

**City of Fresno**  
**Emergency Solutions Grant (ESG) Funding**  
**March 6, 2017**  
**Applicant: WestCare California, Inc.**

**RECEIVED**

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<b>ESG Program Funding Application</b>
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Executive Summary (1 page)			✓
Section	Section Heading	Attachment Documents	
*	Acknowledge review of insurance requirements	• n/a	
1	Project Summary	• Form (one page)	✓
2	Project Description	• Narrative (two pages)	✓
3	Meeting Program Priorities	• Narrative (two pages)	✓

4	Project Schedule	• Narrative (one page)	✓
5	Experience of Applicant(s)	• Narrative (two pages)	✓
6	Current and Completed Projects	• Narrative (one page)	✓
7	Acknowledge Consistency with Federal/Local Funding Requirements	• n/a	
8	Budget	• Form (two pages)	✓

**DO NOT INCLUDE A COVER LETTER**

WestCare California, Inc. (WCCA) seeks \$453,917.66 in City of Fresno Emergency Solutions Grant (ESG) funding to support the rapid rehousing and homelessness prevention program of Project Unite. This project is currently supported by City of Fresno ESG funds. Project Unite's services are in high demand, and WCCA and our partner, Turning Point of Central California (TPCC), seek to continue this valuable assistance in 2017-2018. WCCA is lead organization and fiscal agent for this collaboration, which effectively and efficiently uses resources and avoids duplication of services. WCCA will provide a dollar-for-dollar, in-kind match derived from Supportive Services for Veterans Families (SSVF) funds.

Project Unite began service delivery in February 2015. To date, it has helped 95 homeless individuals find suitable housing and prevented 57 people from becoming homeless even though there are no funds for homelessness prevention in the current contract. An average of 2 people are enrolled each week. The current caseload is 19 families. Per Department of Housing and Urban Development (HUD) guidelines, all of those assisted meet the criteria of being homeless or at-risk of being homeless and, per ESG requirements, have incomes which are at or below 30 percent of the Fresno MSA median family income.

During the grant period of July 1, 2017-June 30, 2018, Project Unite will: 1) provide 12 individuals with homelessness prevention services; 2) provide 50 individuals with rental assistance; 3) provide 62 individuals with case management services; and 4) fully utilize 20 static bed at Bridge housing.

Project Unite supports the goals of the Fresno-Madera Continuum of Care to house the most vulnerable homeless in the City of Fresno in permanent supportive housing, following a Housing First model. It seeks to ensure that those homeless in need of permanent supportive housing are found, receive necessary services, assessed and ranked based on need. According to the most recent official Point in Time Count data (2016) of homeless individuals, of the 1,622 homeless individuals in the city, 901 were chronically homeless. The target population, which also includes homeless veterans who do not qualify for veterans' housing programs, require an extensive network of support including case management, physical and mental health care, and financial stabilization. Potential participants are identified through various means: referred by project partners, other organizations such as the Red Cross, Fresno Housing Authority, Department of Social Services and self-referrals. Project Unite provides services including outreach, housing stabilization and navigation services. The program's goals focus on improving the housing, health, well-being and income of chronically homeless individuals, and providing stability for those at risk of homelessness.

Project Unite's activities address the priorities outlined in the 2015-2019 Final Consolidated Plan: to provide stable housing in a city where 47 percent of households are cost burdened and more than a third of their income goes toward housing, and where incomes are not keeping pace with increasing housing costs.<sup>1</sup> Program components address the specific needs of each individual and incorporate evidence-based programs, using trauma-informed approaches, that place homeless individuals and families in bridge housing and help those who are housed remain in permanent housing, helping all participants regardless of their housing status overcome barriers to obtaining benefits, improving their health and obtaining employment.

Participants are assessed using the Vulnerability Index-Service Prioritization and Decision Assistance Tool (VI-SPDAT) to prioritize them for available housing. Staff also works with the FMCoC's Coordinated Assessment and Housing Match (CAHM) system to locate appropriate housing. Case Managers work with individuals to create an Individual Service Plan (ISP), which is the basis to developing short- and long-term goals, including obtaining primary medical care, mental health and substance abuse treatment (including co-occurring services), vocational training, employment, and enrolling in Medi-Cal and other vital public benefit services.

WCCA and TPCC have a long history of successfully housing people in need in Fresno including those who are hardest to reach. In doing so, we empower those with whom we come into contact, exemplifying the guiding philosophy of WestCare, which is to "Uplift the Human Spirit."

<sup>1</sup> 2015-2019 Final Consolidated Plan, Executive Summary.

**SECTION 1 • PROJECT SUMMARY FORM**

Organization Name: WestCare California, Inc.

Address: 1505 N. Chestnut Ave., Fresno, CA 93703

Federal Tax I.D. Number: 23-7368450

Organization Type (check all that apply):

- State certified non-profit entity
- Public agency qualified to receive ESG funds under applicable federal rules

Executive Director Name: Richard Steinberg

Phone: (702) 385-2090 Ext. 10108 E-mail: richard.steinberg@westcare.com

Project Contact Name: Shawn Jenkins, Senior Vice President

Contact Organization: WestCare California, Inc.

Address: 1505 N. Chestnut Ave., Fresno, CA 93703

Phone: (559) 251-4800 Ext. 20902 E-mail: shawn.jenkins@westcare.com

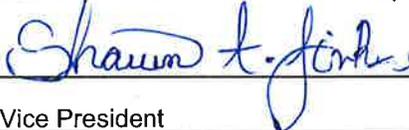
Application Contact Name (if different from Project Contact above): \_\_\_\_\_

Contact Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Original Signature of Authorized Official (attached Board/company Resolution)

Signature: 

Title: Senior Vice President

Name: Shawn Jenkins

Date: 3/1/2017

ESG Activity	Total Budget for this program	City ESG Funds Proposed	City ESG funds previously Awarded for this program	County ESG funds previously (Awarded, requested or expected for this program	Matching Funds for this program	Source(s) of Matching Funds for this program
Street Outreach/ Emergency Shelter						
Street Outreach						
Emergency Shelter	100,000.00	100,000.00	127,050.00	none		
Total Street Outreach/Emergency	100,000.00	100,000.00	127,050.00	none	100,000.00	Fresno 1st Steps Home
Homeless Prevention						
Homeless Prevention / Housing Relocation & Stabilization	25,000.00	25,000.00	25,932.00	none	25,000.00	SSVF P1 VA grant
Total Homelessness Prevention	25,000.00	25,000.00	25,932.00	none	25,000.00	SSVF P1 VA grant
Rapid Re-Housing						
Rapid Re-Housing/ Housing Relocation & Stabilization	140,392.53	140,392.53	78,586.30			
Rapid Re-Housing/ Tenant Based Rental Assistance	188,525.13	188,525.13	188,525.70			
Total Rapid Re-Housing	328,917.66	328,917.66	267,112.00	-	328,917.66	SSVF p1 va
Administrative costs up to 2.5% of ESG Funds requested for Program Activities						
TOTAL ALL ESG	453,917.66	453,917.66	420,094.00	-	453,917.66	SSVF P1 VA
Activities in this Budget						

	Current Agency Budget for Activity 2016-2017	Current ESG Budget for Activity 2016-2017	Proposed ESG Budget 2017-2018
Federal Employer ID No: 23-7368450			
<b>Expenditures &amp; Brief Description</b>			
<b>Rapid Re-Housing / Rental Assistance</b>			
Rental Assistance	\$ 75,800.00	\$ 89,255.70	\$ 89,255.00
Security & Utility Deposits	\$ 52,250.00	\$ 58,995.84	\$ 58,996.00
Utility Payments	\$ 10,434.00	\$ 15,684.24	\$ 15,684.00
Indirect Costs	\$ 20,772.60	\$ 24,589.92	\$ 24,590.13
<b>Subtotal Rapid Re-housing Rental Assistance</b>	<b>\$ 159,256.60</b>	<b>\$ 188,525.70</b>	<b>\$ 188,525.13</b>
<b>Homeless Prevention</b>			
Rental Assistance		\$ 16,000.00	\$ 12,800.00
Security & Utility Deposits		\$ 5,000.00	\$ 5,589.96
Utility Payments		\$ 1,550.00	\$ 3,350.04
Indirect Costs		\$ 3,382.00	\$ 3,260.00
<b>Subtotal Homeless Prevention</b>	<b>\$ -</b>	<b>\$ 25,932.00</b>	<b>\$ 25,000.00</b>
<b>Rapid Re-housing Relocation &amp; Stabilization</b>			
Program Coordinator	\$ 11,242.40	\$ 11,242.20	7,332.00
Housing Locator	\$ -	\$ -	35,360.00
Case Manager	\$ 37,440.00	\$ 37,440.00	35,360.00
Fringe (31%)	15,091.54	\$ 15,091.77	24,196.12
Facility Lease/Rent (based on space allocation for program)			4,379.96
Utilities (based on space allocation for program)			1,042.00
Repairs/Maintenance (based on space allocation for program)	\$ 632.00		1,800.00
Supplies/Expendable Equipment	\$ 1,264.00		1,000.00
Computers/Copier/Equipment			5,180.57
Office Supplies/Utilities/Maintenance	\$ 4,423.00	\$ 2,341.70	
Staff Travel	\$ 1,119.00	\$ 660.00	3,000.00
Communications	\$ 3,187.00	\$ 1,560.00	1,630.00
Staff Recruitment		\$ -	1,800.00
Indirect Costs	11,159.84	\$ 10,250.63	18,311.88
<b>Subtotal Rapid Re-housing Relocation &amp; Stabilization</b>	<b>\$ 85,558.79</b>	<b>\$ 78,586.30</b>	<b>140,392.53</b>
<b>Outreach &amp; Emergency Shelter</b>			
Contractual Services	\$ 177,272.00	\$ 127,050.00	\$ 100,000.00
<b>Subtotal Outreach &amp; Emergency Shelter</b>	<b>\$ 177,272.00</b>	<b>\$ 127,050.00</b>	<b>\$ 100,000.00</b>
<b>Administrative</b>			
Administrative costs up to 2.5% of ESG Funds requested for Program Activities		\$ -	\$ -
<b>TOTAL</b>	<b>\$ 422,087.39</b>	<b>\$ 420,094.00</b>	<b>\$ 453,917.66</b>

**EMERGENCY SOLUTIONS GRANT APPLICATION**

**D. FUNDING SOURCES AND ACTIVITY COSTS**

<b>Total Proposed Activity Budget</b>	<b>Amount</b>
Total ESG Funds Requested	\$ 453,917.66
Total <b>ALL</b> Other Funding Sources	\$ -
<b>Total Proposed Activity Budget</b>	<b>\$ 453,917.66</b>

**List other fund sources (include all funding anticipated/committed for this activity for FY 2017-2018)**

<b>Source</b>	<b>Amount</b>
1) Fresno 1st Steps Home	1) \$ 100,000.00
2) Supportive Services for Veteran Families (SSVF) P1 VA Grant	2) \$ 25,000.00
3) SSVF P1 VA Grant	3) \$ 328,917.66
4)	4)
5)	5)
<b>Total All Other Sources</b>	<b>\$ 453,917.66</b>

<b>List Primary Activities of ESG Request (as listed on page 6)</b>	<b>Service Unit</b>	
	<b># of Unduplicated Service Units</b>	<b>Unit of Measure (i.e. children, houses)</b>
1) Homeless prevention services/Case Management	1)	32 1) individuals
2) Rental assistance/Case Management	2)	71 2) individuals
3) Emergency shelter/Case Management	3)	41 3) beds
4)	4)	4)
5)	5)	5)

<b>Primary Activity</b>	<b>ESG Request</b>	<b>/</b>	<b>Service Units</b>	<b>=</b>	<b>Per Unit Cost</b>
1) Homeless prevention services/Case Management	\$ 25,000.00	/	32	=	\$ 781.25
2) Rental assistance/Case Management	\$ 328,917.66	/	71	=	\$ 4,632.64
3) Emergency shelter/Case Management	\$ 100,000.00	/	41	=	\$ 2,439.02
4)					
5)					



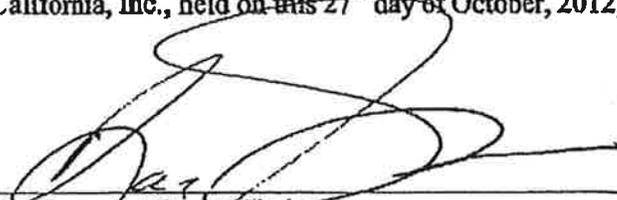
## **RESOLUTION WCCA 2012-03**

### **RESOLUTION OF WESTCARE CALIFORNIA, INC. BOARD OF DIRECTORS AUTHORIZING THE CONTRACTING POWERS OF THE OFFICERS OF THE CORPORATION.**

WHEREAS, the following organizational resolution was passed at a regular meeting of the Directors of WestCare California, Inc. (the "Corporation"), held on October 27, 2012, at which a quorum was present.

THEREFORE, BE IT RESOLVED that, subject to any Contract Policy as may be adopted by the Board, in its discretion, and in addition to those authorizations expressly set forth in Section 5 of *The Amended and Restated Bylaws of WestCare California, Inc.* dated October 27, 2012, and unless otherwise limited or directed by the Board, the President, Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, and Regional Senior Vice President be, and each of them hereby is, authorized to sign and execute in the name and on behalf of the Corporation all applications, contracts, licenses, permits, leases and other deeds and documents or instruments in writing of whatever nature that may be reasonably required in the ordinary course of business of the Corporation, and pursuant to the mission and purpose of the Corporation, and that may be necessary for, and incidental to, the lawful operation of the business of the Corporation, and to do such other acts and things as such officers deem necessary or advisable to fulfill such legal requirements as are applicable to the Corporation, its mission and purpose.

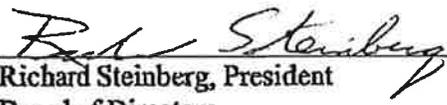
PASSED AND ADOPTED at its regular meeting of the Board of Directors of WestCare California, Inc., held on this 27<sup>th</sup> day of October, 2012, by a unanimous vote:



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Dr. Toussaint Streat, Chair  
Board of Directors  
WestCare California, Inc.

October 27, 2012  
Date



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Richard Steinberg, President  
Board of Directors  
WestCare California, Inc.

October 27, 2012  
Date



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Jim Hanna, Secretary  
Board of Directors  
WestCare California, Inc.

