at highest risk of homelessness through data-informed criteria.</li> </ul>

<b>Operating Subsidies Permanent Housing</b>	<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"> <li>• Operating costs for programs such as Home key.</li> <li>• Operating costs for new or existing residential care facilities, funded by the Behavioral Health Continuum Infrastructure Program or the Community Care Expansion Program</li> <li>• 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.</li> <li>• 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.</li> </ul>
<b>Operating Subsidies-Interim Housing</b>	<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"> <li>• Subsidies that support ongoing operation and availability of existing interim housing (both congregate and non-congregate).</li> </ul>
<b>Interim Housing</b>	<p>Eligible Uses should be categorized here when costs support the provision of interim housing. Newly developed clinically enhanced congregate shelters, new or existing non-congregate shelters, and operations of existing navigation centers and shelters based on demonstrated need. Any new interim sheltering funded by round 3 funds must be low barrier, comply with Housing First as provided in Chapter 6.5 (commencing with Section 8255) of Division 8 of the Welfare and Institutions Code, and prioritize interventions other than congregate shelters. Improvements to existing emergency shelters to lower barriers and increase privacy.</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>• Improvement or renovation of land or building being used as interim housing.</li> <li>• Maintenance of land or building being used as interim housing.</li> <li>• Navigation centers that are low barriers, as defined in Sections 65660 and 65662 of the Government Code.</li> <li>• Motel or hotel vouchers.</li> <li>• Services provided to people in interim housing 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.</li> <li>• Youth-focused services in interim housing.</li> <li>• Capital funding to build new non-congregate interim housing sites, including for construction, rehabilitation, and capital improvements to convert existing buildings to interim housing.</li> </ul> <p><b>HHAP-5 Changes:</b></p> <ul style="list-style-type: none"> <li>• No HHAP-5 resources may be used to fund new interim housing solutions, until both of the following occurs: (1) the applicant has demonstrated that the region has dedicated sufficient resources from other sources to long-term permanent housing solutions and (2) the applicant has received written permission from Cal ICH. (HSC §50236(c).)</li> </ul>

	<ul style="list-style-type: none"> <li>• This limitation does not apply to new interim housing solutions for youth under the ten</li> <li>• percent youth set aside.</li> </ul>
<b>Improvements to Existing Interim Housing</b>	<p>Eligible Uses should be categorized here when costs support renovation of existing interim housing to improve the quality of life for people experiencing homelessness who are residing in the interim housing.</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>• Maintenance of an interim housing facility.</li> <li>• Minor/major rehabilitation or renovation of an interim housing facility.</li> <li>• Minor/major conversion, additions, updates, and/or enhancements that lower barriers and/or increase privacy.</li> </ul>
<b>Systems Support</b>	<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"> <li>• Incorporate regional data into housing needs.</li> <li>• Assessments or developing a regional needs assessment.</li> <li>• Collaborate on regional housing strategies.</li> <li>• Pooling resources to support regional housing initiatives.</li> </ul>
<b>Street Outreach</b>	<p>Eligible Uses should be categorized here when costs support Outreach programs.</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Evidence-based Street engagement services.</li> <li>• Intensive case management services.</li> <li>• Assertive community treatment.</li> <li>• Housing navigation.</li> <li>• Harm reduction services.</li> <li>• Coordination with street-based health care services.</li> <li>• Hygiene services for unsheltered individuals and people living in encampments.</li> </ul>
<b>Services Coordination</b>	<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"> <li>• Access to workforce, education, and training programs.</li> <li>• To access legal/advocacy services.</li> <li>• Individual counseling and service planning.</li> <li>• Helping to coordinate medical and mental health appointments, obtaining benefits and medical insurance.</li> <li>• Making referrals to community-based services.</li> <li>• Other services needed to promote housing stability in supportive housing.</li> </ul>



**Exhibit B**  
**Rating and Ranking/Approval Criteria**

	Component	Explanation	Maximum Points
1	Funding Plan	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. How the activities align with the CoC's priorities	15
2	Program Design	<ul style="list-style-type: none"> <li>• Provide an overview of the proposed program activities. Including but not limited to:</li> <li>• The target population;</li> <li>• Understanding of program requirements</li> <li>• The gaps the project will address and the intended outcomes;</li> <li>• Planned partnerships;</li> <li>• Description of evidence or historical data supporting the efficacy of the proposed program.</li> <li>• Describe the plan for implementation</li> </ul>	20
3	Experience	Applicant has experience in effectively utilizing federal, state, and local funds. Describe your organization's 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.	10
4	Organizational Capacity	Applicant's organization has adequately demonstrated they have capacity and experience to successfully manage the funds, including consideration of their ability to manage existing grants; review of additional financials per 2 CFR Part 200.501 if provided.	15
5	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>	20
6	Equity	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	10

		homelessness have equitable access to housing and services.  Additional actions that your organization will take to serve those with mental and behavioral health issues and criminal justice involvement.	
7	System Improvements	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).  Connecting people experiencing homelessness to all eligible benefit programs.  Additional system improvements, if applicable.	10
		<b>Total Points</b>	<b>100</b>

**Exhibit C: Notice of Funding Availability Questionnaire**  
**Homeless Housing, Assistance and Prevention Program- Round 5**

Legal Name of Applicant Organization: Plumas Crisis Intervention & Resource Center			
Project Name: North Star Navigation Center			
Contact Name: Cathy Rahmeyer	Phone: 530-591-5697	Fax: 530-283-3539	Email: highsierragrants@yahoo.com
Agency UEI Number CNZ7B1GC76Q5	County: Plumas-Sierra	Agency Tax ID Number: 68-0062136	Total amount of requested funds: \$180,104

1. **A) Funding Plans:** Budget Table. Complete the table below with the requested funding, and the desired eligible use categories. Note: A minimum of 10% of funds must be utilized toward youth set aside activities.

Eligible Use Category	Amount
Delivery of Permanent housing and Innovative Housing Solutions	
Delivery of Permanent housing and Innovative Housing Solutions - Youth	
Rapid Rehousing	
Rapid Rehousing - Youth	
Prevention and Shelter Diversion	
Prevention and Shelter Diversion - Youth	
Operating Subsidies- Permanent Housing	
Operating Subsidies- Permanent Housing - Youth	
Operating Subsidies – Interim Housing	\$162,093.60
Operating Subsidies – Interim Housing - Youth	\$ 18,010.40
Interim Housing	
Interim Housing - Youth	
Improvements to Existing Housing	
Improvements to Existing Housing - Youth	
Street Outreach	
Street Outreach - Youth	
Services Coordination	
Services Coordination – Youth	
System Support	
System Support - Youth	

**1. B) Funding Plans: Budget Narrative.**

a. Explain in detail how your organization plans to use the full amount of HHAP funds requested (including youth set-aside).

HHAP 5 funding will share in supporting the overall daily expenses of operating the North Star Navigation Center. Costs include staffing, rent and utilities, consumables, food costs, maintenance, and security. Funds will also support services provided to program participants including intensive case management; trauma-informed and evidence-based programming and classes; housing navigation services; public benefits advocacy; life-skills and budgeting; ATOD and MH Counseling; peer and grief support; workforce development preparation; and access to the DragonFly Café Culinary Academy as well as other job certifications to prepare for independence and housing permanency. Youth set-aside funding (10%) will support youth requiring interim housing and its associated services who are in the child welfare, behavioral health, or probation systems and in need of short-term placement.

**b. What activities the funds will support.**

HHAP-5 funding will support and sustain the general operations of the North Star Navigation Center as described above and further within this proposal.

**c. How it will complement existing funds.**

HHAP 5 compliments previous investments and existing funding in continuing and sustaining the North Star Navigation Center Program. Previous investments including HHAP 1-4 and an array of existing grant funding that supports the homeless, transitioning offenders and those with behavioral health diagnoses.

**d. How the activities align with the CoC's priorities.**

The NorCal Continuum of Care has established its 2025 priorities for HHAP-5 with a focus on housing first strategies and regional coordination across the seven-county continuum. Key priorities as they relate to this funding request include operating subsidies for interim housing programs such as North Star Navigation Center. This model provides intensive case management, wrap-around services, and housing navigation to assure access to permanent housing and stability.

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

**a. The target population.**

Through the North Star Navigation Center, PCIRC serves a wide array of individuals and families which may include homeless individuals and families, victims of sexual or domestic violence, the elderly and disabled, those in the behavioral health system, foster or former foster youth, Veterans, and transitioning offenders and individuals exiting California State Prisons. The housing plan of each of these populations differs on time and length of housing needs as well as size and geography of units. The site offers a mix of congregate and non-congregate areas. PCIRC connects participants with permanent housing and provides supportive services to enhance self-sufficiency and housing stability. The program follows a housing-first approach and prioritizes housing placement as a critical first step.

While the agency is open to serving all community members across many programs, PCIRC's target populations for North Star Navigation Center services include those listed herein, who are often non-income, or low-income individuals and families. As such, agency staff work closely with entities that provide tenants housing subsidies such as the Housing Choice Voucher Program (Section 8), private sector senior housing, and other rental properties operated by the Plumas County Community Development Commission. Each of the four main communities in the county has at least one subsidized property. Waiting lists for Section 8 and these other housing options are often very long and can take up 2-3 years to secure a unit. Staff assure that potential tenants have completed paperwork on file at their selected sites to begin wait time on lists. PCIRC also works with the Plumas County Social Services Department

who can offer up to 16 nights (32 nights for victims of violence) of emergency sheltering to clients while they are seeking permanent housing. NorCal Continuum of Care offers an additional resource called the Partners II Program which provides an additional level of housing subsidies. PCIRC also works with Nation's Finest to assist with housing for homeless Veterans. The agency and staff are collaborative across all partnerships and work collective to assure that a duplication of services or resources does not occur. This project will leverage multiple in-house funding sources as well as community partner fiscal support to sustain services and maximize outcomes for program participants.

**b. The gaps the project will address.**

Prior to November 2024, homeless individuals did not have access to a homeless shelter or navigation center within Plumas or Sierra County. Following the aftermath of the Dixie Fire, access to affordable housing has become very limited, leaving many homeless. PCIRC completed and held its grand opening of the North Star Navigation Center in November which offers us the opportunity of time to conduct client intakes, identify needs, offer trauma-informed care and services, and help individuals/families begin their journey toward healing, independence, and housing permanency.

The North Star Navigation Center provides low-barrier emergency/transitional shelter services to the area's most vulnerable populations including the homeless, transitioning offenders, parolees, seniors and/or disabled individuals, and those with mental health and/or substance use disorders. The center includes a 27-bed capacity shelter with congregate beds and private non-congregate bedrooms for families, bathroom and shower facilities, day use room and training/workshop areas, laundry facilities, a kitchen and dining area, outdoor patio space, administrative offices for staff, and walk-in refrigeration/freezer space and storage for a full-service food program offering residents 3 meals per day. Intensive case management and supportive service staffing includes a Navigation Center Manager, Case Manager, Housing Navigator, Food & Kitchen Manager, Behavioral Health Counselor, Alcohol & Drug Counselor, HDAP Disability Advocate, and Grief Recovery Specialists with the primary purpose to bring all activities in-house and offered on-site. An array of part-time consultants provides 24/7 security coverage at the facility.