October 27, 2012  
Date

## **Section 2**

### **PROJECT DESCRIPTION**

WestCare California, Inc. (WCCA) and Turning Point of Central California (TPCC) conduct outreach, housing stabilization, Bridge housing and navigation for Project Unite, prioritizing the housing, health and well-being of chronically homeless individuals and those at risk of homelessness regardless of gender, sexual orientation, and/or disability. Individuals must meet the income requirements of project funding (at or below 30 percent of the area median income for Fresno MSA), including those with no current income or work history. This program follows a Housing First model and prioritizes housing homeless individuals and families and prevents homelessness for those at imminent risk.

The target population is homeless individuals residing in the City of Fresno – chronically homeless, homeless veterans, and other highly vulnerable populations including households with children. WCCA uses a team approach and, in addition to TPCC, works with an array of community partners including organizations taking part in the Fresno-Madera Continuum of Care (FMCoC) and its Coordinated Assessment and Housing Match (CAHM) system. WCCA and TPCC provide coordinated street outreach; housing stabilization services; case management; referrals to primary medical care, mental health and substance abuse treatment (including co-occurring services); enrollment assistance for public benefits including Cal Fresh, Medi-Cal, vocational training, referrals to employment services, and linkages to permanent housing and case management services. WC and TPCC have been providing these services through Project Unite since February 2015.

The goals of Project Unite are: 1) Decrease the number of persons experiencing unsheltered and chronic homelessness in Fresno; 2) Increase participants' income and 3) Increase participants' ability to obtain and maintain permanent housing; and 4) Establish and maintain a healthy lifestyle. During the grant period of July 1, 2017-June 30, 2018, Project Unite will: 1) Conduct outreach activities twice per week; 2) provide 12 individuals with homelessness prevention services; 3) provide 50 individuals with rental assistance; 4) provide 62 individuals with case management services; and 5) fully utilize 20 static beds of Bridge housing.

During 2017-2018, Project Unite will work to engage more chronically homeless and extremely low-income individuals and families. This includes veterans who are not eligible for housing assistance through Supportive Services for Veterans Families (SSVF) and Veterans Affairs Supportive Housing (VASH).

Participants are provided with case management services to help them develop self-sufficiency skills. The project partners build on the FMCoC's collaborations.

#### **Identifying Participants**

To provide comprehensive services, Project Unite employs a Director of Housing Services, Housing Locator and Case Manager. Staff in these positions help individuals based on their needs and current housing status, with priority given to the most difficult to house individuals and families.

Potential participants are identified through referrals from other agencies, self-referrals and walk-ins. They can be engaged through contact with any of the project staff. Once identified, the Case Manager will conduct the VI-SPDAT assessment, provide brief interventions, link individuals with the Homeless Prevention Program through the CAHM system for housing prioritization, and help them secure temporary shelter or bridge housing until they can be placed in permanent housing. ESG staff are co-located at MAP Point coordinated access center in Fresno three days per week. All contacts are recorded in HMIS. Program participants are identified through the coordinated entry process.

#### **Obtaining Services**

Individuals who are identified as homeless will be immediately placed in Bridge housing and begin to receive supportive services.

With the Case Manager, the participant develops an Individualized Service Plan (ISP), which outlines goals and timelines, both for short-term and long-term accomplishment. Initially, the participant

and Case Manager meet weekly, and sometimes daily, until the participant becomes more stable in his/her living situation, at which point meetings taper off to once per month. Permanent housing is obtained within 30-60 days. Participants typically remain in the program for three to six months, but allowances are made for those participants who require assistance for a longer duration.

Case management includes evidence-based programming such as Motivational Interviewing and Motivational Enhancement Therapy to best address participants' needs. Those participants who require substance abuse and/or mental health treatment are admitted to residential programs as needed or enrolled in outpatient treatment. The Case Manager identifies each individual's barriers to stable housing and helps them to address and overcome them. The Case Manager assists participants in obtaining identification and other documents required to move forward in obtaining public benefits and employment. Case managers also work with family members.

WCCA and TPCC provide case management for individuals using their programs, and individuals not currently associated with either organization are provided a Case Manager.

The Case Manager provides wraparound services for individuals and their families to ensure they transition to independence. This includes arranging, coordinating, monitoring and delivering services related to meeting the housing needs of the clients and helping them to obtain stability.

The **Housing Locator** assists the individual to transition to permanent housing, provides transportation, and serves as a liaison with landlords.

Once housed, the Case Manager and Housing Locator help participants maintain their residence and increase their economic, social and medical stability. This can include, based on their needs assessment, linkages to programs for literacy, vocational training, education (GED, community college) and job readiness skills (interpersonal and interview skills, resume preparation, job search assistance). Life skills are offered: money management, hygiene and nutrition education.

Underlying the potential success of these efforts is a foundation of addressing each participant's medical, mental health, medication management and substance abuse treatment needs. Providing supportive services increases the number of individuals who obtain permanent housing and retain it for a minimum of six months.

### Section 3 MEETING PROGRAM GOALS AND PRIORITIES

Rapid rehousing for homeless individuals and families and homelessness prevention in Fresno is a high priority of the city. The 2015-2019 City of Fresno Final Consolidated Plan cites providing assistance for the homeless and at risk of homelessness and providing assistance to low-income and special needs households among its four goals.<sup>1</sup> And for those in Fresno who have housing, a disproportionate number pay more than 50 percent of their income toward housing costs.<sup>2</sup>

Project Unite is in alignment with the three applicable priorities of the Consolidated Plan:

- Shelter operations, rapid rehousing and homeless prevention in order to provide assistance for the homeless and those at risk of becoming homeless through Housing First collaborations. Project Unite partners provide all aspects of homeless housing and homelessness prevention: emergency shelter, Bridge housing, housing relocation, rental assistance and housing stabilization.
- Providing assistance to low-income and special needs households through linkages to care and access to substance abuse treatment services, through case management and WCCA's residential and outpatient treatment programs;
- Providing facilities for persons with special needs such as domestic violence victims. WCCA has an ongoing collaboration with Marjaree Mason Center.

Project Unite is a coordinated effort between WCCA and TPCC to reduce the number of homeless and provide housing stability to those who are precariously housed. The Housing First model ensures that participants are not required to be in treatment for mental health or substance abuse issues in order to receive shelter, nor does it require participants to have a current income or work history. Bridge housing is a critical component of Project Unite and is provided by TPCC for those who have a housing plan are awaiting final mandatory documents or actively searching for a housing unit.

Additionally, Project Unite adheres to the requirements of the HEARTH Act of 2009 and the Fair Housing Act, and assists homeless and at-risk of homeless individuals regardless of gender, sexual orientation or disability. All of the activities of Project Unite provide a holistic approach to helping the homeless obtain and retain housing, increase their physical and mental well-being, and locate and maintain sources of income, which all leads to self-sufficiency.

Since its inception in 2015, Project Unite has served 108 households and 152 people who were either homeless or at risk of homelessness. These represent those who are identified under HUD's homeless categories: literally homeless, at imminent risk of homelessness, homeless under other federal statutes, and those fleeing or attempting to flee domestic violence. Project Unite further targets those whom the City of Fresno has defined as high priority: unsheltered homeless living outdoors or in places not intended for human habitation, chronically homeless, homeless veterans, youth leaving the foster care system, and households with children.

Major efforts are made to transition chronically homeless residents of "The Sheds," emergency shelters and Bridge housing to permanent housing.

While all these are the primary target populations, Project Unite *assists all homeless individuals who seek help* provided they meet the program's financial requirements. *Those who do not meet program requirements are referred to other appropriate programs such as HOPWA, SSVF, VASH and others.*

WCCA operates several programs either individually or in partnership with other social services agencies in Fresno that conduct outreach and assessment for homeless individuals and families, and those at risk of homelessness. They all follow the Housing First model.

1 City of Fresno 2015-2019 Consolidated Plan, pg. 111.

2 *ibid.* pg. 118

- HERO – This homeless outreach and assessment program based in downtown Fresno is a partnership of WCCA, Turning Point, Poverello House and the Fresno Economic Opportunities Commission, and also works alongside the Fresno Police Department’s Homeless Task Force, and responds to requests for street outreach and assessments by the City of Fresno. It provides outreach, assessment and navigation/case management services to homeless veterans and other chronically homeless individuals and their families.
- San Joaquin Valley Veterans – Provides short-term housing and financial support to veterans and their families.
- MAP Point – The Fresno-Madera Continuum of Care’s Coordinated Assessment and Housing Match System (CAHM) outreaches, assesses and provides navigation/case management to homeless individuals and families.

Eligibility for various forms of Project Unite assistance is determined through the use of the VI-SPDAT. The score on the VI-SPDAT determines the appropriate type of housing assistance for each individual: Rapid Rehousing or Permanent Supportive Housing. Project Unite focuses its efforts on participants who score 10 and above on the VI-SPDAT, indicating urgency in obtaining assistance. Then, the FMCoC’s CAHM system matches each individual to the appropriate vacancy and housing program. ***It is important to note that all clients who are eligible will be assisted through this program.***

WCCA and TPCC understand the need to place the homeless in stable, permanent living environments without barriers to entry prior to engaging them in supportive services. Project Unite decreases the number of persons experiencing unsheltered and chronic homelessness in Fresno by working through existing partnerships of the FMCoC. These established relationships allow for quickly housing participants. Staff helps secure affordable housing through the CAHM system and ensures reasonable rent by using **HUD’s FMR standards.**



## Section 5 EXPERIENCE OF AGENCY

### ORGANIZATIONAL EXPERIENCE WITH ESG

WestCare California, Inc. (WCCA) has received and administered City of Fresno ESG funds since 2013. The program has successfully used all funds to rapidly rehouse and provide permanent stable housing. WCCA and TPCC have housed 152 individuals/families through Project Unite since 2015. WCCA is the lead applicant in the current ESG contract with the City of Fresno, which expires in June 2017

WCCA and TPCC are active members of the FMCoC, 25 Cities Initiative, MAP Point at the Pov, and participate in the CAHM system, and fully participate in the Homeless Information Management System, meeting outcome measures. Both WCCA and TPCC have been providing housing programs, residential and outpatient substance abuse and mental health treatment, crisis services, child health and development, domestic violence intervention, sober living environments, case management, life skills instruction, and trauma-informed and gender-specific rehabilitative services for more than 20 years.

Besides Project Unite, WCCA has received ESG funds for MAP (\$366,000), Home Run (\$65,000) and Original Grant (\$150,000). Entities that fund WCCA include local and state agencies, provider networks, private foundations and corporate giving programs, and federal agencies including Department of Veterans Affairs; Health and Human Services; Housing and Urban Development, and Transportation; Substance Abuse and Mental Health Services Administration; and Corporation for National and Community Services.

Local funders include the State of California; City of Fresno; County of Fresno; and government entities in surrounding counties.

Please refer to Section 6 for additional housing projects and their funding sources.

### KEY ESG STAFF

Staff for the proposed ESG program is highly experienced in delivering services to the targeted populations.

- **Maryann Calderon, Program Director, ESG.** Ms. Calderon is the Director of Housing Services at WCCA. She holds a B.S. in Criminology and a B.A. in Chicano Latino Studies. She is a certified Victims Services specialist and has numerous trainings in social services. She has case managed clients for more than 14 years and more than 10 years of experience in program management, including WCCA's homeless programs.
- **Christine Anaya, ESG Case Manager.** Ms. Anaya has a broad background in the mental health field and has been ESG Case Manager for one year. Previous positions include Emergency Response Social Worker for Child Protective Services, Behavior Technician for Autism Treatment Solutions, and Security Forces with the United States Air Force. She holds a B.S. in Behavior Science/Human Services from University of Phoenix and an A.S. in General Studies Child and Family Services and General Studies Military Science from Community College of the Air Force-CCAF.
- **Erin Shelton, ESG Case Manager.** Ms. Shelton is case manager for the housing services program of HERO Team. She has two years of experience in ESG case management and has also been a veteran advocate at San Joaquin Valley Veterans.
- **Michael Thomas, Turning Point Bridge Point Program Director, Project Unite Bridge Housing Coordinator.** Mr. Thomas has been Bridge Point Program Director for six years and on staff with TPCC for 22 years, in the positions of residential client supervisor, vocational counselor, case manager, program coordinator and employment specialist. He oversees the daily operations of TPCC's 30-bed emergency shelter and 10 staff. He is a Certified Alcohol and Drug Counselor.

### **ORGANIZATIONAL CAPACITY**

WCCA is the lead applicant and fiscal agent for Project Unite, which provides effective and efficient use of resources and avoids duplication of services. The agency is a nonprofit health and human services organization that, since 1973, has provided a wide range of services including substance abuse treatment and relapse prevention; mental health services; HIV/AIDS services; criminal justice, case management; rapid re-housing, transitional living; violence prevention; vocational and veterans services; and ancillary health and human support services. WCCA serves special populations including veterans, the homeless, offenders, substance abusers, pregnant and parenting women, battered women, and individuals with co-occurring disorders. WCCA is part of the WestCare Foundation, established in 1973 and based in Henderson, NV. WestCare administers programs in 19 states and three U.S. territories, employs 1,400 staff and has an annual operating budget of \$110 million. The WestCare motto is “Uplifting the Human Spirit” and our mission statement is our guiding principal: “WestCare empowers everyone with whom we come into contact to engage in a process of healing, growth and change benefitting themselves, their families, coworkers and communities.”

Conversant and adept at grant management, WCCA has the capacity and staff to provide required reporting in terms of participant progress/outcomes and grant expenditures in a timely manner. WCCA has an annual budget of \$39 million and administers more than 40 contracts serving more than 10,000 individuals each month throughout California including rapid rehousing and permanent supportive housing; substance abuse prevention and treatment; life skills training; individual/group supportive counseling; co-occurring substance abuse and mental health disorder treatment; case management; specialized programming and supportive services for veterans; community-based linkages and referrals for needs including housing and health care; and recovery support services.

Senior Vice President Shawn Jenkins has the authority to represent and make legal, binding commitments on behalf of WCCA. He has more than 25 years of clinical, administrative and management experience in therapeutic community treatment environments and case management services at WCCA. He is responsible for all aspects of grant administration including budgets and expenditures, supervision of personnel and forecast and planning. Mr. Jenkins is Chair for FMCoC and has served on the executive committee for the past three years.

WCCA’s accounting department processes all invoices in a timely manner, by the fifth of each month. WestCare has sufficient liquid assets, including cash, to meet current and future obligations.

The accounting department uses Blackbaud Financial Edge, specifically designed for fund accounting in nonprofit organizations and for management of grant funds. WestCare Bookkeeping is in compliance with OMB Circular-A133, and an independent accounting firm audits the accounting system annually.

The agency is in good standing and there are no legal actions, bankruptcies or lawsuits involving WCCA that would prevent the agency from completing the proposed project.

**Section 6**  
**CURRENT AND COMPLETED PROJECTS**

- **Project LiftOFF, HUD. 2013-present.** Project LiftOff permanent housing program to end Veteran and chronic homelessness in Fresno, assists families to remain housed and live a more productive life in the community. LiftOFF provides 15 units of permanent, supportive, scattered-site housing to homeless families using the Housing First model. A case manager assists with families with mainstream, specialized and natural support services/systems including applying for public benefits programs i.e. CalFresh, Medi-Cal; educational and employment services through adult schools, colleges or vocational agencies; skills training, budgeting, medication management, and behavioral health treatment; and making connections with peers, family, mainstream and faith-based communities. This partnership with the Fresno-Madera Continuum of Care has served 24 families to date.
- **HERO Outreach, City of Fresno, July 2016-present.** This homeless outreach, assessment and navigation/case management program based in downtown Fresno is a partnership of WCCA, Turning Point, Poverello House and the Fresno Economic Opportunities Commission, works alongside the Fresno Police Department's Homeless Task Force, and responds to requests for street outreach and assessments by the City of Fresno. It provides services to homeless veterans and other chronically homeless individuals and their families. In its first six months, HERO provided services to 986 individuals.
- **Fresno County Emergency Solutions Grant, 2012-present.** WCCA has provided homelessness prevention, rapid rehousing, supportive services and been lead agency in several ESG contracts with Fresno County since 2012. Currently, WCCA is the primary Coordinated Assessment and Housing Match point of contact to FMCoC providers and the Housing Authority for this rapid rehousing and permanent supportive housing project. WCCA ensures all participants are entered into the HMIS system, ensures outreach activities are coordinated, leads case management conferencing process and facilitates communication between FMCoC providers and housing navigators.
- **San Joaquin Valley Veterans, Veterans Administration. 2011-present.** San Joaquin Valley Veterans provides critical housing services and financial support to Veterans and their families on a short-term basis with the goal to end Veteran homelessness. Services include short-term case management, legal assistance, housing counseling and placement assistance, financial planning services, financial assistance for move-in, eviction prevention, utilities, transportation, child care and emergency supplies. SJVV provides services in seven Central California counties, including Fresno. SJVV has served 1,202 individuals and 153 families.
- **MAP Point at the Pov, Fresno County. March 2015-present.** The Fresno-Madera Continuum of Care's Coordinated Assessment and Housing Match System (CAHM) has provided housing, supportive services and case management to 11,631 individuals since its inception.

**Section 7**  
**CONSISTENCY WITH LOCAL/FEDERAL FUNDING REQUIREMENTS**

As a 501(c) 3, no part of WCCA earnings are for the benefit of any member, founder, contributor or individual. The organization maintains sufficient cash flow to guarantee the continuity of all its programs and HOPWA is no exception. WCCA is qualified to conduct business in the State of California as evidenced by Bylaws and Articles of Incorporation filed with the Secretary of State. WCCA has the capacity to implement the HOPWA program, and is able to successfully meet all applicant requirements. WCCA meets all required criteria pursuant to ESG regulation 24 CFR, 576. WC-CA is compliant with all requirements regarding funding expenditures, including: 24 CFR Part 85 (codified pursuant to OMB Circular No. A-102), OMB Circular No. A-87 regarding use of funds by states and units of general local governments; and Circulars Nos. A-110 and A-122. WC-CA is also compliant with all applicable environmental procedures and standards required by HUD and state entities. WCCA complies with regulations governing nondiscrimination in housing including 24 CFR Part 5; Fair Housing; Americans with Disabilities Act; 28 CFR Part 35 and 36.

WCCA is an active member in good standing with the Fresno-Madera Continuum of Care. Senior Vice President Shawn Jenkins is chair of the FMCoC board. The agency participates in HMIS, the CAHM system, and as a former and current HOPWA funding recipient, is familiar with use of ARIES as a reporting mechanism.

**F. ORGANIZATIONAL AND FUNCTIONAL CAPACITY**

**Identify key management and program staff and years of experience.**

Staff Name	Title	Years of Experience
1) Lynn Pimental	Deputy Administrator	36
2) Maryann Calderon	Program Director	24
3) Christine Anaya	Case Manager	1
4) Erin Shelton	Case Manager	2
5) Michael Thomas	Bridge Housing Coordinator	22

**Functional Management**

- Has an audit been performed on the proposing organization’s accounting procedures within the last two years?  
 Yes       No      If yes, name of auditor: Roland Roos, CPA
- Is the agency audited every year?       Yes       No
- Were any management letters issued as a result of the last audit? If yes, explain.  
no.
- Provide the name of staff responsible for your agency’s accounting system  
Name: Ken Ortvals  
Title: CIO/Interim CFO  
Phone/Email: 702-385-2090 ext. 10202/ken.ortvals@westcare.com

**Board of Directors**

How often does your Board of Directors meet? quarterly

List current Board of Directors

- |                            |                           |
|----------------------------|---------------------------|
| 1) Dr. Toussaint M. Street | 6) Richard Steinberg      |
| 2) William J. Ekstrom Jr.  | 7) Jim Hanna, secretary   |
| 3) John C. Jepsen          | 8) Ken Ortvals, treasurer |
| 4) Mary A.Y. Okada, Ed.D   | 9)                        |
| 5) William C. Porter       | 10)                       |

**NARRATIVE STATEMENTS**

**1. Introduction:** WestCare California, Inc. (WCCA) is a nonprofit health and human services organization that, since 1973, has provided a wide range of services including substance abuse and mental health treatment (including co-occurring); homeless housing and homelessness prevention; HIV/AIDS services; criminal justice including in-prison and parolee services; case management; transitional living; veterans services; vocational services; and ancillary services. WCCA serves special populations including the homeless, veterans, youth, pregnant and parenting women, battered women and offenders. WCCA serves more than 10,000 individuals each month in 38 of California's 58 counties, has an annual budget of \$39 million and employs more than 400 staff. WCCA's motto and guiding principal is "Uplifting the Human Spirit" and the mission statement is "WestCare empowers everyone with whom we come into contact to engage in a process of healing, growth and change benefitting themselves, their families, coworkers and communities." WCCA is part of the WestCare Foundation, based in Henderson, NV, which began in 1973.

**2. Project Description/Need:** WestCare California, Inc. (WCCA), in collaboration with Turning Point of Central California (TPCC) operates Project Unite - an outreach, housing stabilization, and navigation program that prioritizes the housing, health and well-being of chronically homeless individuals and those at imminent risk of homelessness. This program follows a Housing First model and prioritizes housing homeless individuals and families and preventing homelessness for those at imminent risk of homelessness. Project Unite is a program based in community and individual need and aligns with three of the four priorities outlined in the city's Final Consolidated Plan 2015-2019: To provide assistance for whom are homeless or at risk of homelessness through Housing First collaborations; to provide assistance to low-income and special needs households through linkages to care and access to substance abuse treatment and mental health services; and to provide facilities for persons with special needs such as domestic violence victims. WCCA is utilizing a team approach by working with an array of local partners, including member organizations taking part in the Fresno-Madera Continuum of Care (FMCoC) and its Coordinated Assessment and Housing Match (CAHM) system. ***WCCA serves as the lead organization and the fiscal agent for this collaborative project.*** This collaboration allows for effective and efficient use of resources and avoids duplication of services. The target population is homeless individuals residing in the City of Fresno including the chronically homeless, homeless veterans, and other homeless persons identified as highly vulnerable (including families with children). During the HUD Point in Time Count 2016, it was reported that there were 1,883 individuals experiencing homelessness in the Fresno Madera Continuum of Care. Of the 1,883, 76% of the individuals were unsheltered. WCCA and TPCC combine to provide coordinated street outreach; housing stabilization services; case management; referrals to employment services, vocational training, primary medical care, mental health and substance abuse treatment (including co-occurring services); enrollment in Medi-Cal and other vital public benefit programs and related recovery services for homeless individuals in the City of Fresno. WCCA and TPCC work together to provide vital assistance and promote and ensure linkages to permanent housing and case management services, including enrollment in Medi-Cal. Participants will be assessed for needs using the VI-SPDAT assessment tool and linked to identified services. They will be placed in permanent housing within 30-60 days and be case managed through the duration of the program, typically three to six months. Both WCCA and TPCC have a history of providing city and county ESG services in Fresno and are actively providing 90% of the services outlined in this NOFA. If awarded the services offered through this collaboration would continue to seamlessly provide Homeless Prevention, Rapid Rehousing and Bridge Housing services to the community. We would also immediately begin the process of posting the screen applicants and hiring the Housing Locator. This is a position we have had in previous ESG grants and we expect the position to be filled within 60 days of contact execution.

## NARRATIVE STATEMENTS

Through our collaborative partnership with WCCA and TPCC there will be approximately 12 individuals/families serviced through homeless prevention, 50 individuals/families with Rapid Rehousing service and 20 daily beds for Bridge housing. Project Unite assists all homeless individuals who seek help provided they meet program requirements including having an annual income that is below 30% of median family income for the Fresno Metropolitan Statistical Area. Income information will be documented utilizing the Coordinated Assessment and Housing Match System Income Verification procedure which includes participants providing all proof of income for all household members. Those who do not meet program requirements are referred to other appropriate programs.

**3. Proposed Outcome Measures:** Performance will be assessed through evaluating the program's ability to meet or exceed the following proposed outcome measures: 1) Provide 12 individuals with homelessness prevention services; 2) Provide 50 individuals with rental assistance; 3) Provide 62 individuals with case management services; and 4) keep 20 static beds at Bridge housing fully utilized. WCCA and TPCC will assess this project's effectiveness by meeting or exceeding these targets and additionally, assisting participants who obtain housing stabilization to remain in stable housing for not less than six months, and through all participants obtaining documentation, eligible public benefits, assistance in stabilizing and/or increasing household income and stabilizing physical and mental health. Progress in meeting these objectives will be followed during the case management process, which all participants will obtain.

The proposed activities of Project Unite align with the Consolidated Plan's three applicable priorities of providing shelter, rapid rehousing and homelessness prevention to some of the most vulnerable people in Fresno using the Housing First model and collaborations; providing assistance to low-income and special needs households through linkages to care and access to substance abuse treatment services; and to provide facilities for persons with special needs including domestic violence victims.

The number of individuals to be served and the type of assistance they will receive are cost-effective in relation to the amount of funding sought. Total funding sought is \$453,917.66 to provide a full range of services to 62 individuals.

The clients being served are homeless, including chronically homeless, and those at risk of homelessness – and their families – in Fresno, including those fleeing or attempting to flee domestic violence. High-priority populations are unsheltered homeless living in places not intended for human habitation, homeless veterans, youth leaving the foster care system and households with children.

The measurable goals and objectives of Project Unite areas outlined above. These are the expected outcomes. The benefits of Project Unite, far beyond providing immediate relief from unsustainable housing situations or lack of housing, are increased stabilization in the community at large, the reduction of the numbers of homeless and precariously housed families, and an overall improvement in health and well-being for individuals and the community, including long-term economic benefits to both.

**4. Capacity:** WCCA has received and administered City of Fresno ESG funds since 2013 and has successfully used all funds to rapidly rehouse and provide permanent stable housing. WCCA and TPCC have housed 152 individuals/families through Project Unite since 2015. WCCA is the lead applicant in the current contract, which expires in June 2017. WCCA and TPCC are active members of the FMCoC, Built for Zero Initiative, Map Point at the Pov and participate in the CAHM system and HMIS. WCCA and TPCC have both been providing homeless and housing programs for 20 years. Project Unite staff is experienced in working with the target populations and have a combined 49 years of experience; senior management has an additional 60 years of experience. WCCA has more than 400 staff members and an annual budget of \$39 million, and the organizational structure to serve as lead applicant and fiscal agent for this project.

**5. Activity Budget:** WCCA is able to provide a match equivalent to funding sought through leveraging Supportive Services for Veterans Families grant. We will also leverage funding via TPCC through Fresno First Step Homes, Fresno County ESG and services provided within the FMCoC and city and county,

**NARRATIVE STATEMENTS**

coordinated street outreach and assessments, referrals to primary care, mental health care and substance abuse treatment, enrollment in public health insurance and referrals to public benefits and employment assistance. All costs of treatment, housing and stabilization are based on fair-market rates and actual costs for services.

**6. Awards/Best Practices:** WCCA uses Housing First as a Best Practice and evidence-based practices in its case management and counseling activities. These practices are endorsed by the U.S. Substance Abuse and Mental Health Services Administration (SAMHSA) and apply gender-specific, trauma-informed approaches to client interactions. WCCA's track record of administering city-funded programs such as ESG attests to the agency's excellent reputation for executing these activities and helping participants achieve results.

**7. Relationship to City Priorities:** The proposed Project Unite services are aligned not only with the city's priorities as outlined in the Final Consolidated Plan (excluding the acquisition and construction aspect, which is not part of this proposal) but also the priorities of HUD, the city's General Plan, Housing Element plan, and commissions and committees on homelessness, which emphasize Housing First for the homeless and at risk of homelessness. According to the May 2016 Update to the city's 10-Year Plan to End Chronic Homelessness, chronic homelessness is costing Fresno nearly \$80 million annually in health care, public safety and other resources. Veterans' and chronic homelessness, the target populations of this proposal, have been identified as the priorities of the city as they are considered the least likely to become housed and stabilized without intervention. (However, Project Unite will assist all homeless and at risk of homelessness encountered, and if not eligible for this program's assistance, will be linked to appropriate agencies and programs.)