Educational and group workshop opportunities are provided to North Star residents and include budgeting and money management, life skills, Addiction Recovery skills, peer and grief counseling, art therapies, 24/7 Dad & Mom parenting classes, Mindfulness classes, anger management courses, behavioral health services, journaling in trauma recovery, resume and job preparation, and workforce development skills. Access to GED completion and job internships in various career fields are available. Program participants have access to a self-help Legal Clinic to secure legal packets on various issues. The agency partners with Legal Services of Northern California for other housing and social security claims issues for clients. Participants may choose to join PCIRC's new culinary academy at the DragonFly Café, scheduled to open soon. This site will be open several days per week as a local restaurant to give students the opportunity to learn all aspects of food and culinary services. The tagline of the DragonFly Café is "serving second chances."

**c. Planned partnerships; and**

PCIRC partners with the Plumas County Social Services Department as a sub-grantee on multiple programs including the CalWork's Housing Support Program, Bringing Families Home, Home SAFE, and the Housing Disability & Advocacy Program. PCIRC staff, social services staff, child protective services staff and adult protective services staff work in concert to serve the county's most vulnerable children and families. Referrals for individuals and families are cross-referred across programs. Access to benefits including emergency homeless sheltering and CalFresh benefits are often fast-tracked through coordinated services. PCIRC cost shares in meeting the motel/tax difference when families are housed by the county in their emergency motel sheltering program for the homeless. PCIRC and social service staff meet regularly through a multi-disciplinary team model to share information and case management plans. Through this strong collaboration and partnership, PCIRC is often able to provide prevention services that keep children and families together in voluntary services, reducing the number of children that must be removed from homes due to neglect or abuse. The agency has two trained HDAP Disability Specialists/Advocates available to the program to assist individuals experiencing or at-risk of homelessness who are likely eligible for Social



Security disability benefits. HDAP focuses on providing advocacy for disability benefits as well as housing support. Key aspects of this program include outreach to those in need, individualized case management disability benefits advocacy for SSA/SSI benefits, housing assistance offering housing-related financial aid and wraparound supportive services. The program prioritizes those who are chronically homeless and those homeless who are heavily reliant on government-funded services. PCIRC also contracts with the Center for Healthy Communities - California State University Chico State to provide CalFresh outreach services to engage and guide individuals and families to access benefits and reduce food insecurity in Plumas County. Other PCIRC programs whose participants benefit from the same services include the Mac Homeless Prevention Program (funded by LPSCAA); HHAP 1 & 2 (funded by NorCal CoC and Plumas County, respectively); Community Corrections Partnership, Rape Crisis Programs Plumas & Sierra, Domestic Violence Services.

**d. Plan for implementation.**

Implementation plans at the North Star Navigation Center include the following:

- Providing access to transitional shelter, case management and services
- Assist individuals in the transition to stable housing, employment and needed healthcare
- Connect participants with mental health, addiction recovery, and benefits.
- Provide trauma-informed care by trained staff.
- Maintain daily routines and operating hours.
- Utilize tracking systems for client progress and service outcomes.
- Collaborate with Plumas/Sierra community partners through referrals.
- Provide basic needs first: food, clothing, shelter and support.
- Track KPI's: number served, housing placements, length of stay, recidivism.
- Review and adjust services as needed.
- Identify funding streams to build capacity and long-term sustainability.

**3. Experience:**

- a. Provide an overview of your organization and experience effectively utilizing federal, state or local funds.**

Plumas Crisis Intervention & Resource Center (PCIRC) was incorporated as a non-profit organization in 1983 and is now celebrating its 42nd year of service to Plumas County's most vulnerable populations. The agency serves as the Point of Coordinated Entry for homeless individuals and families and conducts the annual Point in Time Count as a partner in the NorCal Continuum of Care. Multiple agency programs connect individuals and families who are experiencing homelessness, or who are at-risk homelessness, with permanent housing and supportive services on their path to self-sufficiency. These include the CalWORKs Housing Program, Home SAFE, HDAP and Bringing Families Home, to name a few. In the mid-1970's, PCIRC began providing Rape Crisis Services in both Plumas and Sierra Counties, which continues today. These services often required emergency shelter, housing navigation and a move to permanent housing for survivors of violence.

The agency has worked in tandem with funds from FEMA, Lassen-Plumas-Sierra Community Action Agency, and many other California Housing & Community Development program grants over the years to provide access to permanent housing as well as homeless prevention services to sustain housing. As part of each of these programs, PCIRC staff served as a long-term safety net and offered intensive case management to assure housing permanency. In working with an eye on intensive case management and wraparound services, the agency has many success stories as assistance allowed individuals the time needed to build their own sustainability and achieve positive outcomes and long-term sustainability.

Our goal has always been to maintain housing for high-risk populations through homeless prevention dollars and reduce the number of individuals and families experiencing homelessness. This request for North Star Navigation Center will help us achieve these goals in reducing and ending homelessness in Plumas and Sierra Counties.

**b. Describe your organization's experience in providing services or utilizing funding with the goal of preventing, reducing, or ending homelessness.**

PCIRC has actively participated in each of the HHAP funding streams from HHAP-1 now to the HHAP-5 initiative, leveraging funding to implement targeted strategies aimed at preventing, reducing, and ultimately ending homelessness in our region. Through a combination of direct services, strategic partnerships, and data-driven planning, we have achieved a measurable impact across several key areas:

- Provided rental subsidies, landlord incentives, and move-in assistance to transitioning individuals and families into permanent housing.
- Operated a low-barrier navigation center, including non-congregate and congregate options with trauma-informed services.
- Delivered homeless prevention services in a prevention / diversion model to those at-risk of becoming homeless.
- Participated in the development of multiple local and NorCal CoC Homeless Action Plans, aligning our efforts with Plumas & Sierra Counties and CoC partners.
- Collaborated with county departments, health agencies, and service providers to ensure cross-system integration and resource optimization.
- Increased exits to permanent housing by 40% over the past year.
- Reduced returns to homelessness through enhanced tenancy support and follow-up services.
- Address access to services in underserved rural areas of each county addressing geographic disparities.
- Embedded racial equity in program design and services.
- Engaged individuals with lived experience of homelessness in planning and implementation.

**4. Organizational Capacity:**

**a. Provide an explanation of your organization's capacity to deliver the project, including but not limited to:**

**b. An explanation of the staffing structure**

PCIRC's long history as the leader of homeless services in Plumas County speaks to its capacity to deliver the project described herein. PCIRC's staffing structure includes ten full-time employees and one consultant. The agency operates the 24/7 Plumas-Sierra Crisis Line, and two Homeless Day Shelter sites located in Quincy and Portola, respectively. PCIRC has a long history in receiving HHAP funding and successfully implementing HHAP programs. The agency routinely practices the concept of braided funding to leverage services and assure grant funds are utilized in the best possible way. PCIRC understands and has participated in HMIS data entry and coordinated entry since its development.

**c. Existing resources that will be leveraged**

PCIRC will utilize existing resources to strategically leverage and maximize the impact of this project and ensure long-term sustainability of housing and supportive services. This includes embracing past and present funding through federal, state and local sources; supporting the regional infrastructure and county plans developed through the NorCal Continuum of care and local CoC's; maintain MOU's between counties to formalize responsibilities and strategies; utilizing the HMIS database and other technologies to report and guide performance; include multi-disciplinary teams and community engagement in planning and implementation; and continue to build strategic partnerships to further enhance and sustain services.

**d. Understanding of housing program requirements.**

PCIRC began implementing the Housing First approach in 2016 when the California State Legislators voted to approve Senate Bill 1380 making California a Housing First state. The agency practices and promotes all the core

components of the evidence-based Housing First model across its housing programs for people experiencing homelessness or at-risk of homelessness. Staff have been certified in this model through training provided by NorCal CoC and meet the required annual training. This policy continues today and addresses the distinct needs of the HHAP eligible populations, being particularly sensitive to low-barrier programming, the practice of securing permanent housing as quickly as possible, and the need for stabilization in permanent housing through ongoing intensive case management. PCIRC utilizes evidence-based practices for client engagement, motivational interviewing, and client-centered counseling through trauma-informed practices. Services are open with no preconditions to entry, nor are participants barred due to performance, sobriety, or criminal justice history. This model values flexibility, individualizes client support, and offers client choice and autonomy. Homeless individuals and families must have the opportunity to have their basic needs met before they can fully engage in services to achieve a greater quality of life.

- e. Describe your organization's capacity and experience to successfully manage the funds, including ability to manage existing grants; additional financials may be requested per the project funding per 2 CFR Part 200.501.**

PCIRC has a proven track record of successfully managing federal, state, and private grant funding. With robust financial systems, experienced personnel, and compliance protocols aligned with federal standards, we ensure transparent and effective stewardship of all funds entrusted to us. The agency has implemented multiple grant-funded projects over the past 42 years each aligned with our mission and delivering measurable outcomes. Our team includes grant managers and program specialists with expertise in budgeting, reporting, and performance tracking. PCIRC routinely meets deadlines for financial and programmatic reporting. Staff utilize industry-standard financial software to maintain detailed records of all expenditures. Our accounting system supports cost allocation, budget tracking, and compliance with Uniform Guidance under 2 CFR Part 200.501. Annual audits conducted by independent firms.

**5. Impact and Effectiveness: Describe the goals and priorities this project will serve, and how these align with the goals and priorities in HHAP-5.**

The goals and priorities of the North Star Navigation Center align with HHAP-5's core objectives and include:

- Expanding access to permanent housing for individuals experiencing homelessness.
- Strengthening regional coordination among local agencies and service providers.
- Supporting Housing First principles, ensuring low-barrier, trauma-informed services.
- Addressing racial and gender disparities in homelessness outcomes.
- Engaging people with lived experience in planning and implementation.
- Improve system performance metrics, such as reducing returns to homelessness or increasing exits to permanent housing.

Providing this array of services under one roof has been a long-term dream of PCIRC staff. Expected outcomes for the populations included herein are:

- increasing access to emergency/transitional housing.
- delivery of a comprehensive array of in-house supportive services as a navigation center model.
- incorporation of meals into daily schedule to reduce food insecurity and improve nutrition and health.
- reduction in the number of days individuals and families experience homelessness.
- access to intensive case management and housing navigation staff.
- increased success in securing permanent housing and maintaining housing stability.
- assurance of an ongoing safety-net of services offered by PCIRC beyond transition to permanent housing.
- development of a "systems change" in how Plumas County addresses homelessness for its most vulnerable populations.

This project is aligned with multiple components of the Plumas & Sierra Counties Plan to Address Homelessness

developed in June 2020 by Housing Tools as commissioned by the Plumas & Sierra Behavioral Health Departments with input provided by community partners and stakeholders.

PCIRC prioritizes long-term housing solutions to transition participants into independence and permanent housing, delivers services without preconditions like treatment or sobriety, and encourages stakeholder engagement. This project pairs HHAP-5 funding with other local, state and federal resources for sustainability.

- 6. Equity:** Described 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.

PCIRC ensures racial and gender equity in service delivery, housing placements, and housing retention to promote fairness and justice across all agency programs as follows:

1. Service delivery: provide staff with cultural competency training to address biases and ensure equitable treatment. Use outreach strategies to target underrepresented groups. Monitor service utilization data to identify disparities and adjust programs as needed.
  2. Housing placements: Prioritize equitable access and utilize a transparent and fair process for housing placements.
  3. Housing retention: provide ongoing safety-net services to prevent homelessness recurrence. Address systemic barriers, provide in-house wraparound services, and collaborate with community partners.
  4. PCIRC utilizes a trauma-informed care model and provides increased access to mental health treatment and crisis intervention services. Staff are trained to recognize and respond to mental health needs.
  5. PCIRC works closely with criminal justice partners including law enforcement, courts, probation, district attorney, and victim witness services to accept referrals and provide services for those in need. PCIRC is funded by the Board of State & Community Corrections (BSCC) to provide reentry services to parolees reentering society after incarceration. The agency is familiar with the unique challenges justice-involved populations face.
- 7. System Improvements:** Describe any specific and quantifiable systems improvements or strategies that your organization will take to improve:
- a. The number of people experience homelessness upon exiting institutional settings (examples: jail/prison, behavioral health facilities, foster care)
  - b. Connecting people experiencing homelessness to all eligible benefit programs
  - c. Additional system improvements, if applicable.

The development of the North Star Navigation Center, in and of itself, is an extreme system improvement as Plumas County has never supported a homeless shelter. All emergency shelter nights have been supported through a patchwork of grants and the use of multiple motels throughout the county. Program participants were not in full-service, wraparound programming nor could individual intensive case management be truly effective.

The systems improvements surrounding this project include local and regional collaboration with Plumas and Sierra County partners representing social services (child protective services (foster youth) and adult protective services), behavioral health, alcohol and drug, criminal justice, probation and California Department of Corrections and Rehabilitation. This effort includes the pooling of resources through several partners to support this regional interim housing project. This newly developed system has increased affordability and is building stronger partnerships to achieve better outcomes for those we serve.

An additional systems improvement includes the utilization of the navigation center model where all direct services are housed and accessible for program participants under one roof. The disjointed offering of services in counties

often acts as barriers for individuals and families to properly navigate, leaving them unable to receive all eligible benefit programs or achieve permanent housing and long-term sustainability.

Since its development and implementation in November of 2024, the North Star Navigation Center has provided housing and comprehensive case management and ancillary services to 23 residents. To date, thirteen residents have secured employment, three residents are full-time students, and eleven residents have successfully exited to permanent housing. The agency determines a successful exit as leaving the facility both employed and with permanent housing and currently enjoys a 50% successful exit rate.

**8. For Shasta Advisory Board applicants please see Exhibit D from the NorCal CoC Governance Charter Addendum.**

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

Kate Rahmeyer  
\_\_\_\_\_  
Authorized Representative  
Printed Name  
  
Executive Director  
\_\_\_\_\_  
Title

  
\_\_\_\_\_  
Authorized Representative Signature      Date July 14, 2025

For Lead Agency Use Only:	Received by Deadline	Yes / No	Project Funded	Yes / No
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## Certificate of County Advisory Board Approval for Applicant

By signing below, the County Advisory Board certifies that PCIRC is an active participant at their County Advisory Board and has been recommended to apply for Homeless Housing, Assistance and Prevention Grant Program Round 5 (HHAP 5) funds to operate within the County of Plumas / Sierra. The County Advisory Board further certifies, the applicant has presented an HHAP 5 eligible project to the County Advisory Board through a collaborative process.

Dated: 7/1/2025

Kristy Pierson

Printed Name of County Advisory Board Chair

[Signature]

Signature of County Advisory Board Chair



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## Certificate of Point in Time Participation

I, Kristy Pierson, certify that staff from PCIRC  
participated in the 2025 Point in Time Count by performing one or more of the below listed  
activities within our community:

- ☒ x Surveyed persons using paper or electronic survey forms;  
☒ x Coordinated the Point in Time Count in our County; and/or  
☐ Assisted the Coordinator within the County.  
☐ Other: \_\_\_\_\_

Dated: \_\_\_\_\_

Kristy Pierson

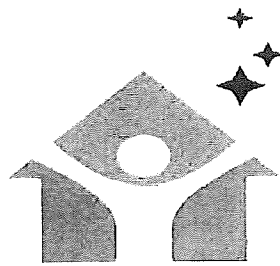
Printed Name of County PIT Committee Chair or

\* Printed Name of County Advisory Board Chair

[Signature]

Signature of County PIT Committee Chair or

\* Signature of County Advisory Board Chair



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## **Certificate of Homeless Management Information System Participation**

I, Tim Danielson, certify that staff from PCIRC, actively collect, enter, and maintain Homeless Management Information System (HMIS) data, including but not limited to the following:

- ☐ Provide timely and accurate HMIS data input, based on current HMIS user policy;
- ☒ Provide timely responses to data requests; and/or
- ☐ Applicant partners with an agency that does currently collect and enter HMIS data. The partner agency must be listed on the application. Agency partner name: \_\_\_\_\_
- ☒ Participate in CE, per user agreement as referenced in 24 CFR 578.7.

Dated: 7/7/2025

Tim Danielson

Printed Name of HMIS Administrator

Signature of HMIS Administrator

	Metric	Standard	Source
Timeliness	12%	95%	Grouped APR Q: 6e
Accuracy	86.8%	95%	Grouped Data Completeness Report
CE Participation	1		CE Meeting Attendance in 2025



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## Certificate of Shasta Advisory Board Approval for Applicant

By signing below, the Shasta Advisory Board certifies that Faithworks is voting member of the Shasta Advisory Board and has been recommended to apply for Homeless Housing, Assistance and Prevention Grant Program Round 5 (HHAP 5) funds to operate within the County of Shasta. The Shasta Advisory Board further certifies, the applicant has presented an HHAP 5 eligible project to the Shasta Advisory Board through a collaborative process.

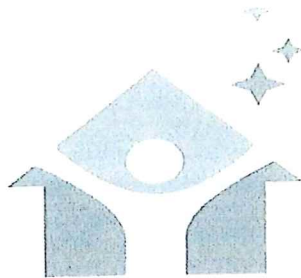
Dated: 6/25/25

Maggie Joyce

Printed Name of Shasta Advisory Board Chair

Maggie Joyce

Signature of Shasta Advisory Board Chair



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## Certificate of Point in Time Participation

I, Megan Proulx, certify that staff from Faith Walks participated in the 20 15 Point in Time Count by performing one or more of the below listed activities within our community:

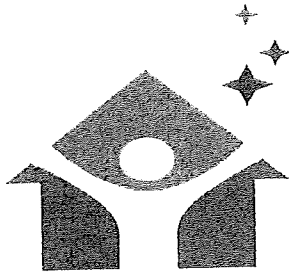
- ☒ Surveyed persons using paper or electronic survey forms;  
☒ Coordinated the Point in Time Count in our County; and/or  
☒ Assisted the Coordinator within the County.  
Other: \_\_\_\_\_

Dated: 6/24/15

Megan Proulx  
Printed Name of County PIT Committee Chair or  
Printed Name of County Advisory Board Chair

[Signature]  
Signature of County PIT Committee Chair or  
Signature of County Advisory Board Chair





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## Certificate of Homeless Management Information System Participation

I, Tim Danielson, certify that staff from FaithWorks, actively collect, enter, and maintain Homeless Management Information System (HMIS) data, including but not limited to the following:

- ☐ Provide timely and accurate HMIS data input, based on current HMIS user policy;
- ☒ Provide timely responses to data requests; and/or
- ☐ Applicant partners with an agency that does currently collect and enter HMIS data. The partner agency must be listed on the application. Agency partner name: \_\_\_\_\_
- ☒ Participate in CE, per user agreement as referenced in 24 CFR 578.7.

Dated: 7/7/2025

Tim Danielson

Printed Name of HMIS Administrator

Signature of HMIS Administrator

	Metric	Standard	Source
Timeliness	27%	95%	Grouped APR Q: 6e
Accuracy	95.93%	95%	Grouped Data Completeness Report
CE Participation	15		CE Meeting Attendance in 2025

## Homeless Housing, Assistance and Prevention Program- Round 5

### Notice of Funding Availability Application

#### Exhibit C: Notice of Funding Availability Questionnaire Homeless Housing, Assistance and Prevention Program- Round 5

Legal Name of Applicant Organization: <b>FaithWorks Community Coalition Inc</b>			
Project Name: <b>Parkview Project</b>			
Contact Name: <b>Crystal Spencer</b>	Phone: <b>(530) 276-1650</b>	Fax: <b>(530) 242-1942</b>	Email: <b>crystal@faith-works.cc</b>
Agency UEI Number	County: <b>Shasta</b>	Agency Tax ID Number: <b>33-0805113</b>	Total amount of requested funds: <b>\$1,249,625.71</b>

1. **A) Funding Plans:** Budget Table. Complete the table below with the requested funding, and the desired eligible use categories. Note: A minimum of 10% of funds must be utilized toward youth set aside activities.

Eligible Use Category	Amount
Delivery of Permanent housing and Innovative Housing Solutions	\$849,625.71
Delivery of Permanent housing and Innovative Housing Solutions - Youth	\$400,000.00
Rapid Rehousing	
Rapid Rehousing - Youth	
Prevention and Shelter Diversion	
Prevention and Shelter Diversion - Youth	
Operating Subsidies- Permanent Housing	
Operating Subsidies- Permanent Housing - Youth	
Operating Subsidies – Interim Housing	
Operating Subsidies – Interim Housing - Youth	
Interim Housing	
Interim Housing - Youth	
Improvements to Existing Housing	
Improvements to Existing Housing - Youth	
Street Outreach	
Street Outreach - Youth	
Services Coordination	
Services Coordination – Youth	
System Support	
System Support - Youth	

## BUDGET NARRATIVE

a. Explain in detail how your organization plans to use the full amount of HHAP funds requested (including youth set aside)

FaithWorks is currently able to effectively utilize 100% of the Shasta County portion of HHAP 5 in alignment with the predetermined priorities established by the COC Shasta Advisory Group. If awarded, funds will be used for "Delivery of Permanent Housing and Innovative Housing Solutions" with the HHAP 5 funds directly funding construction of a 14-unit supportive housing program that will provide permanent housing for a strategically mixed targeted demographic. This project can fulfill the NorCal COC's 10% youth set-aside obligation and contribute to measures under way to reach functional zero for our local unsheltered veteran population and MORE!

b. What activities will the funds support. & c. How it will complement existing funds

FaithWorks has entered into a purchase agreement to acquire the land and a DFA; (development and financing agreement) to develop the Parkview Project (name subject to change) on the acquired project site, located at 815 Parkview Avenue, 825 Parkview Avenue and 2520 Leland Avenue, Redding, Shasta County, California, or the 3 lots know as Assessor's Parcel Numbers 104-350-018, 104-350-019-000, 104-350-020-000. The HHAP 5 funds will be combined with other sources to construct a mixed-use development consisting of commercial space and fourteen residential units to be utilized as permanent housing for the unsheltered and at-risk. The commercial portion (already funded through other sources) shall consist of about 15% of the project's floor area and will serve as office space for FaithWorks and community amenities for residents living onsite but also additional clientele seeking supportive services. Construction will include 1) underground utility improvements (sewer, electrical, water lines, natural gas, and communication; 2) landscaping (common and unit specific areas), on-site walkways, driveway apron from alley, and fencing; 3) off-site improvements as conditioned by Development Services; and 4) residential units will be 100% complete and move-in ready which includes, heating and air-conditioning systems, plumbing and electrical fixtures, range/oven, cabinetry, flooring and window coverings. Predevelopment has been in progress since December of 2023 and construction launch is expected to commence no later than March 2026 dependent on obtaining funding and the availability of contracted development partners.