**WESTCARE CALIFORNIA, INC.  
PROGRAM MATCH DOCUMENTATION**

WestCare California, Inc. (WCCA) is applying for renewal funding under the 2017 Emergency Solutions Grant, titled 'Project Unite.' The program will provide street outreach, homeless prevention and rapid rehousing services to reduce homelessness throughout the City and County of Fresno including the chronically homeless, unsheltered homeless who are living in places not meant for human habitation, homeless veterans and families with children. The project is requesting \$382,452.98 in City of Fresno funds. **The chart below contains information regarding the match being provided by this agency.**



<b>Name of Organization Providing Match</b>	<b>WESTCARE CALIFORNIA, INC.</b>
<b>Type of Contribution</b>	WCCA will conduct outreach and assessment activities, housing stabilization services, and serve as a provider of support services including, but not limited to:
<b>In Kind</b> <input checked="" type="checkbox"/>	❖ Housing Locator services
<b>CASH</b> <input type="checkbox"/>	❖ Street outreach activities and assessments
	❖ Referrals to primary care, mental healthcare, substance abuse treatment services
	❖ Leverage SSVF funding for Veterans and their Families
	❖ Referrals to public benefits and employment assistance
	❖ Enrollment in Medi-Cal
	❖ Data collection and reporting
<b>Match (*check appropriate box)</b>	<input checked="" type="checkbox"/> Yes
	<input type="checkbox"/> No
<b>Value of Contribution</b>	\$ 453,917.66
<b>Name of Project</b>	Project Unite
<b>Name of Sponsor</b>	WestCare California, Inc.
<b>Date the Contribution Will Be Available</b>	July 1, 2017
<b>Name of Person Authorized To Commit Resources</b>	Shawn Jenkins
<b>Title of Person Authorized To Commit Resources</b>	Senior Vice President
<b>Signature of Person Authorized to Commit Resources</b>	
<b>Date</b>	3/1/2017

**PY 2017-2018 City of FRESNO - ESG Program Funding Application**

Executive Summary (1 page)			✓
Section	Section Heading	Attachment/Documents	
*	Acknowledge review of insurance requirements	• n/a	
1	Project Summary	• Form (one page)	✓
2	Project Description	• Narrative (two pages)	✓
3	Meeting Program Priorities	• Narrative (two pages)	✓
4	Project Schedule	• Narrative (one page)	✓
5	Experience of Applicant(s)	• Narrative (two pages)	✓
6	Current and Completed Projects	• Narrative (one page)	✓
7	Acknowledge Consistency with Federal/Local Funding Requirements	• n/a	
8	Budget	• Form (two pages)	✓
9	Section D: Funding Sources and Activity Costs	• One page	✓
10	Section E: Activity Budget Summary	• One Page	✓
11	Section F: Organizational and Functional Capacity	• One Page	✓
12	Section G: Narrative Statements	• 5 Page (Max)	✓
13	Budget	• One page	✓

**DO NOT INCLUDE A COVER LETTER**

**MARJAREE MASON CENTER –  
ESG APPLICATION PY 2017-2018**

## **EXECUTIVE SUMMARY**

### **MARJAREE MASON CENTER – ESG APPLICATION PY 2017-2018**

#### **CITY OF FRESNO**

The Marjaree Mason Center, an active participant in the Fresno Madera Continuum of Care, through the Emergency Solutions grant program, will provide emergency housing with case management services for Fresno City victims who have become homeless due to fleeing domestic violence. The Marjaree Mason Center Fresno Safe House will serve 500 unduplicated homeless adults and children who are fleeing domestic violence, within the 12-month funding period July 1, 2017 – June 30, 2018. The services we will offer in conjunction with emergency housing and supportive services include food, clothing, case management, counseling, legal assistance, parenting, life skills, support groups and linkages to housing and job training agencies/programs.

Additionally, MMC will provide Rapid Re-Housing-Housing Relocation and Stabilization Services that will ensure necessary funding supports for 125 unduplicated individuals (46 adults and 79 children). Most families who have fled their home due to DV are unable to return safely to that residence unless the abuser is in custody, without fear of future abusive action towards them and their children. Absent assistance to get into their own housing through this program, many of the families will have no choice but to return to the abusive violent home or to remain homeless. Within this program MMC staff ensures eligibility guidelines, intake procedures, and housing approvals per HUD guidelines; prior to program entry or assistance being provided. HUDs Rent Reasonable Standard and Housing Quality Standards for unit inspections will be applied when rental assistance is to be provided. HMIS comparable data will be collected and maintained, as allowable through VAWA.

**SECTION 1 - PROJECT SUMMARY FORM**

Organization Name: Marjaree Mason Center, Inc.

Address: 1600 M Street, Fresno, CA 93721

Federal Tax I.D. Number: 94-1156639

Organization Type (check all that apply):

State certified non-profit entity  
Public agency qualified to receive ESG funds under applicable federal rules

Executive Director Name: Nicole Linder

Phone: 559-237-4706 E-mail: Nicole@mmcenter.org

Project Contact Name: MARCUS MARTIN

Contact Organization: MARJAREE MASON CENTER, INC

Address: 1600 M STREET, FRESNO, CA 93721

Phone: 559-237-4706 E-mail: MARCUS@MMCENTER.ORG

Application Contact Name (if different from Project Contact above): **SAME AS ABOVE**

Application Organization:

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

**Original Signature of Authorized Official (attached Board/company Resolution)**

Signature: 

Title: Executive Director

Name: Nicole Linder Date: March 3, 2017

**SECTION 2 – PROJECT DESCRIPTION**  
**(Limit narrative to two pages)**

Please describe the project in detail including eligible activities, target populations, services to be provided, number of participants to be served, timelines/project schedule/program outcomes.

Marjaree Mason Center (MMC) will provide emergency shelter to 500 unduplicated persons (individuals and families) who are homeless, having no other safe housing alternative **due to fleeing a domestic violence situation.** Legal mandates and protections for these homeless victims are not available or provided in traditional homeless shelter settings. In addition, MMC will provide Rapid Re-housing - Housing Relocation and Stabilization Services (tenant-based) to 125 unduplicated individuals (46 adults and 79 children) -specifically those who are homeless due to DV.

Specifically, the MMC Safe House-emergency shelter will provide immediate housing, food, clothing, case management, and supportive services to homeless victims (individuals and families) of domestic violence in Fresno. Staff support and client intake are provided 24-hours a day/everyday. For safety reasons, the 40-room/120-bed shelter facility where services are provided is confidentially located in Downtown Fresno. This central, secure location allows victims in Fresno to easily access the facility, even using public transportation. The services we will offer in conjunction with emergency housing and supportive services include food, clothing, case management, counseling, legal assistance, parenting, life skills, support groups and linkages to housing and job training agencies/programs. The MMC emergency shelter, through the ESG funding, will address the immediate and most appropriate housing need of the identified target homeless population; identify the longer term support and service needs; and provide *essential services* by utilizing an immediate intake assessment and case management approach. Through case management MMC will address and link eligible clients to available and appropriate community and mainstream resources (SSI, Department of Rehab, TANF, CaWORKs, Veterans resources, Food Stamps...etc), to ensure greater opportunity of long-term housing in which they can thrive.

- Funding in the emergency shelter will include “*Shelter Operations,*” primarily maintenance of the Safe House facility (0.75) FTE Maintenance Specialist), related maintenance supplies, telephone, insurance and utility costs; and “*Essential Services*” to cover the cost of an emergency shelter (2 FTE) Client Advocate. These are both critical areas of funding: one to ensure client services; the other to address needed daily maintenance in the facility.
- Additionally, MMC will provide Rapid Re-Housing-Housing Relocation and Stabilization Services that will ensure necessary supports for homeless DV victims, primarily those in our DV programs that we know are homeless due to fleeing DV and have no other resources for “safe” housing. Most families who have fled their home due to DV are unable to return to that residence without fear of future violence towards them and their children. Absent this assistance, many families have no choice but to return to the abusive violent home or to remain homeless. Within this program MMC staff ensures eligibility guidelines, intake procedures, and housing approvals per HUD guidelines; prior to program entry or assistance being provided. HUDs Rent Reasonable Standard and Housing Quality Standards for unit inspections will be applied when rental assistance is to be provided. HMIS comparable data will be collected and maintained, as allowable through VAWA.
- In addition to covering the Short Term Rental Assistance costs, other eligible services to be available are provided by the funded Case Manager, including: housing search and

placement, housing stability case management mediation, legal services, and credit repair; centralized coordinated assessments, initial evaluation, counseling, and coordinating services. The Case Manager will assess, assist and approve clients and housing per HUD guidelines, and monitoring clients on this project.

**Project Schedule & Outcome Objectives:**

- The MMC Safe House-emergency shelter will accept referrals of individuals and families fleeing domestic violence and;
  - Provide homeless housing to 500 unduplicated homeless referrals individuals and adults with children 24-hours per day/ 7-days per week; ensuring that beds are available on a first-come, first serve basis within a 6-month period.
  - MMC 24-hour hotline will accept referrals community-wide, from 2-1-1; DV National Hotline; other homeless agencies & will refer non-DV homeless to FMCoC MAP.
  - Homeless referred to MMC for shelter will be provided an immediate assessment to determine their needs (food, shelter, clothing, safety, medical, counseling, legal assistance, etc.). The shelter, in compliance with the McKinney Homeless Assistance Act, serves battered adults and their children.
  - Start-up emergency shelter will be immediate, as the shelter is in current operation, however, needs funding to provide this level of service.
- 35 homeless persons who are not eligible for MMC shelter services will be provided with referrals and/or transportation to alternate shelter services within the FMCoC network of providers or the coordinated assessment housing process.
- In adherence with the Emergency Solutions Grant intent
  - Within 48-hours of admission, ongoing eligibility assessment will result in a developed plan of care. 300 care plans will ensure health and safety issues are addressed; long term plans, as applicable, will discuss direction toward income achievement, employment or education and long term housing stability.
- (60%) of the client/families with case plans will exit towards a permanent housing.
- 220 adults (Individuals or head of household) in the emergency shelter or RRH program will be assessed to ensure they are accessing (as appropriate) mainstream resources and funding that they qualify for, and which will assist the client/family in achieving self-sufficiency.
- (30%) of the adults served (emergency shelter & RRH) will be referred to local employment training and/or enrolled in CalWORKs and placement programs in the community. It is important to note that case management services are initially focused on the emotional well-being of the client and family, as their cause for homelessness was initiated in a violent manner for them and their children.
- 46 RRH eligible families (46 adults and 75 children; total 125 unduplicated people) will be provided with needed qualified funding to ensure they are able to access permanent housing.
- 46 RRH eligible families (46 adults and 75 children; total 125 unduplicated people)RRH households will be provided homeless assistance supports, coaching, and service linkages to assist them in maintaining permanent housing.
- MMC does not discriminate in providing of services, and also accepts all walk-in or self-referred clients for assessments and services as appropriate; and accepts DV victims who are fleeing their home and referred through the MAP program and coordinated entry systems.

**SECTION 3 - MEETING PROGRAM POLICIES AND PRIORITIES**  
**(Limit narrative to two pages)**

Describe how the project will meet the program policies and priorities.

The primary target populations for MMC ESG services are individuals and families who are defined as homeless by the Department of Housing and Urban Development (HUD) 24 CFR Parts 91, 582, and 583 regulations, specifically those fleeing/attempting to flee domestic violence; and are primary target group are Households with Children, although we may serve some homeless individuals. Marjaree Mason Center has a thorough understanding of the Emergency Solutions Grant (ESG), and the City and FMCOC intent and priority focus of ESG services toward emergency housing and rapid re-housing of specific targeted homeless populations, including victims of domestic violence and households with children; which are the two populations that MMC provides service.

- In line with the Emergency Solutions Grant (ESG) intent, MMC will focus upon unsheltered homeless persons fleeing or attempting to flee DV, and provide emergency shelter services necessary to help 500 unduplicated homeless households DV adults/children victims (fleeing); and
- An additional 125 unduplicated individuals (46 adults and 79 children) will be provided with Rapid Re-housing-Housing Relocation and Stabilization Services to regain stability after their homelessness. The approach of this MMC Emergency Solutions grant is to address the immediate (emergency housing) and most appropriate tenant based re-housing needed by the identified target homeless population; assisting them in identifying long term supportive and service needs to prevent future homelessness.

MMC maintains HMIS data supports (within VAWA guidelines) and does possess required insurance, as required by the ESG contract with the City of Fresno. Outreach is within the coordinated access process; through 2-1-1; from street outreach and; referrals from other social service, law enforcement and homeless agencies within Fresno. Further-as per the policies and procedures for ESG, the three-step process for determining client's eligibility will be closely adhered to which includes: 1) initial consultation with the individual or family to determine eligibility in accordance with the coordinated assessment requirements set forth under 24 CFR 576.400(d) and the associated written standards established. 2) Verification of income below 30% of the Area Median Income will take place; and 3) Verification of Homelessness will be secured-homelessness will be verified as per the HUD definition. Specifically our targeted population within that definition includes: Any individual or family who is fleeing, or is attempting to flee domestic violence, dating violence, sexual assault, stalking, or other dangerous or life threatening conditions that relate to violence against the individual or a family member, including a child, that has either taken place within the individual's or family's primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence; that they have no other residence; and lack the resources or support networks, e.g., family friends, faith based or other social networks, to obtain other permanent housing; and live in an emergency shelter or other place described as and not meant for human habitation.

As our proposal includes a request for emergency shelter and rapid re-housing, our process with the re-housing population will include re-verification/qualification for ongoing eligibility of this service for Rapid Rehousing households served more than three months, although our project will primarily focus on assisting these homeless with acquisition of rental housing with deposits/first & last month's rent and utility assistance-per grant guidelines. Further, we will maintain all client eligibility documentation in each client file (as is relative to emergency shelter and rapid re-housing); and we will maintain all recordkeeping and reporting requirements, as required in the regulation for rapid re-housing clients. Family size determination, unit size appropriateness and rent reasonableness will be in compliance with HUDS standard of "rent reasonableness." In regard to the Rental, Security and Utility Payments-payments will only be made directly to the third parties (landlords or utility companies).

MMC supports the FMCoC involvement and dedication toward the Project Unite and the 25-Cities national initiative that began in March of 2014. In addition, we appreciate the City's commitment to ensuring that domestic violence victims have immediate access to safety and shelter, as they flee DV/family violence with their children and immediately become homeless. The MMC homeless services, although being DV related will absolutely support the common/coordinated assessment and homeless housing protocols within the community, as many "general homeless" reach out to our Center for housing. We support and participate in this effort, have trained our staff in the SPDAT IV assessment, cooperate and collaborate with other homeless providers so this system can be successful.

For domestic violence victims we know that the FMCoC and city of Fresno understand the restrictions in placing DV victims' in general homeless housing, as our particular target population are homeless due to fleeing DV and have safety concerns for the family and require being confidentially housed with specific safety and security needs.