Obtaining the HHAP 5 funds not only complements already obtained funding sources but is a critical step in ensuring this project is able to move forward. Between Faithworks and the City of Redding a large amount of funding has already been secured for this project. \$705,882 has been secured through the Shasta Regional Transportation Agency (SRTA), \$800,000 has been secured through The Whole Person Care grant, \$500,000 through Partnership Health plan's IIP funds, \$1,600,000 has been secured the Encampment Funds and FaithWorks is prepared to obtain a traditional loan up to one million dollars to fill the funding gap. Sources are uses are included in charts below for better visualization.

Soft Costs		Hard Costs	
Architecture & Engineering	\$ 350,000	Sitework	\$ 982,439
Civil Design & Survey	\$ 75,000	Structures	\$ 3,052,183
Environmental/ Geotechnical Reports & Engineering	\$15,000	Insurance, bonding	\$ 158,742
Legal	\$ 10,000	General Conditions	\$ 200,682
Application fees/Permits	\$ 50,000	Contractor & Project	\$ 299,975
Application fees/ Municipal	\$ 200,000	Contingency	\$349,097
Title & Recording	\$ 7,500	TOTAL \$ 5,043,118	
Contingency	\$ 20,000	Total Cost \$ 5,770,618	
TOTAL	\$ 727,500		



## SOURCES

Whole Person Care	\$ 800,000
STRA	\$ 705,882
City of Redding Loan (Encampment Funds)	\$ 1,600,000
Partnership Healthplan IIP	\$ 500,000
HHAP 5	\$ 1,249,625.71
FaithWorks Traditional Loan	\$ 915,110.29
TOTAL	\$5,770,618

After construction, the program will be self sufficient on a very basic level through utilization of incoming rents to pay basic expenses like utilities, insurance, maintenance, and basic staffing. Additional grant funds or outside resources may be required to operate extra components of supportive services.

The Parkview development team is utilizing time and cost saving measures to help maximize available resources while maintaining the project's integrity as we need this site to serve as permanent housing for many, many years to come. The need for innovative cost reduction is the primary reason we have identified US Offsite as our primary builder. By utilizing this amazing new local business, and the factory modular build we will be reducing costs by close to one million dollars and still obtaining a high-quality end product.

### [Factory Constructed Housing | US-Offsite](#)

d. How the activities align with the CoC's priorities

With a sudden burst of transitional housing and other temporary housing options, the Shasta Advisory Board highlighted the need for new permanent housing options.

One priority identified in the Regionally Coordinated Homeless Action Plan included prioritizing placement of unsheltered households previously living in encampments into permanent housing. 4 of the units at Parkview are designated to house households exiting encampments.

The Shasta Advisory Board decided last fall to pursue an ambitious initiative to end veteran homelessness in Shasta County over the next three years and to help with this priority FaithWorks has taken part in the initiative called Operation Zero, built off the Built for Zero model, a nationally recognized, data-driven approach to measurably ending homelessness. Not only will FaithWorks participate in the weekly case conferencing calls, but Parkview has 4 units dedicated to housing unsheltered veterans.

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

a. The target population;

All residents will be Shasta County unsheltered households with low to moderate income falling under one of the designations listed below. (See unit designation chart)



b. The gaps the project will address;

**Low barrier affordable housing:** In the past several years, multiple affordable housing projects have popped up in Shasta County, adding opportunities for housing. These housing projects serve many households who are in need, however those who have past evictions, poor rental history and credit still have very few options. The Parkview Project will have the flexibility to give second chances to households who may not have options otherwise.

**Project based HUD-VASH vouchers:** This project features the first project-based VASH vouchers permanently available for 4 veteran households. These vouchers allow for unsheltered veterans to reside in the unit while paying 30% of their income for rent and receiving ongoing case management provided by the VA.

**Onsite supportive services:** Many agencies offer amazing supportive services however this project will help increase engagement by bringing the services onsite and help pave the way for healing and long-term wellness. Many of the community amenities will be available to unsheltered and at-risk households who do not live on site as well.

c. **Planned partnerships;**



**U.S. Department of Veteran Affairs** will be providing case management for those veterans utilizing the project-based vouchers. The HUD-VASH vouchers and the supportive services will be available long term. HUD-VASH is



a collaborative program that pairs HUD's Housing Choice Voucher (HCV) rental assistance with VA case management and supportive services. These services are designed to help homeless Veterans, and their families obtain permanent housing and access the health care, mental health treatment, and other support necessary to help them improve their quality of life and maintain housing over time.



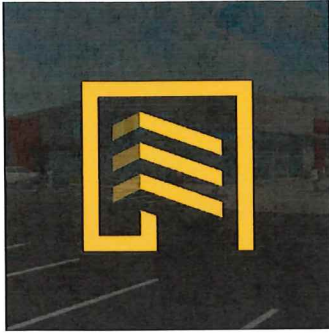
**North State Counseling** is our primary partner in mental health support and is committed to meeting the unique needs of the demographic we serve. The various clinicians will come onsite to provide mental health services including various types of counseling and therapy methods, workshops and referrals.



**The City of Redding** is a heavy hitter in this project, committed to contributing to community enrichment, they want to see this project thrive, not only will they be neighbors, but they will be monitoring rents and tenant incomes for the long haul. In addition, they have been with us since day one partnering in development and planning. They have provided 2 dedicated project coordinators from the city who will help keep the project on track.



**K2 Development Companies** is committed to revitalizing our Northern California community through strategic developments that invigorate economic growth and enhance neighborhoods. Allen Knott from K2 has been collaborating pro-bono lending his creative talent to our development team. We anticipate K2 eventually entering formal agreement as our designated General Contractor and seeing this project through to completion.



**US-Offsite** is a diverse group of industry professionals dedicated to innovation in the housing market. They believe that solutions for housing innovation are best created through a multi-disciplinary design-build approach, where creativity is as highly valued as efficiency. From planning, design, construction, assembly and delivery, this team will help create high quality modules that will bring the Parkview vision to life while helping us save funds through decreasing the requirement for prevailing wage and reducing production time by at least 20%.



**Nichols, Melburg & Rossetta (NMR)** Architects and Engineers believe that architectural design can make a positive difference in the lives of people and communities. NMR is onboard as our primary architectural and engineering team and is coordinating directly with US Offsite to help ensure that our design needs are met despite utilizing modular design elements.



FaithWorks believes "it takes a village." We reached out and attempted to create partnerships with two other agencies who showed interest in submitting applications for the HHAP 5 funding. The discussions of potential partnerships are still in the process, and we are committed to following through in sharing this new project with partners within the COC who are working with the same demographics we intend to serve. Given that this

program will serve veterans, youth and folks exiting local encampments, utilizing partnering agencies is a win win and will help ensure that clients will have the opportunity to experience permanent housing as opposed to interim or transitional.

#### **d. Plan for implementation.**

Through strategic braiding of funding and resources this project will help fill several needs we are experiencing in our community. Not only will it provide permanent housing and extensive onsite supportive services, but it will also include additional amenities designed to serve additional at-risk and unsheltered households who do not live onsite. This project will be developing a vacant lot adding not just sustenance but also flavor to the neighborhood and city while providing critical services to some of our most vulnerable populations.

#### **2. Experience:**

- a. Provide an overview of your organization and experience effectively utilizing federal, state or local funds.
- b. Describe your organization's experience in providing services or utilizing funding with the goal of preventing, reducing, or ending homelessness.

FaithWorks currently supports a plethora of community focused programs, serving those experiencing homelessness and those who are at risk of losing housing in Shasta County. Our main office is currently located at the base of Mercy Hill and we maintain 5 buildings with a total of 24 individual apartments that serve as a mixture of transitional and permanent supportive housing for local unsheltered families (of all ages and familial structures) and veterans. Additionally, we operate a homeless prevention program that has served more than 350 individuals since 2020. Our prevention program is one of our best examples of strategic braiding and use of local and state funds, as we have secured a wide range of funding since its inception and issued more than 400 direct rent and utility payments and case management to help keep people housed. Since 2006, we have sheltered and worked to rebuild lives with more than 300 households, including 84 veterans and nearly 600 children. Our staff and programmatic features has increased significantly in the last 5 years and we have been honored to walk alongside the struggling, hopeless, and unwell with compassion strongly rooted in past personal challenges and years of experience.

The foundational structure of each of our programs is similar, building on client strengths, understanding that each person has experienced unique traumas and therefore requires a unique path to wellness and recovery. We offer low barrier services with many components offered onsite to help ensure clients get easy access to the services they need. While individual program eligibility and timeframes vary, each household/client has access to similar service components initiated by completing an intake and holistic, case management assessment and establishing a client driven care plan based on individual need. Our experiences confirm the theory that only once a person has their basic needs met (food, clothing, shelter) they can move on to tackle additional components of long-term wellness and stability (physical, mental, spiritual, emotional, and relational health). Providing shelter is often only the first step.

### **3. Organizational Capacity:**

- a. Provide an explanation of your organizations capacity to deliver the project, including but not limited to:
- b. An explanation of the staffing structure

FaithWorks currently has a staff of 10 and a variety of contracted social service partners and volunteers. I have been the Executive Director since 2019 and exited the Francis Court Transitional Housing Program in 2013 as a formerly homeless single mom. I currently carry a wide variety of responsibilities but continue also consistently carry a very small caseload. This strategy helps me stay in the know of current needs and allows me to provide informed direction for my staff. The second member of our leadership team is Melissa who has been with the agency for nearly 15 years and exited our transitional housing program as a formerly homeless mom. Together we supervise and support 5 case managers including 1 designated youth case manager and one who carries a mixed youth/adult case load. In addition, we have an office manager, project coordinator and maintenance professional who all work hard to keep our programs thriving. Upon completion of Parkview, we anticipate spreading our talent to the new site, increasing hours with some of our positions and adding two new positions as well.

- c. Existing resources that will be leveraged

In addition to the development and construction funding and resources already established to compliment the HHAP 5 funds, FaithWorks brings a plethora of existing resources to the table to contribute to long-term operation efforts at Parkview. We have an established, experienced staff and an arsenal of passionate volunteers. FaithWorks maintains and utilizes an onsite food pantry, hygiene and clothing closet and two furniture storage locations which Parkview residents will have access to depending on need and availability. In

addition, FaithWorks is active and in good standing with Partnership Health Plan and is experienced in providing Enhanced Care Management and a variety of Community Supports of which are reimbursable through our active contracts. FaithWorks is committed to leveraging these funds to contribute to long-term operations. Additionally, we participate in North State Giving Tuesday annually, have a decent donor base and initiate annual fundraising efforts that is typically targeted to wherever there is need within our programs.

**d. Understanding of housing program requirements.**

FaithWorks has extensive experience in operating various types of housing programs. We operate voluntary supportive services and have a track record of high client engagement and satisfaction. We have been operating permanent housing with supportive services since 2012.

**e. Describe your organization's capacity and experience to successfully manage the funds, including ability to manage existing grants; additional financials may be requested per the project funding per 2 CFR Part 200.501.**

FaithWorks has never defaulted on a grant contract or returned funding due to mismanagement or failure to expend. We maintain adequate documentation, data and clear and consistent communication with our funders. Our last development contract was for 2.2 million dollars of which was 100% expended and reports were submitted on time. FaithWorks has received and expended or is working on expending HEAP, CESH, EFSP, CDBG, HHAP 2, HHAP 3 and HHAP4.

**4. Impact and Effectiveness:** Describe the goals and priorities this project will serve, and how these align with the goals and priorities in HHAP-5.

This project will increase the number of people exiting homelessness into permanent housing and add to Shasta County's available beds designated to serving the local unsheltered populations. This project will shelter people immediately once completed and continue to provide shelter and support for years to come.

**5. Equity:** Described 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.

FaithWorks is committed to supporting vulnerable populations, regardless of their race, ethnicity, gender identity, or religious affiliations and to help fulfill that commitment we bolster and encourage an equity-centered trauma-informed environment within our programs. Staff are trained to build a strength-based foundation, establish emotional safety, trust, and collaboration with our clients. These strategies, when consistently utilized amongst staff, create a space that attracts marginalized communities and through resources and love our overrepresented groups can begin to heal and thrive.

FaithWorks is also committed to honoring life experiences and valuing hardships when recruiting for staff positions. Whenever possible, we hire staff who are passionate about serving vulnerable populations because they have experienced vulnerabilities in their personal lives. By channeling the voice of lived experience, we believe we create a space that welcomes all racial and ethnic groups as well as those who are struggling with high levels of alienating social determinants of health. These priorities are maximized by ensuring staff is trained in Fair Housing regulations, implicit bias, cultural humility and the culture of poverty.

**6. System Improvements:** Describe any specific and quantifiable systems improvements or strategies that your



organization will take to improve:

Housing is the foundation for ending homelessness, but for many in our community housing that is affordable is simply out of reach. By increasing the supply of affordable housing and assisting people attain support we can reduce the number of people becoming homeless and help those who are homeless find stable homes faster. The Parkview Project will not only shelter and support those who live onsite but will also provide needed space to expand FaithWorks homeless prevention and housing navigation programs. We hope to shelter between 21 and 30 homeless individuals initially and double our reach within our other supportive services programs.

And it will be so much more than housing.....

## Onsite Supportive Services

### Intensive Case Management

Goal Setting, Locating Resources, Coordination of Care

### Evidence Based Curriculums

Money SMARTS, Triple P Positive Parenting, Strengths Finders

### Access to Concrete Supports

Food Pantry, Hygiene Items, Clothing, Furniture, Utility Assistance

### Counseling

One on One, Family, Couples, Mental Health Workshops

### Education

Life Skills, Emotional Regulation, Gardening, Parenting



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**7. For Shasta Advisory Board applicants please see Exhibit D from the NorCal CoC Governance Charter Addendum.**

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

- ☒ Homeless Management 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=](https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?lawCode=HSC&division=31.&title=&part=1.&chapter=6.&article=)

Crystal Spencer  
Authorized Representative  
Printed Name

*Crystal Spencer*  
Authorized Representative Signature

July 15, 2025  
Date

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 5**

Legal Name of Applicant Organization: Northern Valley Catholic Social Service (NVCSS)			
Project Name: NVCSS Yreka Basecamp HHAP			
Contact Name: Amy Diamantine	Phone: 530-722-5720	Fax:	Email: adiamantine@nvcss.org
Agency UEI Number ZHYYKLMLQZM6	County: Siskiyou	Agency Tax ID Number: 200984601	Total amount of requested funds: \$175,306

- 1. A) Funding Plans:** Budget Table. Complete the table below with the requested funding, and the desired eligible use categories. Note: A minimum of 10% of funds must be utilized toward youth set aside activities.

Eligible Use Category	Amount
Delivery of Permanent housing and Innovative Housing Solutions	
Delivery of Permanent housing and Innovative Housing Solutions - Youth	
Rapid Rehousing	
Rapid Rehousing - Youth	
Prevention and Shelter Diversion	
Prevention and Shelter Diversion - Youth	
Operating Subsidies- Permanent Housing	
Operating Subsidies- Permanent Housing - Youth	
Operating Subsidies – Interim Housing	
Operating Subsidies – Interim Housing - Youth	
Interim Housing	\$155,306
Interim Housing - Youth	
Improvements to Existing Housing	\$20,000
Improvements to Existing Housing - Youth	
Street Outreach	
Street Outreach - Youth	
Services Coordination	
Services Coordination – Youth	
System Support	
System Support - Youth	

**1. B) Funding Plans:**

Northern Valley Catholic Social Service (NVCSS) is requesting \$175,306 in HHAP-5 funds to support operations and capital improvements at Yreka Basecamp, a 32-bed low-barrier congregate shelter in Siskiyou County. Of this total:

- \$155,306 will be used for Interim Housing to increase shelter staffing levels. These funds will ensure the shelter is safely and effectively staffed every night of the year by expanding peer support hours and

providing adequate coverage for overnight supervision, guest engagement, and housing-focused case management.

- \$20,000 will be used under Improvements to Existing Interim Housing to complete the shelter's on-site kitchen, which was partially constructed under prior funding but remains unfinished due to budget constraints and supply chain delays. Completing the kitchen will allow NVCSS to prepare and serve hot meals directly on-site rather than relying on external donations or cold food options.

NVCSS is not requesting youth set-aside funding, as Yreka Basecamp partners with Youth Empowerment Siskiyou for youth services.

The requested HHAP-5 funds will support the following activities:

- Increased staff coverage for overnight shelter operations (6 PM–8 AM, 365 days/year)
- Expanded peer-led services to build trust and improve guest engagement
- Consistent support for housing navigation, safety monitoring, and behavioral health linkages
- Completion of the shelter kitchen, including installation of commercial-grade appliances, plumbing, and fixtures

This request complements prior funding from BSCC Prop 47 Cohort III and IV, which supported initial shelter implementation and operations but Cohort III limited certain staff positions and capital components. Due to limitations in those grants, NVCSS opened the shelter without a functioning kitchen and has operated with minimal overnight staffing. HHAP-5 funds will fill these critical gaps, ensuring continuity of care, enhanced service delivery, and greater guest safety.

This proposal aligns closely with NorCal CoC HHAP 5 Action Plan priorities by:

- Expanding low-barrier interim housing capacity
- Targeting services to justice-involved adults with behavioral health needs
- Enhancing system coordination through case management, peer support, and cross-agency referrals
- Addressing rural equity gaps by sustaining one of the few emergency shelter programs in a frontier county with extreme geographic and service access challenges

In particular, the staffing component aligns with the CoC's emphasis on operational sustainability and service integration, while the kitchen project supports dignified, trauma-informed care by ensuring guests have access to nutritious and consistent meals on site.

## **2. Program Design:**

The primary target population for Yreka Basecamp is justice-involved adults experiencing homelessness who have a mental illness and/or substance use disorder. Many participants have complex needs that require a low-barrier entry point and consistent engagement to stabilize and access long-term support. All shelter services are tracked and monitored in the Homeless Management Information System (HMIS) to ensure that all shelter guests are entered into Coordinated Entry and have an opportunity to move into non-congregate shelter space or permanent supportive housing.

Yreka Basecamp addresses multiple critical service gaps in Siskiyou County, including the insufficient number of year-round shelter beds, limited staffing and peer support, absence of an on-site kitchen, and barriers in rural service delivery. Siskiyou's frontier geography makes centralized service access especially difficult for individuals without transportation, increasing the need for local, place-based supports.

NVCSS will continue to operate Yreka Basecamp in partnership with key local agencies, including:

- Siskiyou County HHSA – Behavioral Health Division, which provides direct referrals, clinical support, and coordination with SUD and mental health treatment providers.
- Six Stones Wellness Center, a peer-run drop-in space co-located on the shelter site, offering emotional support and recovery resources.
- Siskiyou County Jail and Mental Health Diversion Court, which refer individuals exiting incarceration into the shelter for stabilization.
- CalFresh Healthy Living and Public Health, both of which offer on-site wellness programming and nutrition support.

These partnerships create a seamless network of care, reducing system fragmentation and improving outcomes for high-need individuals. Other agency partners include the Yreka Police Department, Siskiyou Board of Supervisors, Siskiyou Community Resource Collaborative, Yreka City Council, Youth Empowerment Siskiyou, Fairchild Medical Center, Yreka Foodbank, and the Karuk Tribe Housing Authority.

HHAP-5 funding will be deployed immediately upon award to:

- Hire or extend staff coverage for overnight operations and peer support roles.
- Expand staff training in Housing First practices, crisis de-escalation, and trauma-informed care.
- Complete the final stage of kitchen construction, including purchasing and installing commercial appliances, safety equipment, and necessary utility connections.

Yreka Basecamp is already operational, and these improvements will enhance its impact, sustainability, and alignment with regional housing goals. All implementation activities will be managed by NVCSS in coordination with the Siskiyou County HHSA and in compliance with CoC performance monitoring and reporting standards.

### **3. Experience:**

NVCSS is a nonprofit agency serving six Northern California counties with over 39 years of experience managing federal, state, and local funding. The agency provides housing, mental health, early childhood education, and family support services, and has a strong reputation for fiscal accountability, contract compliance, and outcome-based programming.

NVCSS has effectively administered a wide range of funding sources, including HUD CoC and ESG grants, Medi-Cal and MHSA contracts, Cal OES disaster funds, and county behavioral health agreements. The agency employs trained compliance and fiscal staff, conducts regular audits, and maintains robust systems to ensure all funds are used responsibly and aligned with funder expectations.

While Yreka Basecamp is NVCSS's first congregate shelter, the agency has extensive experience operating permanent supportive housing and rapid rehousing programs in rural communities. NVCSS uses a trauma-informed, Housing First approach, with services such as case management, housing navigation, and behavioral health linkages coordinated through local CES systems.

The agency collaborates with a wide network of public and private partners, including HUD, county HHSA departments, FEMA, and community foundations, to deliver integrated, person-centered care. NVCSS is an active member of regional CoCs and is committed to moving individuals from homelessness to stable housing with dignity and long-term support.

### **4. Organizational Capacity:**

NVCSS has over 39 years of experience delivering high-quality housing, recovery, case management, and therapeutic services across six Northern California counties. With approximately 180 staff, a strong executive leadership team,

and a governing Board of Directors with fiscal oversight committees, NVCSS has the infrastructure and staffing to implement and sustain complex programs like Yreka Basecamp.

The Yreka Basecamp shelter, operated by a Program Manager and five trained peers, provides congregate shelter for up to 32 justice-involved individuals. Services include case management, basic needs support, showers, laundry, meals, and housing navigation. Daytime services are enhanced through co-location with Six Stones Wellness Center, offering additional wellness groups, mental health supports, and transportation. HHAP-5 funds will support expanded staffing and kitchen completion to sustain and enhance these operations.

NVCSS leverages strong community partnerships and prior investments, including Prop 47 and CalAIM funding, existing behavioral health services from Siskiyou HHSA, and peer-led recovery programs through Six Stones. These resources ensure integrated, low-barrier care and reduce service duplication.

NVCSS has extensive experience operating Permanent Supportive Housing and Rapid Rehousing programs funded through HUD CoC, ESG, and other state initiatives. Staff are trained in Housing First, Coordinated Entry, HMIS, and outcome tracking, ensuring compliance with program standards and performance metrics.

NVCSS maintains centralized fiscal and grant management systems that comply with 2 CFR Part 200.501. The agency undergoes annual independent audits with clean results and has a history of meeting all reporting and invoicing requirements. A dedicated fiscal team tracks expenditures, monitors budgets in real time, and ensures alignment with HHAP guidelines.