As an active FMCoC member, MMC commits to the local initiatives as these services are necessary to help regain stability in permanent housing after experiencing a housing crisis and/or homelessness. We utilize the coordinated assessment process as an important aspect of the initiative for homeless we serve, who are not protected under VAWA confidentiality requirements. The tactic of the Emergency Solutions Grant is to address the immediate and most appropriate housing need of the identified targeted homeless population; identify the longer term supportive and service needs; and utilizing a case management approach—address and link the referred clients to available and appropriate resources, to ensure greater opportunity of long-term consistent, supportive (if necessary), housing options in which they can thrive. For DV victims the MMC will continue to follow this approach with clients we serve; will maintain our duplicate HMIS/comparable data collection and; provide immediate emergency shelter housing and rapid re-housing for homeless families fleeing domestic violence, meeting the requirements and intent of the Emergency Solutions Grant, local priorities and policies in regard to ESG.

**SECTION 4 – PROJECT SCHEDULE**  
**(Limit narrative to one page)**

Describe how the agency will perform the tasks described within the six month timeline. Show how the agency anticipates expending and requesting reimbursement for each month of the subrecipient agreement.

The MMC Emergency Shelter operations will begin immediately. The Emergency Shelter is already in operation; however needs the additional funding to operate at the proposed level. There will not be any start-up delays in the receipt of homeless individuals/families that are fleeing domestic violence and requiring shelter. The numbers of anticipated homeless received each month, within this funding, for the 12-month period of 2016; is noted in the chart below and is based upon historical data.

The Rapid Re-housing – Housing Relocation and Stabilization Services program will be made available for qualified and eligible candidates effective July 1, 2016. A case manager will be responsible for the processing of applications for funding assistance, connecting clients to needed resources, project monitoring and client assistance. There will be minimal delay in implementation of the project. We will be working on the current RRH contract simultaneously and so we anticipate that we will begin utilizing these RRH funds by August or September; the bulk of the housing placements taking place during the second half of this contract year. However, we anticipate having no problem utilizing all the funds with in the contract period...We currently have an active list of homeless households we are working with who meet the RRH ESG HUD guidelines and services criteria, and have not had issue with finding qualified homeless to serve. The MMC RRH project is active; staffs already have forms, files and processes for receipt and processing of applications for funding assistance. Announcement will be made notifying Marjaree Mason Center Advocates and the MAP project within the community and in the emergency shelter that this assistance is available; and we already are actively receiving referrals under our current RRH-City ESG funding for this much needed assistance. It is anticipated, based upon prior experience that verification attainment, housing search and application, approval for size and cost appropriateness and site visit approvals will require at least a 7-12 day period, if the unit is ready for the family. Staff will determine that all requested rental assistance meets rent reasonableness (within the approved FMR); and that the site meets quality standards expectations. Once the paperwork and the on-site processes are completed, a check or checks will be requested from the finance department in the name of the third-party who will be paid for the services needed (moving, storage, rent payment, etc...). Checks are processed weekly and will be issued after the appropriate backup documentation is received and verified. Clients will be provided with necessary linkages and supports to promote their stay in the permanent housing and the case manager will assist them in their initial stabilization and service linkages. The timeline represents the numbers served will be highest mid-grant, as the three months of supportive assistance are anticipated to be provided at that time; deposits and other onetime funding requests will be accepted in the latter two months of the funding period; in order to end the project / funding within the 12-month time frame.

**Updated dates**

ESG Component	Total #	July 2017	August 2017	September 2017	October 2017	November 2017	December 2017	January 2018	February 2018	March 2018	April 2018	May 2018	June 2018
Rapid RH Service #'s	125	0	4	8	12	12	12	12	15	15	12	12	11
Emergency Shelter #'s	500	30	30	40	50	40	40	50	50	50	40	40	40
Grant Expenditures	\$354,901	6%	6%	8%	10%	9%	9%	10%	10%	10%	9%	8%	5%

**SECTION 5 - EXPERIENCE OF AGENCY  
(Limit narrative to two pages)**

Describe your organization's experience and capacity to provide the types of service and/or housing proposed and experience with the utilization of ESG funds or other public-private developments.

In nearly four decades of experience, MMC has continually provided quality safe effective emergency housing; and has successfully utilized City and County ESG funds every contractual year-adhering to reporting procedures, meeting service objectives; and providing a 24/7 service to homeless men, women and children victims of DV. MMC has been successful and fiscally responsible in operating five HUD SHP TH & PH projects, addressing performance indicators and performance objectives. MMC is currently under contract with the City of Fresno providing Rapid Rehousing services, and in fact will be successfully completing our third ESG contract with the City of Fresno—having exceeded our homeless housing expectations, beyond the anticipated number of families. Further MMC is working in partnership with the Fresno Housing Authority on the Welcome Home (PH) Rapid Re-Housing program, which just completed its 2nd year of HUD funding. That program was operating at capacity within the first 3 months and continues to exceed grant service expectations. We also recently were awarded 3 additional Rapid Rehousing Permanent status programs through the FMCoC-Welcome Home 2, 2a and 3. Prior to the Welcome Home project, MMC also successfully administered local City and County HPRP funds while they were available. MMC case managers regularly monitor and evaluate client progress, develop individualized service plans, and help plot clients' courses to housing stability and; maintain HUD required documentation in all client files. In addition, MMC Client Service Advocates assist in re-housing clients by facilitating the Life Skills Class, which teaches clients about: budgeting skills, leases and the leasing process, how to secure utilities, making moving arrangements, and other skills necessary for independent living. MMC has been diligent about meeting all HUD and other contractual commitments, performance timelines and reporting requirements.

In all, MMC manages more than 24 grants a year, amounting to about \$4,696,171 from federal, state, local, and private grantors. Historically, MMC has successfully managed more than 110 grants, totaling more than \$25,000,000. MMC has consistently received, fulfilled and successfully met objectives and outcomes of all grant funds from federal, state, and local government agencies, as well as private foundations. MMC has many years of proven fiscal and programmatic stability ensuring compliance with HUD SHP and HPRP and ESG mandates, policies and regulations. In addition to the FMCoC, MMC has memorandums of understanding with more than 33 agencies in Fresno County, creating a network of referrals and mutual support. Through these partnerships, MMC assists in addressing gaps in community services, streamlines victim assistance, and eliminates duplication of efforts, maximizing resources available in our community. Due to its reputable distinction of service in the Fresno area, MMC operations are enhanced by a strong and consistent financial commitment of private grants and donated funds from our community. Our Board and fiscal monitoring process have been excellent and consistently have met all review standards.

Marjaree Mason Center is Fresno's only dedicated domestic violence services agency, the county's only provider of domestic violence homeless shelter services, and Central California's foremost expert on domestic violence and annually MMC moves more than 60% of emergency residential clients into transitional or self-sufficient permanent

housing! MMC emergency and transitional projects are located in downtown Fresno and Suburban Clovis, housing an average of 1010 unduplicated victims of domestic violence every year. The agency keeps detailed statistics on services provided; as well as very detailed client demographics, including ages, ethnicities, zip codes, and income levels. Agency-wide, MMC serves more than 5,600 unduplicated victims of domestic violence every year. MMC is experienced assisting clients from all backgrounds, income levels & parts of the community. For nearly 40 years, the Marjaree Mason Center (MMC) has provided shelter, re-housing assistance, and case management services to victims who have become homeless due to fleeing domestic violence. MMC advocates working in conjunction with law enforcement have reached out to victims who report domestic violence. Currently, these advocates contact thousands of victims each year, informing them about services and offering assistance. This outreach is so effective that more than 30% of our Safe House referrals are from these efforts. In addition to our active involvement within our community and the FMCoC, MMC is an active member of the California Partnership to End Domestic Violence (CEPDV).

**KEY STAFF, THEIR ROLE IN THE PROJECT AND THEIR QUALIFICATIONS, ARE AS FOLLOWS:**

- **Nicole Linder, Executive Director** holds a Bachelor of Arts degree in Mass Communication and Journalism from Fresno State. She assumed the role of Executive Director of the MMC in September of 2016. Prior to her role at MMC worked for Valley Children Healthcare Foundation (the Central Valley's only dedicated provider of pediatric healthcare) and Fresno Pacific University. Ms. Linder has the authority to commit agency resources and sign contracts.
- **Lucianna Ventresca, Associate Director** has 24 years management experience in private nonprofit public service agencies, and has been with MMC for nearly 6 years overseeing facility programmatic operations. Ms. Ventresca has been involved in the emergency shelter service provision for over 16 years, and served as consultant for the FMCoC
- **Marcus Martin, Finance Director** has been with MMC for 12 years. He has 14 years' experience in accounting and finance, internet technology and human resources management. Mr. Martin oversees all agency and shelter finances, and has monitored the contracts and oversight of prior CDBG, HUD, and EHAP renovation funds -to ensure strict compliance with government regulations and requirements.
- **Stacy Gomez, Legal Services Director** oversees MMC's team of victim advocates who are stationed at Fresno County and City's domestic violence units. She has 15 years' experience as a DV victim advocate, nine of those years as lead advocate, supervising a team of eight other Victim Advocates and a Human Trafficking Advocate.
- **Katie Crask, Clinical Services Director** oversees MMC's team of counseling staff and the clinical interventions provided to our children in the Safe House shelter Children's Enrichment Center. Katie's been with the agency for over 25-years, is a licensed therapist, and child advocate.
- **Emergency & RRH Case Managers.** MMC case managers represent our cultural community make-up, are highly trained and, the majority are bilingual. All MMC staff has undergone 40 hours of state-certified domestic violence training, and has certification as a DV advocate
- **Client Service Advocates** MMC Client Service Advocates (CSA) facilitate classes for residents, offer peer support, parent coaching, meal service delivery for residents. CSA staff provides the 24-hour 7-day per week crisis assessments and hot line coverage.

**Legal Concerns:**

*Marjaree Mason Center does not have pending legal actions, bankruptcies, or lawsuits, nor are there any other factors that would prevent our agency from completing the proposed project.*

**Section 6 - CURRENT AND COMPLETED PROJECTS  
(Limit narrative to one page)**

List five (5) current or completed projects. Include a summary of the scope of the program, dates of program, and number of homeless served.

Reference Name: California Office of Emergency Services Years: 2009 through Currently Funded  
 Service Provided: Emergency services for the state's Domestic Violence Assistance Program, - 900 Homeless annually  
 Emergency shelter, case management, 24-hour crisis intervention, safety planning and other services (total served including homeless within each year of operation within this grant= 4,800+

Reference Name: U. S. Dept. of HUD Years: December 1, 2016 – 2017 -Current  
 Service Provided: Rapid Re-Housing: housing of homeless –Welcome Home Project:  
 Service Summary: Marjaree Mason Center is currently operating this new CoC funded PH project. Homeless are provided housing, case management, therapy, and victim advocacy in this tenant based project.

Reference Name: City of Fresno Years: 2016 – 2017 –Current ESG Grant  
 Service Provided: City of Fresno Emergency Solutions Grant, the Marjaree Mason Center is providing 220+ homeless with emergency housing and/or Rapid Rehousing  
 Clients are provided shelter, food, clothing, crisis intervention, 24-hour crisis hotline, peer counseling, case management, safety, Counseling, parenting, and Rapid Rehousing Services to support them as homeless survivors of domestic violence.

Reference Name: U. S. Dept. of HUD Years: 2008 – 2017 -Current  
 Service Provided: Marjaree Mason Center provides housing of homeless and TH services in Three (3) grants from HUD. shelter, case management, therapy, life-skills classes, victim advocacy in Fresno, Clovis & Reedley – more than 125 homeless

Reference Name: Emergency Food & Shelter Years: 2011 – 2017 – Current  
 Service Provided: Marjaree Mason Center provides Emergency food: 86,000 units of food service provided to homeless

**SECTION 7 - CONSISTENCY WITH LOCAL/FEDERAL FUNDING REQUIREMENTS  
(check that the agency will comply)**

**Sub recipients must participate in HMIS, the local CAHM system, and the FMCoC.**

MMC has been and will continue to comply with all local and federal funding requirements, record keeping, client file documentation and fiscal accountability, including compliance with 24 CFR Part 576, as amended and related implementing regulations. MMC commits to collecting data for the HMIS, per HUD regulations, restrictions & requirements; to adhere to the intake/file maintenance requirements; meet performance indicators & standards as detailed for local & federal funding; and provide all statistical reports as mandated. MMC will continue active membership in the Fresno Madera Continuum of Care (FMCoC) & will participate in the Coordinated Entry & Housing Match system.

**Per HUD regulations, MMC adheres to DV Confidentiality requirements as noted:**

The 2005 Violence Against Women Act (VAWA) requires privileged confidentiality, location and services separation for Domestic Violence Victims. Housing & housing location is also confidential for this homeless population. Reauthorization bill restricts domestic violence provider participation in generalized other services and restrict use of the HMIS data participation with other CoC homeless programs. Therefore, at this time the HUD Continuum of Care regulations prohibit Domestic Violence programs from participating in the CoC HMIS. Our agency does have an approved comparable database for information collection & management as required in section 578.57 of the CoC Program Interim rule. We will continue to provide necessary aggregate data to the FMCoC; and will participate in the HMIS at such time that it is permissible. Due to strict confidentiality of shelter locations, this population is served exclusively.

**EXPLANATION OF OTHER ESG FUNDS**

**If your organization has been awarded ESG funds from the City or County of Fresno for activities that will be implemented during the period July 1, 2017 to June 30, 2018, please explain how those funds will be used to pay for costs associated with this program (shown above), or for other program costs during this period:**

The Marjaree Mason Center Emergency Shelter component is currently operating with a City ESG PY 2016 grant that will be expended by June 30, 2017 for the Emergency Shelter. The funding activities in this application will not duplicate, but will allow continuity of services effective July 1, 2017 and will extend our opportunity to continue to provide these much needed and high demand services.

MMC is currently under a Master Contract with the County of Fresno for ESG funds (RRH only); which we utilize ONLY for homeless who need housing access assistance outside of the City metro areas, or Fresno County regions that are not covered within this City ESG grant. There is no duplication of efforts with potential ESG funding.