NVCSS has successfully managed local, state, and federal grants and is well-positioned to responsibly steward HHAP-5 funds in support of sustainable, person-centered homeless services in Siskiyou County.

## **5. Impact and Effectiveness:**

The Yreka Basecamp project supports three primary goals:

1. Sustain low-barrier interim shelter capacity for individuals experiencing homelessness with co-occurring mental illness, substance use disorders, and justice involvement;
2. Increase access to behavioral, substance use, and physical health services; and
3. Support long-term housing stability through coordinated case management and navigation.

The intention of these goals is to reduce unsheltered homelessness, strengthening system coordination, and invest in operational and capital improvements to interim housing. The project directly advances the NorCal CoC's regional action plan by filling a critical service gap in Siskiyou County, which has limited shelter capacity and severe rural service access barriers.

In addition to direct service outcomes, Yreka Basecamp contributes to systems change by acting as a central access point for justice-involved individuals who are often disconnected from treatment, housing, and recovery services. The shelter's partnership with Siskiyou County Behavioral Health, public health, and other community agencies helps bridge fragmented systems and promote integrated care. This model reduces service silos, increases cross-agency collaboration, and shifts the county's response to homelessness toward trauma-informed, housing-first practices.

By sustaining and enhancing Yreka Basecamp operations, this project will result in measurable reductions in unsheltered homelessness and increased exits to permanent housing, while helping shift long-term systems of care in Siskiyou County toward equitable and coordinated solutions.

## **6. Equity:**

NVCSS is committed to ensuring that all individuals—regardless of race, gender identity, sexual orientation,

disability, tribal affiliation, or justice involvement—have equitable access to shelter and services at Yreka Basecamp.

Yreka Basecamp reserves two beds specifically for members of the Karuk Tribe or other federally recognized tribes, recognizing the historical and ongoing disparities experienced by Native individuals in Siskiyou County. The shelter includes two large sleeping areas: one for women only, and one that is co-ed, designed to reduce barriers for different-sex couples who may avoid shelter if they must be separated.

To promote inclusion:

- ADA-accessible bathrooms and showers are available to ensure accessibility for guests with physical disabilities.
- The shelter welcomes individuals with pets, honoring the importance of their animal companions and reducing a major barrier to entry.
- Staff include individuals who identify as LGBTQ+, and services are delivered in a manner that affirms gender identity and sexual orientation.
- All staff receive ongoing training in cultural humility and trauma-informed care, with an emphasis on “leaning into curiosity rather than judgment” when working with guests from diverse backgrounds.
- Flexible documentation policies reduce access barriers for individuals lacking ID or formal records, which disproportionately affects people of color, rural residents, and those with incarceration histories.

NVCSS regularly analyzes service and outcome data by race, gender, and ethnicity to identify and address disparities. Through its equity-centered design and staffing, Yreka Basecamp fosters an environment where every guest is treated with dignity, respect, and compassion, and is supported in their journey toward permanent housing.

#### **7. System Improvements:**

Yreka Basecamp directly reduces the number of individuals exiting jails and behavioral health facilities into homelessness by serving as a primary referral site for justice-involved individuals in Siskiyou County. NVCSS collaborates with the Siskiyou County Jail, Mental Health Diversion Court, and Behavioral Health Division to identify individuals at risk of homelessness prior to release and provide warm hand-offs into shelter. Through these partnerships, Basecamp provides an immediate and safe landing spot where guests can stabilize and begin engaging in long-term support.

All guests at Yreka Basecamp are screened for eligibility for public benefit programs upon entry, including CalFresh, Medi-Cal, SSI/SSDI, VA benefits, and General Assistance. Case managers assist with applications, gather necessary documentation, and coordinate with county benefits workers to expedite enrollment. Guests are also referred to Six Stones Wellness Center, co-located on site, to receive additional wellness, nutrition, and case management support.

Yreka Basecamp is contributing to broader system transformation by:

- Acting as a centralized entry point for high-need populations, improving coordination among county departments, reentry services, and peer support programs.
- Reducing duplication of services by co-locating wellness programming, housing navigation, and basic needs support in one location.
- Building rural service capacity in a frontier community where housing and shelter services have historically been unavailable or siloed.
- Using data collected through HMIS and partner reporting systems to support cross-agency learning and continuous improvement.

These efforts are helping to shift Siskiyou County’s homelessness response from crisis-driven to coordinated, prevention-focused, and outcomes-oriented.

**8. For Shasta Advisory Board applicants please see Exhibit D from the NorCal CoC Governance Charter Addendum.**

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

Erna Friedeberg

Authorized Representative  
Printed Name

Executive Director

Title

DocuSigned by:

*Erna Friedeberg*

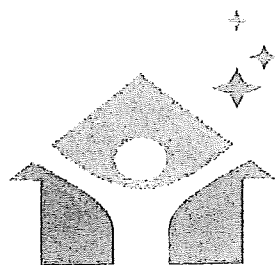
7/15/2025

Authorized Representative Signature

Date

For Lead Agency Use Only:	Received by Deadline	Yes / No	Project Funded	Yes / No
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## **Certificate of Homeless Management Information System Participation**

I, Tim Danielson, certify that staff from NVCSS, actively collect, enter, and maintain Homeless Management Information System (HMIS) data, including but not limited to the following:

☒ Provide timely and accurate HMIS data input, based on current HMIS user policy;

☒ Provide timely responses to data requests; and/or

☐ Applicant partners with an agency that does currently collect and enter HMIS data. The partner agency must be listed on the application. Agency partner name: \_\_\_\_\_

☒ Participate in CE, per user agreement as referenced in 24 CFR 578.7.

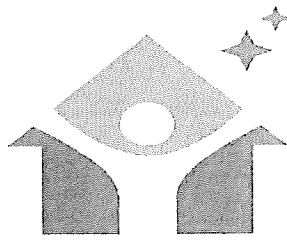
Dated: 7/7/2025

Tim Danielson

Printed Name of HMIS Administrator

Signature of HMIS Administrator

	Metric	Standard	Source
Timeliness	100%	95%	Grouped APR Q: 6e
Accuracy	96.85%	95%	Grouped Data Completeness Report
CE Participation	3		CE Meeting Attendance in 2025



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## **Certificate of County Advisory Board Approval for Applicant**

By signing below, the County Advisory Board certifies that Northern Valley Catholic Social Service is an active participant at their County Advisory Board and has been recommended to apply for Homeless Housing, Assistance and Prevention Grant Program Round 5 (HHAP 5) funds to operate within the County of \_Siskiyou\_. The County Advisory Board further certifies, the applicant has presented an HHAP 5 eligible project to the County Advisory Board through a collaborative process.

Dated: 7/15/2025

Nancy Ogren

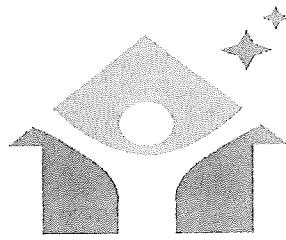
\_\_\_\_\_  
Printed Name of County Advisory Board Chair

Signed by:

*Nancy Ogren*

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\_\_\_\_\_  
Signature of County Advisory Board Chair



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## Certificate of Point in Time Participation

I, Nancy Ogren, certify that staff from Northern Valley Catholic Social Service participated in the 2025 Point in Time Count by performing one or more of the below listed activities within our community:

- ☒ X Surveyed persons using paper or electronic survey forms;  
☐ Coordinated the Point in Time Count in our County; and/or  
☒ X Assisted the Coordinator within the County.  
☐ Other: \_\_\_\_\_

Dated: 7/15/2025

Nancy Ogren

Printed Name of County PIT Committee Chair or

Printed Name of County Advisory Board Chair

Signed by:

Nancy Ogren

9EE03435A68E41B...

Signature of County PIT Committee Chair or

Signature of County Advisory Board Chair

**Exhibit C: Notice of Funding Availability Questionnaire**  
**Homeless Housing, Assistance and Prevention Program- Round 5**

Legal Name of Applicant Organization: <b>Youth Empowerment Siskiyou</b>			
Project Name: <b>HHAP- 5</b>			
Contact Name: <b>Barbra Risling</b>	Phone: <b>530-841-0844</b>	Fax: <b>530-841-0396</b>	Email: <b>info@YESiskiyou.org</b>
Agency UEI Number	County: <b>Siskiyou</b>	Agency Tax ID Number: <b>20-0714947</b>	Total amount of requested funds: <b>450,000.00</b>

- 1. A) Funding Plans:** Budget Table. Complete the table below with the requested funding, and the desired eligible use categories. Note: A minimum of 10% of funds must be utilized toward youth set aside activities.

Eligible Use Category	Amount
Delivery of Permanent housing and Innovative Housing Solutions	
Delivery of Permanent housing and Innovative Housing Solutions - Youth	
Rapid Rehousing	77718.00
Rapid Rehousing - Youth	13600.00
Prevention and Shelter Diversion	93479.00
Prevention and Shelter Diversion - Youth	16150.00
Operating Subsidies- Permanent Housing	
Operating Subsidies- Permanent Housing - Youth	
Operating Subsidies – Interim Housing	59417.50
Operating Subsidies – Interim Housing - Youth	10650.00
Interim Housing	
Interim Housing - Youth	
Improvements to Existing Housing	
Improvements to Existing Housing - Youth	
Street Outreach	
Street Outreach - Youth	
Services Coordination	93479.00
Services Coordination – Youth	16100.00
System Support	126829.50
System Support - Youth	12500.00

**1. B) Funding Plans:** Budget Narrative.

- a. Explain in detail how your organization plans to use the full amount of HHAP funds requested (including youth set-aside).
- b. What activities the funds will support.
- c. How it will complement existing funds.
- d. How the activities align with the CoC's priorities

2. **Program Design:** Provide an overview of the proposed program activities. Including but not limited to:
  - a. The target population;
  - b. The gaps the project will address;
  - c. Planned partnerships; and
  - d. Plan for implementation.
  
3. **Experience:**
  - a. Provide an overview of your organization and experience effectively utilizing federal, state or local funds.
  - b. Describe your organizations experience in providing services or utilizing funding with the goal of preventing, reducing, or ending homelessness.
  
4. **Organizational Capacity:**
  - a. Provide an explanation of your organizations capacity to deliver the project, including but not limited to:
  - b. An explanation of the staffing structure
  - c. Existing resources that will be leveraged
  - d. Understanding of housing program requirements.
  - e. Describe your organization's capacity and experience to successfully manage the funds, including ability to manage existing grants; additional financials may be requested per the project funding per 2 CFR Part 200.501.
  
5. **Impact and Effectiveness:** Describe the goals and priorities this project will serve, and how these align with the goals and priorities in HHAP-4.
  
6. **Equity:** Described 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.
  
7. **System Improvements:** Describe any specific and quantifiable systems improvements or strategies that your organization will take to improve:
  - a. The number of people experience homelessness upon exiting institutional settings (examples: jail/prison, behavioral health facilities, foster care)
  - b. Connecting people experiencing homelessness to all eligible benefit programs
  - c. Additional system improvements, if applicable.
  