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**If your organization has requested or expects to apply for ESG funds from the County of Fresno for activities that will be implemented during the period July 1, 2017 to June 30, 2018, please explain how those funds will be used to pay for costs associated with this program (shown above), or for other program costs:**

As noted above, MMC is currently under a Master Contract with the County of Fresno for ESG funds (RRH only); which we utilize ONLY for homeless who need housing access assistance outside of the City metro areas, or Fresno County regions that are not covered within this City ESG grant. There is no duplication of efforts with potential ESG funding.

**EXPLANATION OF MATCHING FUNDS**

**Please describe the sources and used of matching funds. If matching funds will be used to pay for costs that are not included in the budget above, please clearly describe the costs and activities that will be supported with those matching funds:**

The Marjaree Mason Center will match \$354,901 of City ESG funds with funds from our grant from the California Office of Emergency Services- Domestic Violence Assistance Program (DVAP) grant and Family Stabilization Program Housing program, Blue Shield of California, Legacy Foundation, First 5 of Fresno County, Kaiser Permanente Foundation and unrestricted donations.

**EMERGENCY SOLUTIONS GRANT APPLICATION**

**D. FUNDING SOURCES AND ACTIVITY COSTS**

<b>Total Proposed Activity Budget</b>	<b>Amount</b>
Total ESG Funds Requested	\$ 354,901
Total ALL Other Funding Sources	\$ 675,613
<b>Total Proposed Activity Budget</b>	<b>\$ 1,030,514</b>

**List other fund sources (include all funding anticipated/committed for this activity for FY 2017-2018)**

<b>Source</b>	<b>Amount</b>
1) California Office of Emergency Services	1) \$ 400,613
2) Blue Shield of California	2) \$ 7,500
3) Legacy Foundation	3) \$ 10,000
4) Fresno County Family Stabilization Program	4) \$ 125,000
5) First 5 of Fresno County	5) \$ 55,000
6) Unrestricted Donation	6) \$ 75,000
7) Kaiser Permanente	7) \$ 2,500

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**Total All Other Sources** \$ 538,706

<b>List Primary Activities of ESG Request (as listed on page 6)</b>	<b># of Unduplicated Service Units</b>	<b>Service Unit Unit of Measure (i.e. children, houses)</b>
1) Rapid Rehousing clients served	1) 125	1) clients
2) Emergency Shelter Clients served	2) 500	2) Clients
3)	3)	3)
4)	4)	4)
5)	5)	5)

<b>Primary Activity</b>	<b>ESG Request</b>	<b>÷</b>	<b>Service Units</b>	<b>=</b>	<b>Per Unit Cost</b>
1) Rapid Rehousing clients served	\$ 162,525	÷	125	=	\$ 1,300.20
2) Emergency Shelter	\$ 183,720	÷	500	=	\$ 367.44
3)		÷		=	\$
4)		÷		=	\$
5)		÷		=	\$

**E. ACTIVITY BUDGET SUMMARY**

Provide the federal employer identification number for the applying agency. Prepare a line item budget with a brief description of the expense.

Federal Employer Identification No:	Current Agency Budget for Activity 2016-2017	Current ESG Budget for Activity 2016-2017	Proposed ESG Budget 2017-2018
94-1156639			
<b>Expenditures &amp; Brief Description</b>			
Client Service Advocates- supports objectives by providing crisis intervention via 24-hour crisis hotline, providing 24-hour in-person crisis intervention at the Marjaree Mason Center Emergency Shelter, tracking calls received and victims provided intervention services, addressing client needs at the Emergency Shelter.	\$ 365,759	\$ 30,092	\$ 77,836
Maintenance Specialist- This position maintains a safe, clean functional environment at the MMC Emergency Shelter assisting in ensuring compliance with government safety standards.	\$ 73,710	\$ 30,093	\$ 29,484
Repairs and Maintenance- minor repairs and maintenance to emergency shelter and business center.	\$ 42,302	\$ 29,406	\$ 36,000
Telephone Expense- telephone charges including crisis line numbers and internet connectivity.	\$ 17,633	\$ 9,452	\$ 7,000
Insurance Expense- required general liability insurance for MMC	\$ 29,750	\$ 4,242	\$ 10,400
Utilities Expense- monthly utility charges including electricity, gas, water, sewer and trash services.	\$ 56,750	\$ 31,254	\$ 23,000
Case Manager- provides case management for ESG clients including case monitoring, goal setting, assistance in identifying options, evaluation of needs and addressing rental assistance issues.	\$ 89,860	\$ 34,156	\$ 44,930
Security Deposit- assistance with client's security deposit to move into permanent housing.	\$ 108,000	\$ 15,294	\$ 34,910
Application Fees- fees associated with the clients' application for apartments or houses to be rented.	\$ 21,000	\$ 0	\$ 875
Utility Deposit/Utility in Arrears- Utility deposit associated with the City of Fresno, PGE or Mid Valley disposal	\$ 7,000	\$ 3,500	\$ 4,000
Rental Assistance- monthly rental costs for clients for up to 3 months	\$ 180,000	\$ 45,611	\$ 77,810
Administrative Costs- partial amount of Director of Finance and Associate Director-Shelter Services	\$ 38,750	\$ 5,827	\$ 8,656
<b>Total Expenditures</b>	<b>\$ 1,030,514</b>	<b>\$ 238,927</b>	<b>\$ 354,901</b>

## F. ORGANIZATIONAL AND FUNCTIONAL CAPACITY

Identify key management and program staff and years of experience.

Staff Name	Title	Years of Experience
1) Nicole Linder	Executive Director	1
2) Lucianna Ventresca	Associate Director	24
3) Marcus Martin	Director of Finance	12
4) Stacy Gomez	Director of Legal Services	15
5) Katie Crask	Director of Clinical Services	25+

### Functional Management

- 1) Has an audit been performed on the proposing organization's accounting procedures within the last two years?

Yes       No      If yes, name of auditor: Morse Wittwer and Sampson

- 2) Is the agency audited every year?       Yes       No

- 3) Were any management letters issued as a result of the last audit? If yes, explain.

No

- 4) Provide the name of staff responsible for your agency's accounting system

Name:                Marcus Martin  
 Title:                Director of Finance  
 Phone/Email:      559-237-4706

### Board of Directors

How often does your Board of Directors meet?

**Monthly**

List current Board of Directors

- |   |   |
|---|---|
| 1) Dan Adams, KFSN-TV, ABC 30                                 | 10) Dr. Bonnie Her, Community Medical Providers                                     |
| 2) Dr. Heangameh Akhtar, Valley Children's Hospital (retired) | 11) Margaret Mims, Fresno County Sheriff  |
| 3) Rich Alves, Kaiser Permanente (retired)                    | 12) Doug Morgan, Morgan and Company   |
| 4) Matthew Basgall, Clovis Police Dept.                       | 13) Dr. Rene Ramirez, Community Medical   |
| 5) Dr. Casey Gray, Kaiser Permanente                          | 14) Mike Rolph, MJR Creative Group<br>Lisa Sondergaard Smittcamp, District Attorney |
| 6) Cheryl Chambers, Agrian, Inc.                              | 15) S. Brett Sutton, Sutton Hague Law   |
| 7) Todd Cook, Cook Land Company                               | 17) Lynnette Zelezny, Fresno State  |
| 8) Richard Cummins, Community Medical                         |   |
| 9) Jerry Dyer, Fresno Police Dept.                            |   |

**G. NARRATIVE STATEMENTS**

*Introduction (limit to half page)*

**Brief history of organization, including date of inception.**

Marjaree Mason Center (MMC) first opened its doors over 35 years ago, in 1979, in honor and memory of Fresno resident Ms. Marjaree Mason who was repeatedly victimized and eventually killed in a domestic violence incident. Marjaree was a highly active member of the Fresno community whose murder brought to light the tremendous need for domestic violence services for women and children in our county. MMC began as a small shelter and hotline, but as the need for services became increasingly apparent, the organization quickly expanded. MMC operates the only Domestic Violence 24-hour/7-days per week center (with a Hotline) in the County, accepting crisis calls/drop-ins and providing valuable community resource referral services to the victim and children of the families in need. Most services provided to residential clients are offered free of charge, as most victims have left homes and jobs, in order to remain in a confidential, safe environment. Further, more than 70% of the mothers have no income of their own, and 93% earn less than \$12,000 a year. These income figures reflect how victims of domestic violence are seldom their family's breadwinners and are more likely to experience financial abuse in an abusive relationship. As Central California's premier champion against domestic and family violence, MMC operates two domestic violence shelters in Fresno County, more than 150 beds. On an average night 89% of our residential beds are full, with children comprising the majority of residents in our Safe House. Annually we serve more than 300 children between the ages of 0-5 years of age and an additional 295 children between the ages of 6-17 years old. While Marjaree Mason Center's primary purpose is to provide confidential Safe House shelter to adult and children who are escaping domestic violence; our larger goal is to provide services and support to help these survivors and especially their children, to heal—and assist in the critical need to break the cycle of violence in their lives.

**Mission statement**

Marjaree Mason Center's mission is *"To support and empower adults and their children affected by domestic violence, while striving to prevent and end the cycle of abuse through education and advocacy."* Marjaree Mason Center is the only agency in the Central Valley to provide shelter and supportive services to victims of domestic violence by breaking the cycle, promoting independence, and empowering the individual. MMC has a demonstrated track record of service to high risk families and children who have experienced violence in their homes and often are exposed to other at-risk issues such as drug abuse, mental illness, and/or living at or below poverty level.

**2. Project Description and Need**

**Define the problem or the need and describe the opportunity your agency has to address the need with the program; include the implementation plan.**

In Fresno County, 63% of homeless people are sleeping in the streets or some place not meant for human habitation (Fresno County 2015 Point-In-Time Count). According to Department of Housing and Urban Development, domestic violence (DV) is the third-leading cause of homelessness among families. Victims of DV are isolated from support networks and financial resources by their abusers, and as a result, they lack income, employment, credit history and landlord references. They also suffer from anxiety, panic disorders, depression and substance abuse. These are the circumstances that we witness our clients in when escaping an abusive relationship. Marjaree Mason Center (MMC) is the only dedicated domestic violence organization in Fresno County that offers safe housing for families homeless due to domestic violence. The need that Marjaree Mason Center addresses is the on-going need for safe, confidential housing (and comprehensive services) for families escaping violent homes. Through ESG funding, Marjaree Mason Center (MMC) will provide housing services, including:

- Emergency shelter to 500 unduplicated persons (individuals and families) who are homeless, having no other safe housing alternative due to fleeing a domestic violence situation. Legal mandates and protections for these homeless victims are not available or provided in traditional homeless shelter settings. The MMC Emergency Shelter operations will begin immediately. The Emergency Shelter is already in operation; however needs additional funding to operate at the proposed level. There will not be any start-up delays in the receipt of homeless individuals/families that are fleeing domestic violence and requiring shelter.
- In addition, MMC will provide Rapid Re-Housing - Housing Relocation and Stabilization Services (tenant-based) to 125 homeless individual (adults and children) - specifically those who are homeless due to DV. The MMC Rapid Re-Housing program will be made available for qualified and eligible candidates effective July 2017.

**Describe the population/target group the activity proposes to serve.**

The primary target populations for MMC ESG services are individuals and families who are defined as homeless by the Department of Housing and Urban Development (HUD) 24 CFR Parts 91, 582, and 583 regulations, specifically those fleeing/attempting to flee domestic violence; and are primary target group are Households with Children, although we may serve some homeless individuals. Marjaree Mason Center has a thorough

understanding of the Emergency Solutions Grant (ESG), and the City and FMCoC intent and priority focus of ESG services toward emergency housing and rapid re-housing of specific targeted homeless populations, including victims of domestic violence and households with children; which are the two populations that MMC provides service.

- In line with the Emergency Solutions Grant (ESG) intent, MMC will focus upon unsheltered homeless persons fleeing or attempting to flee DV, and provide emergency shelter services necessary to help 500 unduplicated homeless households DV adults/children victims (fleeing); and
- An additional 125 eligible individuals (adults and children) with Rapid Re-housing-Housing Relocation and Stabilization Services supports to regain stability after their homelessness. The approach of this MMC Emergency Solutions grant is to address the immediate (emergency housing) and most appropriate tenant based re-housing needed by the identified target homeless population; assisting them in identifying long term supportive and service needs to prevent future homelessness.

**How will the program meet the needs and not duplicate services by other providers.**

Marjaree Mason Center is the only organization in Fresno County dedicated to assisting victims of domestic violence, providing comprehensive supportive services and referrals. MMC is the only agency that provides emergency and transitional living shelter and housing to a dedicated population of domestic violence victims. We utilize and coordinate services with many other nonprofit and public agencies, however, there is no duplication of services as we are the National and State recognized provider of domestic violence services and housing in the City of Fresno.

**Describe collaboration with other programs and services.**

The MMC collaborates with many service providers and agencies to meet the needs of victims of domestic violence and their children. MMC also has MOU's and strong working relationships with City of Fresno Police Department staff and county law enforcement throughout Fresno, the District Attorney's Office, Fresno County Superior Court, local hospitals and healthcare providers, school districts and educators, county social services and many human service agencies to ensure that we can, on their approved behalf, attain the best services and protections possible. Through these partnerships, MMC assists in addressing gaps in community services, streamlines victim assistance, and eliminates duplication of efforts, maximizing resources available in our community. And of course, we are advocates who are present for the client during police interviews, court hearings, and assisting with restraining order attainment and other legal advocacy needs. The MMC is a long-time active member, in a leadership capacity with the Fresno Continuum of Care for Homeless-working in collaboration with every homeless provider in the Fresno area.

**Describe how your agency will continue to implement the program after the contract period (if awarded).**

MMC has been in operation for nearly 40 years, and is the only organization in Fresno dedicated to assisting victims of domestic violence by providing comprehensive supportive services and referrals. MMC has ongoing operations contracts with city, county, state and private funders, in order to continue our services to a dedicated population of domestic violence victims. As noted earlier, we have strong collaborations within the community, a resounding positive reputation working with and supporting public service needs; and have continued to operate and enhance our services as needed, within the City of Fresno.

**Approximate the number of low income and moderate income persons the program expects to serve. See the Information Guide for the HUD Annual Income Limits. How will income information be documented?**

The MMC Emergency Shelter will serve 500 low income and moderate income persons over the course of PY 2017 to 2018. The MMC Rapid Rehousing program will serve 125 individuals (46 adults and 75 children) over the course of PY 2017 to 2018. The individuals in the Emergency Shelter are deemed homeless and automatically qualify for these services due to their immediate situation. All information is attained at intake and homelessness is certified upon housing entry.

**3. Proposed Outcome Measures**

**Describe the performance measures for the activity. How will the agency assess/evaluate the program for effectiveness? Specify measurable goals and objectives the activity hopes to accomplish. Identify expected outcomes and benefits of the project.**

Activity performance will be measured at the each of each quarter, within one-year period of time. MMC will evaluate the program for effectiveness by using intake and exit forms, as well as case management forms. These forms record demographics, program eligibility, income level, length of residential stay, number/type of services received, length of tenant-based assistance, etc. This information is recorded for each client we serve. Outcomes for the following activity include:

- 500 unduplicated homeless individuals (adults and children) are provided with shelter
- 35 homeless persons who are not eligible for MMC shelter services will be provided with referrals and/or transportation to alternate shelter services within the FMCoC network of providers or the coordinated assessment housing process.
- 300 care plans, in accordance of ESG intent, will be developed to ensure health and safety issues are addressed. Long term plans, as applicable, will discuss direction toward income achievement, employment or

- education and long-term housing.
- 60% of client/families with case plans will exit towards permanent housing.
- 220 adults (individuals or head of household) in the emergency shelter and/or Rapid Rehousing program will be assessed to ensure they are accessing (as appropriate) mainstream resources and funding that they qualify for, and which will assist the client/family in achieving self-sufficiency
- 30% of the adults services (emergency and/or Rapid Rehousing) will be referred to local employment training and/or enrolled in CalWORKS and placement programs in the community.
- 125 Rapid Rehousing individuals (46 adults and 79 children) will be provided with needed qualified funding to ensure they are able to access permanent housing.
- 125 Rapid Rehousing individuals (46 adults and 79 children) will be provided with homeless assistance supports, coaching, and service linkages to assist them in maintaining permanent housing.

**Describe how the proposed activity addresses the priority needs as set forth in the Consolidated Plan (see Information Guide).**

The proposed activity addresses the following priority needs set forth in the Consolidation Plan: *Provide assistance for the homeless and those at risk of becoming homeless through Housing First collaborations.* Emergency Shelter operations, supportive services and Rapid Rehousing fall directly under this priority. The proposed activity seeks to provide safe, confidential housing and supportive services to victims of domestic violence who are homeless due to the abuse, domestic violence victims who are older adults with physical or mental impairments, households (adults and children) who are victims of domestic violence, among others. MMC also coordinates services with the City of Fresno Police Department, courts and social services, as well as work closely with public agencies providing job training, life skills training, and other education programs.

**The number of low/moderate income residents to benefit in relation to the amount of funds being requested and the type of service provided.**

MMC Emergency Shelter: \$183,720/500 low/moderate income residents = \$367.44 per client in 1 year  
MMC Rapid Rehousing: 162,525/125 low/moderate income residents = \$1,300.20 per client in 1 year

MMC clients are considered homeless (via HUD standards) due to the nature of domestic violence. Often times, our clients lack financial support and stability. They are in need for emotional, physical and financial support in order to move forward from the abuse they have endured. MMC provides this support to DV victims and their children, and can continue to do so with support from ESG.

**Who are the clients being served and who is providing the service?**

Since its inception, the Marjaree Mason Center (MMC) has provided direct services, referrals, and linkage to services to victims of domestic violence. Our professionally trained staff works directly with the clients in providing legal assistance, victim advocacy, counseling and support groups and Safe House emergency shelter for adults and children. The majority of our clients served are residents of the City of Fresno. The Fresno Safe House shelter, of 120 beds, has provided safe haven, food, and supportive services to victims of domestic violence in Fresno County. Staff support and client intake are provided 24 hours a day/365 days per year. Victims referred to MMC for shelter are provided an immediate assessment to determine their needs (food, shelter, clothing, safety, medical, counseling, legal assistance, etc.). A typical client residing in our Safe House is a 33-year old Hispanic female with at least two children. In addition, 70% of our clients have no income of their own. A typical client residing in our Rapid Rehousing programs is a 32 year old with two kids and an income of \$9,000 to \$15,000.

**4. Capacity**

**Describe the agency's past experience and documented results in providing the proposed activity.**

MMC has utilized Fresno City ESG funds in previous years to provide assistance for the homeless and those at risk of becoming homeless. Both of these project activities are in current operation and have been highly successful over the years. In addition, MMC has prior experience with this project activity through HUD funding. All activities meet HUD standards and have been refined over the years to provide the best experience for victims of domestic violence in Fresno County.

**Describe the fiscal and organizational capacity to implement the activity. Describe staff expertise.**

MMC has more than 15 years of experience managing HUG grants. Currently MMC operates five successful HUD grant programs where project goals are set and met on an annual basis. In all, MMC manages more than 24 grants a year, amounting to \$4,696,171 from federal, state, local, and private grantors. MMC has consistently received, fulfilled and successfully met objectives and outcomes of all grant funds from federal, state, and local government agencies, as well as private foundation. Our Board and fiscal monitoring process have been excellent and consistently met all review standards. In addition, MMC is a member of Fresno-Madera Continuum of Care, which focuses ending homelessness by providing community coordinated housing and supportive services to homeless individuals.

**Nicole Linder, Executive Director** holds a Bachelor of Arts degree in Mass Communication and Journalism from Fresno State. She assumed the role of Executive Director of the MMC in September of 2016. Prior to her role at MMC

worked for Valley Children Healthcare Foundation (the Central Valley's only dedicated provider of pediatric healthcare) and Fresno Pacific University. Ms. Linder has the authority to commit agency resources and sign contracts.

**Lucianna Ventresca, Associate Director** has 24 years management experience in private nonprofit public service agencies, and has been with MMC for nearly 6 years overseeing facility programmatic operations. Ms. Ventresca has been involved in the emergency shelter service provision for over 16 years, and served as consultant for the FMCoC.

**Marcus Martin, Finance Director** has been with MMC for 12 years. He has 14 years' experience in accounting and finance, internet technology and human resources management. Mr. Martin oversees all agency and shelter finances, and has monitored the contracts and oversight of prior CDBG, HUD, and EHAP renovation funds -to ensure strict compliance with government regulations and requirements

**Stacy Gomez, Legal Services Director** oversees MMC's team of victim advocates who are stationed at Fresno County and City's domestic violence units. She has 12-years' experience as a DV victim advocate, nine of those years as lead advocate, supervising a team of eight other Victim Advocates and a Human Trafficking Advocate.

**Katie Crask, Clinical Services Director** oversees MMC's team of counseling staff and the clinical interventions provided to our children in the Safe House shelter Children's Enrichment Center. Katie's been with the agency for over 25-years, is a licensed therapist, and child advocate.

**Emergency & RRH Case Managers.** MMC case managers represent our cultural community make-up, are highly trained and, the majority are bilingual. All MMC staff has undergone 40 hours of state-certified domestic violence training, and has certification as a DV advocate.

**Client Service Advocates.** MMC Client Service Advocates (CSA) facilitate classes for residents, offer peer support, parent coaching, meal service delivery for residents. CSA staff provides the 24-hour 7-day per week crisis assessments and hot line coverage.

**Describe how long you have been providing this type of activity and the results.**

Marjaree Mason Center has been receiving ESG grants for over 10 years. We are grateful for the consistent support that the ESG provides. Each ESG project has resulted in successful (100%) completion with positive benefits for the population we serve. In addition, MMC has been providing Emergency Shelter for 38 years and Rapid Rehousing for 7 years. MMC has provided comprehensive domestic violence services and upkeep to its facilities for nearly 40 years. In that time, MMC has served more than 100,000 adult and child victims of domestic violence.

**5. Activity Budget**

Describe how the agency plans to leverage other sources.

The agency will use these funds, as we have in past awards, to provide safe housing to victims of domestic violence. In addition, MMC will continue to leverage private contributions to match the award so we can then add the additional funds to supplying housing assistance, furnishing, etc. Marjaree Mason Center has an excellent track record in gaining private support to finish and enhance governmental funded basic projects, in order to maximize dollars and outcome results.

Describe how the funding request is realistic and unit costs are reasonable.

The funding requests of \$367.44 for Emergency Shelter and \$1,300.20 for Rapid Rehousing is reasonable considering the nature of domestic violence and the population we serve. Domestic violence victims leave an abusive relationship with nothing more than the clothes they are wearing. In most cases, they lack financial and emotional support. The unit cost reasonable reflect the cost of helping a family in need and providing them with housing and supportive services in order to start moving towards a future free of violence.

**6. Awards/ Best Practices**

Describe any recognition or best practices the program has received.

MMC is one of California's premier champions against domestic violence, and is consistently recognized as one of Fresno's most well respected nonprofit agencies. We currently utilize best practice services in serving our targeted DV clients (Trauma Informed Care); provide training to other local and statewide agencies on operations, policies and practices of note by our agency; and within the past five years, MMC was recognized by the Mary Kay Ash Foundation as one of the top domestic violence service providers in the United States. Over the last year, MMC has successful solidified funds from HUD for five housing programs for homeless domestic violence victims (including permanent and transitional housing). MMC has extensive prior experience and success with implementing housing services per HUD funding. In addition, MMC has received highly competitive funds from Department of Justice and California Office of Emergency Services over the last couple of year pertaining to victim safety and advocacy. MMC has successfully implemented these programs and continue to receive funds from these government and state agencies. Furthermore, MMC has solidified funds and awards from other national and regional organizations such as, but not limited to, Bank of America, Kaiser Permanente, First 5 Fresno County and Pacific Service Credit Union. Recognition for MMC Safe House comprehensive services go directly to and significantly benefit clients journey towards a life free of domestic violence. In addition, MMC is a member of Fresno-Madera Continuum of Care, which focuses ending homelessness by providing community coordinated housing and supportive services to homeless individuals.

**7. Relationship to City priorities**

Describe how the proposed activity relates to existing City services, policies, and priorities as detailed in the Consolidated Plan, General Plan, Housing Element, and/or Mayor appointed commissions and committees.

Within the Consolidation Plan this project addresses the priority need of **providing assistance for the homeless and those at risk of becoming homeless through Housing First collaborations**. Emergency Shelter operations , supportive services and Rapid Rehousing fall directly under this priority. The proposed activity seeks to provide safe, confidential housing and supportive services to victims of domestic violence who are homeless due to the abuse, domestic violence victims who are older adults with physical or mental impairments, households (adults and children) who are victims of domestic violence, among others. MMC also coordinates services with the City of Fresno Police Department, courts and social services, as well as work closely with public agencies providing job training, life skills training, and other education programs.

Discuss how your proposed project is consistent with the Consolidated Plan, its priorities, and the national objective to benefit low to moderate income persons.

As noted above the request is a direct fit to the City of Fresno Consolidation Plan: Providing assistance for the homeless and those at risk of becoming homeless through Housing First collaborations. We are requesting funds to provide safe, confidential to victims of domestic violence who are homeless due to escaping an abusive relationship. MMC also coordinates it services with the City of Fresno Police Department, courts, social services and also works closely with public agencies providing job training, life skills training, and other education programs in the City's Consolidated Plan strategies. These project funds are in direct alliance with the National objectives to serve low to moderate income persons and in our case it assists homeless persons-who have no income at the time of program entry. We have full documentation of income levels and homeless certification for our residents and per HUD requirements.

ESG Activity	Total Budget for this program	City ESG Funds Proposed	City ESG funds previously Awarded for this program	County ESG funds previously (Awarded, requested or expected for this program	Matching Funds for this program	Source(s) of Matching Funds for this program
Street Outreach/ Emergency Shelter						
Street Outreach						
Emergency Shelter	585904	183720	134539	0	183720	California Office of Emergency Services- Domestic Violence Emergency Program, Blue Shield of California, County of Fresno Marriage License Fees
Total Street Outreach/Emergency	585904	183720	134539	0	183720	0
Homeless Prevention						
Homeless Prevention / Housing Relocation & Stabilization						
Total Homelessness Prevention	0	0	0	0	0	0
Rapid Re-Housing						
Rapid Re-Housing/ Housing Relocation & Stabilization	405860	162525	98561	25000	162525	
Rapid Re-Housing/ Tenant Based Rental Assistance						
Total Rapid Re-Housing	405860	162525	98561	25000	162525	0
Administrative costs up to 2.5% of ESG Funds requested for Program Activities	38750	8656	5827		8656	
TOTAL ALL ESG	1030514	354901	238927	25000	354901	0
Activities in this Budget						

February 9, 2017

**EMERGENCY SOLUTIONS GRANT (ESG)  
Request for Application**

The City of Fresno invites interested organizations to submit an application for funding under the FY 2017-2018 Emergency Solutions Grant (ESG) Program. Applications are being accepted for community, housing and economic development projects/programs that benefit low and moderate income residents of Fresno. This RFA seeks projects that meet the priorities outlined in the City's Consolidated Plan:

- Homeless Emergency Shelter
- Homeless Street Outreach
- Homelessness Prevention
- Homeless Rapid Rehousing
- Homeless Management Information System (HMIS)
- Program Administration

The City has prepared the FY 2017-2018 Information Guide on Applying for Funds to assist interested persons and/or agencies in preparing applications. Carefully review the Information Guide to determine if your activity is an eligible use of ESG funds. Only eligible projects will continue through the funding process.