8. **For Shasta Advisory Board applicants please see Exhibit D from the NorCal CoC Governance Charter Addendum.**

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

- ☒ Homeless Manage Information System (HMIS) data
- ☒ 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=](https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?lawCode=HSC&division=31.&title=&part=1.&chapter=6.&article=)

Barbra Risling

Authorized Representative  
Printed Name

Executive Director

Title

  
Barbra Risling (Jul 15, 2025 16:55 PDT)

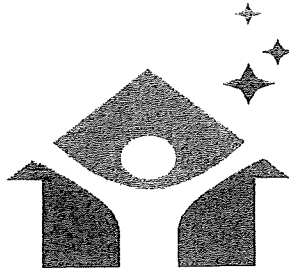
Authorized Representative Signature

7/15/2025

Date

For Lead Agency Use Only:	Received by Deadline	Yes / No	Project Funded	Yes / No
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## **Certificate of Homeless Management Information System Participation**

I, Tim Danielson, certify that staff from YES, actively collect, enter, and maintain Homeless Management Information System (HMIS) data, including but not limited to the following:

☐ Provide timely and accurate HMIS data input, based on current HMIS user policy;

☒ Provide timely responses to data requests; and/or

☐ Applicant partners with an agency that does currently collect and enter HMIS data. The partner agency must be listed on the application. Agency partner name: \_\_\_\_\_

☒ Participate in CE, per user agreement as referenced in 24 CFR 578.7.

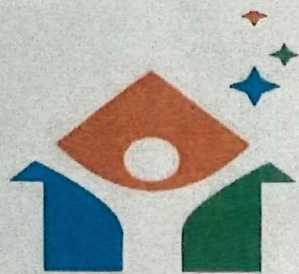
Dated: 7/7/2025

Tim Danielson

Printed Name of HMIS Administrator

Signature of HMIS Administrator

	Metric	Standard	Source
Timeliness	30%	95%	Grouped APR Q: 6e
Accuracy	95.87%	95%	Grouped Data Completeness Report
CE Participation	13		CE Meeting Attendance in 2025



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## **Certificate of County Advisory Board Approval for Applicant**

By signing below, the County Advisory Board certifies that YOUTH EMPOWERMENT SISKIYOU is an active participant at their County Advisory Board and has been recommended to apply for Homeless Housing, Assistance and Prevention Grant Program Round 5 (HHAP 5) funds to operate within the County of SISKIYOU. The County Advisory Board further certifies, the applicant has presented an HHAP 5 eligible project to the County Advisory Board through a collaborative process.

Dated: 6-25-15

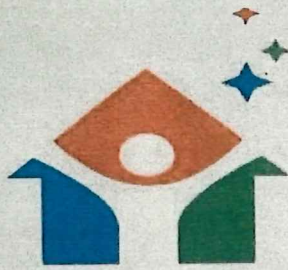
Nancy Ogren

Printed Name of County Advisory Board Chair

Nancy Ogren

Signature of County Advisory Board Chair





**NorCal**  
**Continuum of Care™**

## Certificate of Point in Time Participation

I, Barbara R. Long, certify that staff from Youth Empowerment Sisters participated in the 20 25 Point in Time Count by performing one or more of the below listed activities within our community:

- ☒ Surveyed persons using paper or electronic survey forms;  
☒ Coordinated the Point in Time Count in our County; and/or  
☒ Assisted the Coordinator within the County.  
Other: \_\_\_\_\_

Dated: 6/29/25

Nancy Green

Printed Name of County PIT Committee Chair or  
Printed Name of County Advisory Board Chair

Nancy Green

Signature of County PIT Committee Chair or  
Signature of County Advisory Board Chair

## **Budget Narrative**

### **Rapid Rehousing**

Our Rapid Rehousing program is designed in alignment with Housing First principles, offering comprehensive support to youth who are experiencing or at risk of homelessness. These young individuals face heightened vulnerability due to their age, life circumstances, and limited access to opportunities. HHAP 5 funding will be used to extend our current HHAP-funded Rapid Rehousing efforts, covering existing staffing expenses and enabling us to expand services as demand continues to grow across the county. The youth set-aside portion of the Rapid Rehousing budget will allow staff to assist with essential housing-related costs such as move-in expenses, pet fees, and utility deposits. Staff will also support clients by negotiating lease terms with landlords, helping to secure stable and affordable housing that clients may otherwise be unable to access. Additionally, the program includes a rental payment guarantee for a defined period, helping to mitigate risk for landlords. Continued funding will ensure that our staff can provide sustained support, including collaboration with both the client and landlord in cases of property damage or other housing-related issues.

### **Operating Subsidies – Interim Housing**

This funding will enhance our current emergency shelter operations by increasing capacity and reducing wait times for individuals seeking entry into the program. A portion of the funding is designated to attract a more experienced Shelter Manager, enabling a greater hands-on presence in overseeing daily operations and supporting both staff and residents. The youth set-aside and operational funding will also be used to update and maintain essential equipment, improving the overall comfort and functionality of the living environment. In addition, HHAP 5 funding will supplement existing resources to support the purchase of computer equipment, creating a dedicated navigation center where clients can more easily access vital community resources.

### **System Support**

System Support funding will cover administrative expenses necessary to oversee staff and enhance the programmatic services offered to our clients. This includes staying current with training and best practices, as well as expanding service delivery. Funds will also support efforts to build and strengthen partnerships with local nonprofit and government agencies, increasing the range and quality of services available to our clients. Homeless and at-risk youth in our county have expressed a critical need for transportation to essential services such as food banks, medical appointments, and pharmacies. This funding, along with existing resources, will help us respond to that need by improving access and reducing barriers to care and support.

### **Services Coordination**

This funding will allow us to further expand the scope of our Case Management services. Currently, we assist clients with essential needs, including obtaining birth certificates and identification cards, completing GED requirements, securing job placement, and developing basic life skills. We also empower clients by working alongside them as they navigate community services, advocating on their behalf, and coordinating with service providers to ensure they receive comprehensive support. Our case managers frequently meet clients in the field, where access to office-based resources is limited, creating barriers to service delivery. By equipping staff with portable technology, we can streamline and expedite the support provided directly in the field. Additionally, this funding will enable us to grow our offerings

to include financial literacy training, job search assistance, and life skills workshops, meeting the increasing demand for holistic, skill-building services.

#### Prevention & Shelter Diversion

As homelessness continues to rise among the clients we serve, the limited capacity of our emergency shelter program has increased the need for alternative options, such as temporary hotel placements. While used as a last resort, this approach has proven essential in providing clients with a safe and stable environment. This funding, which includes a portion of the youth set-aside, will provide housing vouchers and short-term hotel room rentals for those in need. Having a secure place to stay enables clients to focus on addressing other critical needs with the support of our Case Managers, helping them take meaningful steps toward securing permanent and stable housing.

**Program Design:****Target Population:**

Youth Empowerment Siskiyou's (YES) housing support programs are designed to provide shelter, support, and comprehensive services to transition-age youth (ages 18–24) in Siskiyou County who are experiencing homelessness, are at risk of homelessness, or are coping with trauma. Also, we provide support services to youth fleeing traumatic circumstances such as domestic violence, bullying, mental health crises, substance use, or involvement with the criminal justice system. These youth face considerable barriers in accessing stable housing and support services. Currently, there is a critical lack of affordable housing and services available for this demographic in our region. Our organization operates the only youth shelter in the county, which also has limited capacity to serve the growing need in Siskiyou County.

**Identified Gaps:**

There are significant gaps in services and housing for homeless youth in Siskiyou County. Transition-age youth experiencing housing insecurities often face discrimination based on age and the stigma that surrounds being unhoused. These challenges are further compounded for young couples with infants, who frequently struggle to secure permanent housing due to limited employment opportunities, lack of affordable childcare and housing, and other financial barriers. Local government agencies and nonprofit organizations currently fall short in adequately addressing these urgent and complex needs for the youth we serve. Many of these agencies are also experiencing funding shortages, and youth are often the first to be affected by cuts to government-supported programs. In addition, youth frequently lack easy access to essential resources such as clothing, food, medical & vision care, mental health services, communication devices, and other basic necessities required for daily living. Many do not possess the experience or knowledge needed to locate, complete, and submit the necessary paperwork for financial aid or social services—resources that older populations are generally more familiar with and better equipped to access.

**Planned Partnerships:**

To better serve youth in our community, we are committed to strengthening and expanding strategic partnerships with key local organizations. These collaborations are vital to ensuring our clients have access to the comprehensive support and resources they need to overcome barriers and build stable futures. As part of our ongoing efforts to support homeless youth in our community, we are actively developing relationships with local property managers and landlords to secure both immediate and long-term housing solutions through our Rapid Rehousing Program. Many of the youth we serve face significant barriers to securing stable housing, including limited financial resources, lack of rental history, and minimal experience navigating the housing market. By fostering these partnerships, we aim to create pathways to affordable housing opportunities, assist youth in understanding and negotiating lease agreements, and help address financial challenges such as security deposits and monthly rent. These efforts are critical to promoting housing stability and long-term self-sufficiency for vulnerable young adults.

Our ongoing community partnerships begin with agencies like Six Stones Wellness Center, a community-based organization specializing in mental health services, substance use recovery, housing assistance, and vocational support, plays a central role in our service model. Six Stones shares a facility with Base Camp, Siskiyou County's new overnight shelter provider, which allows for seamless coordination and delivery of overlapping services. This co-location strengthens our collective ability to meet the complex needs of clients. Our case workers have developed strong, collaborative relationships with the Siskiyou Domestic Violence and Crisis Center, as well as Social Workers affiliated with the Public Defender's Office. These



partnerships enable us to effectively advocate for and support youth who are navigating legal challenges or seeking safety from traumatic circumstances.

Our collaboration with the Siskiyou Domestic Violence and Crisis Center has grown into a trusted community partnership. We have worked closely with them in the development of agency policies and guidelines to ensure trauma-informed, survivor-centered practices. Staff and administrators have benefited from ongoing professional development, participating in both virtual and in-person trainings. Examples include the Siskiyou CAPC meetings, specialized training on preventing, recognizing and responding responsibly to child and youth sexual abuse, “Domestic Violence Basics,” and “Safe from the Start – Domestic Violence Effects on Children.”

Through our partnership with Social Workers from the Public Defender’s Office, we are currently working with three clients/residents in a supportive and constructive manner. These efforts are focused on helping them successfully complete diversion programs and continue on their path to rehabilitation. Additionally, we actively engage with local Karuk Tribal agencies through outreach and referral efforts. This collaboration ensures that underserved and marginalized youth receive culturally appropriate support and equitable access to services. These partnerships not only enhance outcomes for the youth we serve but also increase community awareness of our organization and its mission.

We maintain close partnerships with Siskiyou County Health and Human Services and Siskiyou County Behavioral Health to ensure residents of our shelter receive coordinated care, case management, and ongoing advocacy. Additionally, we continue our collaboration with the Yreka Community Resource Center, the Yreka Food Bank, and the Siskiyou Community Food Bank to provide youth with consistent access to nutritious food and essential supplies.

We are proud to partner with Goodwill through their Internship and Employment Readiness Program, which provides our clients and shelter residents with valuable opportunities for temporary employment, skill development, and hands-on work experience. This year, we successfully supported a shelter resident in completing a workforce program designed to offer youth job training, real-world experience, and clear career pathways.

Additionally, our collaboration with First 5 Siskiyou strengthens our commitment to serving youth and families holistically. Through this partnership, we assist young families and children in accessing critical resources, participating in parenting and continuing education classes, and engaging in various trainings that support their development. Collaborating with First 5 Siskiyou also helps our youth expedite enrollment in essential services such as the Cal Fresh Outreach Program, which offers information and direct assistance with the application process for food assistance and other support programs.

Our participation in community outreach events alongside these partners has been instrumental in raising awareness about our services and strengthening community trust and engagement. These partnerships are essential to expanding access to critical resources and support systems, ultimately empowering youth to achieve long-term stability and success.

### **Plan for implementation.**

To address the multifaceted challenges and complex needs faced by homeless and at-risk youth, our organization has adopted a comprehensive service model focused on housing stability, legal advocacy, workforce development, family support, and community engagement. Utilizing Homeless Housing Assistance and Prevention (HHAP) Round 3 funding, we successfully completed the launch of our Rapid

Rehousing Program. Through this initiative, we are formalizing partnerships with local landlords to secure both immediate and permanent housing solutions for youth. The program provides financial assistance for move-in costs—including security deposits and initial rent—as well as ongoing case management to ensure housing stability and promote long-term self-sufficiency.

In April, we achieved a significant milestone by assisting our first client in securing permanent housing. Our team provided comprehensive support throughout the leasing process and facilitated the financial components necessary to ensure a smooth transition into stable housing. These efforts reflect our continued commitment to reducing youth homelessness and fostering pathways toward independence and resilience.

In collaboration with the Public Defender's Office and the Siskiyou Domestic Violence & Crisis Center, we offer trauma-informed legal and safety support, including referrals emergency shelters, client advocacy, and individualized safety planning. Our partnership with Goodwill provides employment coaching, internships, and temporary job placements to help youth build work experience and achieve economic stability. For parenting youth, we partner with First 5 Siskiyou to refer families with early childhood programs, childcare services, and targeted outreach to reduce isolation and strengthen family wellbeing.

To increase visibility and expand access to resources, we actively participate in outreach events and deliver program information through a broad network of community partners. We maintain an effective monitoring and evaluation process, including regular partner coordination meetings, quarterly outcome reporting, and youth feedback surveys to continuously improve service delivery. Together, these integrated strategies create a strong foundation for empowering youth to transition from crisis to stability and long-term success.

### **Experience:**

Youth Empowerment Siskiyou (YES) is the only youth victim advocacy organization in Siskiyou County, California. YES began as the Court Appointed Special Advocacy program, serving youth in the foster and juvenile justice systems. In 2017, YES expanded its services to launch Camp YES, a trauma-informed youth summer camp. As YES engaged with more young people, the need for additional youth centered services became more apparent. Since then, YES has grown to operate 5 comprehensive programs for youth, including: supervised visitation, case management for youth experiencing homelessness or at-risk of becoming homeless, transitional and emergency shelter for unhoused transition-age youth.

In 2022 YES launched its Youth Housing Support Program (YHSP) to serve unaccompanied youth 12-24. YHSP provides in-person crisis intervention, case management, and trauma-informed advocacy for youth victims, along with individualized supportive services such as case management, resource coordination, and housing-focused goal planning. These services address critical needs in the community, though access to affordable permanent housing remains a persistent challenge.

In August 2023 YES opened the first emergency youth shelter, Becky's Place, in Siskiyou County. Like YHSP, the shelter provides comprehensive case management and individualized services tailored to support each client's goals for transition into permanent housing. Importantly, youth can opt-in or opt-out of any component of YES's advocacy and supportive services without jeopardizing participation in any other advocacy, housing or supportive service program. While this flexible approach empowers youth, it has presented some challenges in maintaining consistent engagement with case goals. Nevertheless, YES shelter staff and case managers find creative and compassionate ways to motivate and support youth in reaching their case goals and prevent

### **Organizational Capacity:**

Youth Empowerment Siskiyou has a strong track record of managing Federal, State, and local grants funding with measurable outcomes. The increase in housing program staff over the last year has allowed the agency to maximize best-care practices and fiscal sustainability.

- The Board of Directors (BOD) provides the Executive Director with support, guidance, and assistance when critical needs arise without overstepping programmatic functions. Quarterly BOD meetings are held to ensure that fiscal and other agency structures are in place and are reviewed for any improvements.
- The Executive Director (ED) provides overall leadership and strategic direction, ensuring mission alignment across housing, financial, and client service functions.
- Under the Executive Director is the Deputy Director (DD), whose main responsibility is managing budgets and compliance, while collaborating with ED on fundraising and resource allocation.
- The Housing Director (HD), a position created in Oct. 2024, directly manages all housing program staff and functions of the YHSP, Becky's Place, and Rapid Rehousing with the guidance of the ED. The HD monitors program outcomes, compliance, and community partnerships.
- The Housing Coordinator (HC), oversees everyday operations of Becky's Place, supervises shelter staff, and closely collaborates with the Housing Advocate to maximize housing support services.
- The Housing Advocate (HA) oversees all client functions of the YHSP and is directly supervised by HD. They provide tenant navigation, retention planning, case management for transition-age youth, and assist the HD with the Rapid Rehousing Program.
- The part-time YHSP Case Manager provides services to unaccompanied youth under the age of 18. The main focus is ensuring clients have clear pathways to education and healthcare.
- Shelter Staff (SS) ensure safe and supported services are provided to clients who enter Becky's Place 24/7. Staff conduct intake interview, provide crisis intervention, teach life-skills, and collaborate with other housing staff to ensure services are met in a wrap-around model.

YES has been managing HHAP funding since the launch of the YHSP, in 2022. The implementation of the program was challenging, like most new programs are, due to staff retention and new state requirements rising, along with the number of youths becoming unhoused. Thankfully, YES received support from Siskiyou Behavioral Health, the grantor in this case, to accurately track data and build services along with community needs.

### **Impact and Effectiveness:**

YES's housing support programs aim to close service gaps in Siskiyou County where youth-centered resources are limited and disproportionate barriers are in place for accessing permanent housing. The primary goal of the project is to increase access to safe, stable, and appropriate housing for youth and improve long-term housing retention and self-sufficiency. HHAP 3 and 4 supported YES in establishing ways to reduce the numbers of youth experiencing unsheltered homelessness and prevent youth from returning to homelessness through sustained support and system navigation.

Youth Empowerment Siskiyou (YES) fully aligns with the Housing First model as prioritized in HHAP-4 by providing immediate, low-barrier access to safe and stable housing without preconditions such as sobriety, employment, or service participation. YES recognizes that housing is a basic human right and the foundation for achieving long-term stability, particularly for youth who have experienced trauma, system involvement, or exploitation. Through YES's emergency shelter, YHSP, and youth-centered rapid

rehousing program, YES ensures that services are voluntary, trauma-informed, and tailored to the developmental needs of young people. Case managers focus on building trusting relationships and connecting youth to supportive services, such as mental health care, education, and employment while enrolled at any of YES's programs.

Through YES's youth-centered rapid rehousing program, YES provides short- to medium-term rental assistance, housing navigation, and individualized case management to help youth exit homelessness quickly and stabilize in independent living. Simultaneously, YES implements targeted shelter prevention and diversion strategies—such as family reunification, conflict mediation, emergency financial support, and linkage to supportive services—to prevent at-risk youth from entering the homeless response system altogether. These efforts reflect HHAP-4's emphasis on preventing homelessness among youth exiting foster care, juvenile justice, and other public systems. YES also operates Siskiyou County's CASA program which aides advocating and monitoring cases to prevent foster and juvenile justice youth from becoming unhoused. By prioritizing early intervention and flexible, youth-specific supports, YES advances the HHAP-4 objective to create a coordinated, prevention-focused housing system that reduces overall homelessness and improves long-term outcomes for vulnerable youth.

### **Equity:**

YES recognizes that systematic inequities have led to disproportionate rate of homelessness and housing instability among youth from racial, ethnic, and gender-diverse communities. To address this, we are committed to embedding racial and gender equity throughout all levels of our programming, service delivery, housing placements, and procurement process. The agency's work is grounded in the belief that equitable access is a fundamental human right and that meaningful change requires intentional, sustained action.

With the support of HHAP5 funding, YES will increase efforts in implementing culturally responsive training for all staff, board members, and volunteers, focusing on racial justice, gender inclusivity, trauma-informed care, and cultural humility. YES prioritizes hiring staff who reflect the racial, ethnic, and gender diversity of the youth we serve. Lived experience is crucial in victims' advocacy as it offers a unique perspective and fosters a deeper, empathy, understanding, and trust between case managers and clients. The ability to relate to clients on a similar level can significantly increase trust and a stronger rapport.

With YES being the only youth victims' advocacy agency in Siskiyou County, it's extremely important that an inclusive culture was created and maintained to ensure that youth clients feel seen and heard throughout their entire participation at YES. Many of YES's programs were implemented with the input from clients, either past or present of policy development. We believe that services should be youth lead and professional provider guided.

Before Becky's Place, YES's transitional-age youth shelter, opened for operation the Youth Advisory Board reviewed all shelter policy and provided YES's leadership with input and suggested from a youth's prospective. Policies around curfew, behavioral redirection, various strategies to approach clients for difficult discussions were reviewed and combed through with guidance from the YAB until informed decisions were agreed on. The Youth Advisory Board consists of youth ages 16-25 who have lived experience with either Homelessness or some form of trauma. This insight was critical to the opening of YES and has led to a successful 2 years of operation.

YES affirms that racial and gender equity is not an add on, it is central to how we deliver services, build trust, and support long-term housing outcomes for youth. Through these intentional strategies, YES is committed to transforming systems that perpetuate inequity and empowering youth to thrive, regardless of race, ethnicity, gender identity, or background.

### **System Improvements**

Our agency is committed to enhancing staff development by increasing access to training and educational opportunities. Strengthening staff knowledge and understanding of the unique challenges faced by homeless youth will enable us to provide more effective support to the clients and residents we serve. It will also improve the accuracy and consistency of data collection and entry into the NorCal HMIS system.

We also recognize the importance of building stronger collaboration with local law enforcement and justice system stakeholders to better support youth involved in the criminal justice system. By assisting these individuals in navigating legal challenges and transitioning out of the system, we aim to reduce the long-term impact of a criminal record—an obstacle that often limits access to stable employment and housing, and contributes to ongoing cycles of homelessness in our community.

Our case workers have demonstrated a strong commitment to supporting clients and residents facing legal challenges. They advocate on behalf of clients during court hearings, offer consistent encouragement and guidance throughout their legal processes, and help ensure compliance with diversion programs. These efforts are instrumental in laying the groundwork for individuals to become valuable members of the community.

In response to the limited local resources available for youth, particularly in the areas of substance use and mental health, we have actively worked to connect residents with health and wellness programs outside the county. These external programs offer critical support services that are often unavailable locally. To better serve our youth population, one of our key goals is to expand the capacity of our shelter from the current limit of six residents to ten. Achieving this will require close coordination with local officials and adherence to city zoning requirements. Our action plan includes:

- **Zoning Compliance:** Identifying the appropriate zoning district in Yreka for the proposed expansion and ensuring compliance with all relevant local ordinances concerning residential or commercial development.
- **Permitting:** Securing the necessary building permits for any structural modifications beyond cosmetic updates.
- **State Law Alignment:** Ensuring that all permits and approvals are consistent with state housing laws and the local housing element plan.

Furthermore, we are actively working to expand and strengthen partnerships with service providers and health agencies that specialize in youth-focused mental health and substance use treatment. By collaborating with both local and regional partners—including those in neighboring counties—we aim to advocate more effectively for the needs of the youth we serve and connect them to comprehensive, trauma-informed care. These collaborative efforts are essential for promoting long-term stability, recovery, and overall well-being among vulnerable populations.