<b>ESG Application Deadline:</b>	<b>Friday, March 3, 2017 by 4:00 p.m. Postmarks will not be accepted</b>
<b>Contact Person:</b>	<b>Dannye Casey, (559) 621-8469 dannye.casey@fresno.gov</b>
<b>Application Delivery:</b>	<b>Development and Resource Management Department / Housing Division 2600 Fresno Street, Room 3070 Fresno, CA 93721</b>

**RECEIVED**

MAR 06 2017

9:03am

POV

**SECTION 1 • PROJECT SUMMARY FORM**

Organization Name: Poverello House

Address: 412 F. Street, Fresno, CA 93706

Federal Tax I.D. Number: 77-0007985

Organization Type (check all that apply):

- State certified non-profit entity
- Public agency qualified to receive ESG funds under applicable federal rules

Executive Director Name: Cruz Avila

Phone: 559 498-6988

E-mail: avila@poverellohouse.org

Project Contact Name: Sara Mirhadi

Contact Organization: Poverello House

Address: 412 F Street, Fresno, CA 93706

Phone: 559 498-6988

E-mail: mirhadi@poverellohouse.org

Application Contact Name (if different from Project Contact above): \_\_\_\_\_

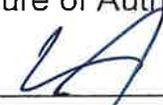
Contact Organization: Same as above

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

Original Signature of Authorized Official (attached Board/company Resolution)

Signature: 

Title: Executive Director, Poverello House

Name: Cruz Avila

Date: 03.03.17

**RECEIVED**

MAR 06 2017 

9:03am

**EMERGENCY SOLUTIONS GRANT APPLICATION**

**D. FUNDING SOURCES AND ACTIVITY COSTS**

<b>Total Proposed Activity Budget</b>	<b>Amount</b>
Total ESG Funds Requested	\$ 15,000
Total ALL Other Funding Sources	\$ 15,000
<b>Total Proposed Activity Budget</b>	<b>\$ 30,000</b>

**List other fund sources (include all funding anticipated/committed for this activity for FY 2017-2018)**

<b>Source</b>	<b>Amount</b>
1) Poverello House	1) \$ 15,000
2)	2) \$
3)	3) \$
4)	4) \$
5)	5) \$
<b>Total All Other Sources</b>	<b>\$</b>

<b>List Primary Activities of ESG Request (as listed on page 6)</b>	<b># of Unduplicated Service Units</b>	<b>Service Unit</b>	
		<b>Unit of Measure (i.e. children, houses)</b>	
1) Hotel Vouchers	1) 31	1) Vouchers Issued	
2)	2)	2)	
3)	3)	3)	
4)	4)	4)	
5)	5)	5)	

<b>Primary Activity</b>	<b>ESG Request</b>	<b>Service Units</b>	<b>Per Unit Cost</b>
1) Hotel Voucher	15,000	14 nights	\$ 980
2)			\$
3)			\$
4)			\$
5)			\$

**E. ACTIVITY BUDGET SUMMARY**

Provide the federal employer identification number for the applying agency. Prepare a line item budget with a brief description of the expense.

Federal Employer Identification No: 770007985	<b>Current Agency Budget for Activity 2016-2017</b>	<b>Current ESG Budget for Activity 2016-2017</b>	<b>Proposed ESG Budget 2017-2018</b>
<b>Expenditures &amp; Brief Description</b>			
Emergency Shelter Voucher Program	\$ 30,000	\$ 0	\$ 15,000
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
<b>Total Expenditures</b>	\$ 30,000	\$	\$ 15,000

**F. ORGANIZATIONAL AND FUNCTIONAL CAPACITY**

**Identify key management and program staff and years of experience.**

Staff Name	Title	Years of Experience
1) Cruz Avila	Executive Director	17
2) Paul Stack	Director of Operations	15
3) Krista Beavers	Director of Finance	15
4) Sara Mirhadi	Director of Program Development	6
5) David Knoy	Director of Rehabilitation	12

**Functional Management**

1) Has an audit been performed on the proposing organization’s accounting procedures within the last two years?

X Yes       No      If yes, name of auditor: Horg & Gary LLP Certified Public Accountants

2) Is the agency audited every year?      X Yes       No

3) Were any management letters issued as a result of the last audit? If yes, explain.  
no

4) Provide the name of staff responsible for your agency’s accounting system

Name:                      Krista Beavers  
 Title:                      Director of Finance  
 Phone/Email:      559 498-6988

**Board of Directors**

How often does your Board of Directors meet?      Once a month

List current Board of Directors

- |                             |                        |
|-----------------------------|------------------------|
| 1) John Frye, Jr            | 6) Sister Mary Clennon |
| 2) A. Thomas Ferdinandi Jr. | 7) James Connelly      |
| 3) Robert Veneski           | 8) Paula Capozzi       |
| 4) Hank Bennett             | 9) Charles Farnsworth  |
| 5) Jeff Negrete             | 10) Christopher Hanson |
| 11) Constance Jones         | 12) Stephanie Negin    |
| 13) Tim O’Neil              | 14) Ann Owen           |
| 15) John Pardini            | 16) Victor Salazar     |

## G. NARRATIVES

Narrative statements are limited to five (5) typewritten pages on 8½ x 11 inch paper, with a minimum 10-point font. Narratives not meeting the standard will not be considered. Please answer all questions in order and identify, by number, the question being answered.

1. *Introduction* (limit to half-page)

- Brief history of organization, including date of inception.
- Mission statement

2. *Project Description and Need*

- Define the problem or the need and describe the opportunity your agency has to address the need with the program; include the implementation plan.
- Describe the population/target group the activity proposes to serve.
- How will the program meet the needs and not duplicate services by other providers.
- Describe collaboration with other programs and services.
- Describe how your agency will continue to implement the program after the contract period (if awarded).
- Approximate the number of low income and moderate income persons the program expects to serve. See the Information Guide for the HUD Annual Income Limits. How will income information be documented?

3. *Proposed Outcome Measures*

- Describe the performance measures for the activity.
- How will the agency assess/evaluate the program for effectiveness?
- Describe how the proposed activity addresses the priority needs as set forth in the Consolidated Plan (see Information Guide).
- The number of low/moderate income residents to benefit in relation to the amount of funds being requested and the type of service provided.
- Who are the clients being served and who is providing the service?
- Specify measurable goals and objectives the activity hopes to accomplish. Identify expected outcomes and benefits of the project.

4. *Capacity*

- Describe the agency's past experience and documented results in providing the proposed activity.
- Describe the fiscal and organizational capacity to implement the activity.
- Describe staff expertise.
- Describe how long you have been providing this type of activity and the results.

5. *Activity Budget*

- Describe how the agency plans to leverage other sources.
- Describe how the funding request is realistic and unit costs are reasonable.

6. *Awards/ Best Practices*

- Describe any recognition or best practices the program has received.

7. *Relationship to City priorities*

- Describe how the proposed activity relates to existing City services, policies, and priorities as detailed in the Consolidated Plan, General Plan, Housing Element, and/or Mayor appointed commissions and committees.
- Discuss how your proposed project is consistent with the Consolidated Plan, its priorities, and the national objective to benefit low to moderate income persons.

**Additional Supplemental Information**

8. *Letters of Support*

- Only two (2) letters of support will be permitted.

**NARRATIVE STATEMENTS**

### Section 1- Introduction

**Brief History:** In 1973, Mike McGarvin, “Papa Mike” as he is known, started, Poverello House in Fresno California. It was a simple storefront, but within those humble walls, Papa Mike offered coffee, food, and a brief respite from the streets. Despite the building burning down, evictions and financial insecurity, Poverello House continued to grow and provide essential services to the needy and homeless. Poverello House provides 3 meals a day, 365 days a year to men women and families along with services that improve people’s quality of life. These services include clothing distribution, emergency food bags, the Men’s Resident Rehabilitation program, temporary overnight shelter for homeless families’ men and women, and social services to individuals who are seeking to end their homeless situation. Poverello House follows Papa Mike’s philosophy: listen with compassion, give with a warm heart and a smile.

Poverello House has been able to provide essential services to the needy and homeless because of generous support from the community. The community has supported Poverello House expanding to a larger building in the 1990’s and continues to support its efforts to provide comprehensive services to the people suffering substance abuse and mental illness. In March 2015, Map Point at Pov opened providing the homeless access to housing programs, mental health programs and social services. Since May 2015, 620 families have come to Map Point at Pov seeking services. Because of the lack of family shelters in the City of Fresno, Poverello House in April 2016 started the Emergency Shelter Motel Voucher program for homeless families, veterans, and youths aging out of the foster system. To date the program has provided over 30 households with overnight shelter and 90% of participants have exited to housing.

**Mission Statement:** *“Believing in the dignity of every person, at Poverello House we work to enrich the lives and spirits of all who pass our way by stewarding the resources made available to us through Providential and community support.”*

### Section 2- Project Description and Need

The Poverello House is requesting **\$15,000** under the Emergency Shelter/Street Outreach portion of the Emergency Solutions Grant from the City of Fresno. The **\$15,000** and the matching funds will be utilized for additional hotel/motel vouchers for homeless families, homeless veterans and homeless youths aging out of foster care system and case management.

**Define the Need or Problem and Implementation Plan:** When Map Point at Pov opened in February 2015; its purpose was to assist homeless individuals’ access social services and housing. Once MAP Point at Pov starting operating, it was obvious, that many families were accessing the services at MAP Point. Since February 2015 numerous families have access Map Point services. The families who come to MAP Point are homeless or soon to be homeless. Unfortunately, in the City of Fresno there is limited number of shelter beds for families. Many agencies such as the Fresno Rescue Mission and Evangel Home are at capacity and cannot accommodate the entire family. Many shelters are unable to accommodate single fathers and their children. Because there is a lack of shelter beds, families had to be transported to Madera, Visalia or Tulare for emergency shelter or remain homeless. Many times staff at Poverello House was forced to spilt the family unit apart to find shelter. Currently there does not appear to any plans in the community to build a family shelter. Referrals to the voucher program must come through Map Point at Pov or any other Multi-Access Program locations. Multi-Agency Program (MAP) is an integrated intake process connecting individuals facing housing, substance abuse and/or mental illness challenges to supportive services. Each family will go through the “coordinated entry system” in which the head of household will take the VI-SPDAT to determine vulnerability and housing needs. The referring agency will have to have documentation that the family is homeless. Then a housing plan will drafted for the family. Once the housing plan is completed, then the family would be eligible for the voucher program. The voucher will be good for at least 14 days. The housing plan must

include plan to house the family within 28 days. The housing plan will include a plan to engaged Fresno County's Office of Education Homeless Program, Project Access. If it is anticipated that the housing plan for families will exceed 28 days, then the family will be encouraged to seek emergency shelter until they are eligible for the program.

**Targeted Population:** Homeless families, veterans and youths aging out of the foster system that met Housing and Urban Development (HUD) definitions of homeless. ESG matching funds will be utilized to provide case management, additional emergency shelter vouchers to homeless families, veterans and youth aging out of the foster care system that are determined to be homeless under the definition of homelessness as defined by HUD.

**Program Needs and Duplication of Services:** Currently there are no family shelters in Fresno County. There are shelters for victims of domestic violence and single women with children who are in substance abuse treatment. The Fresno Rescue is only able to provide approximately one night stay for families. Evangel Home is unable to provide shelter to households with a single father who is head of household. "Bridge Housing" by Turning Point is unable to accommodate families and is only for homeless individuals.

**Collaboration with other Programs and Services:** Poverello House through the Fresno-Madera Continuum of Care and other community partners is able to provide clients access to housing programs and supportive services. Poverello House, for example, links homeless families to Rapid Re-housing programs at WestCare and Fresno Economic Opportunities Commission (EOC), and Fresno Housing Authority programs that target homeless families. Poverello House also works with County Department of Social Services, Homeless Unit and the County Department of Behavioral Health.

**Describe how agency will continue to implement the program after the program contract period:**

Poverello House will continue to provide motel/vouchers to homeless families and veterans through its homeless fund known as "Papa Mike's fund." This specifically designated to provide financial assistance to homeless individuals and homeless families. The financial assistance ranges from providing transportation to reunite family members, utility bills and motel vouchers for homeless families. Papa Mike's fund is supported entirely through donations from the community. The funding from ESG for emergency motel/hotel vouchers will enable to expand the program to assist more homeless families find temporary shelter.

**Approximate Number of low income persons the program expects to serve:**

The program will serve approximately 25 families from extremely low-to-low income homeless families, veterans and youths aging out of the foster system.

### Section 3. Proposed Outcome Measures

**Describe the Performance Measure for the activity:**

Poverello House expects to assist **at least 15** homeless families/veterans and youths aging out of the foster system that are eligible for the program. Poverello House will use the matching funds it receives to provide emergency shelter and supportive services to **an additional 15** families for a total of **30** households/families. Homeless veterans and youths aging out of the foster system are included in the total. When ESG funds are, exhausted matching funds will be utilized. The goal of the program is to have **at least 80%** of the families that utilize the program, exit to some form of housing. In the previous ESG funding for the program, 90% of participants who utilized the program exited to some form of permanent housing.

**How will the agency assess/evaluate the program for effectiveness?**

Poverello House will evaluate the program by how many families were served and how many of families were served and how many of them exited into some form of housing. Poverello House expects to assist 30 families and 80% of participants will exit the program into some form of

permanent housing.

**How does the activity address the priority needs in the consolidated plan:**

The Emergency Shelter Motel/Hotel Voucher program targets the goals for ending homelessness as identified in the city's consolidated plan. Poverello House and its' shelter programs: Naomi's House and the Emergency Voucher program practices the Housing First Model. There are no barriers to service at Poverello House. The City of Fresno has consolidated plan identified that the homeless accessing services should participate in the coordinated entry system and are tracked through the HMIS data tracking system. All participants will participate in the coordinated entry system: they will take the VI-SPDAT survey to assess their housing needs and they will be tracked through HMIS. The program also targets extremely low and low-income families, veterans and youths aging out of the foster system. The one of the city's goals in the consolidated plan is the "provide immediate relief to the crisis of homeless." (pg. 57 of the consolidated plan) The emergency shelter voucher program fulfills this goal by providing funding for temporary shelter for homeless families who are in the process of finding housing and supportive services.

**The number of low/moderate income residents to benefit:**

30 households with extremely low-to-low income would benefit from this program. In the previous ESG application for the Emergency Shelter program, the funding was for families staying on average 7 days in motel until they secured housing. While implementing the program, Poverello House learned that it took at least 15 days for families to secure housing. Many times families in the motels were waiting for appropriate inspections and documentation needed before they could take possession of their apartment.

**Who are the clients being served and who is providing the service:**

The clients benefitting from the service are families, veterans, and youths aging out of the foster system who meet the HUD's definition of homelessness. Poverello House will providing motel/hotel vouchers, food and transportation to clients who qualify for the program. Poverello House will also provide assistance in linking clients to potential landlords and available housing programs. Poverello also has working relationships with several motels in the city that will accept vouchers from homeless families, veterans, and youth aging out of the foster system. All the motels that Poverello House utilizes for the program are compliant with all city codes and ordinances.

**Specify measurable goals and objectives:**

The purpose of this program is to provide overnight shelter for homeless families, veterans, and youths aging out of the foster care system. These clients must fit HUD definition of homelessness. A measureable goal is provide **30** families/veterans or youth aging out of the foster system with overnight shelter and **80%** of participants exiting the program to a form of permanent housing.

#### 4. Capacity

**Describe the agency's past experience and documented results in providing the proposed activity:**

Poverello House received ESG funding for \$15,000 for emergency motel/hotel vouchers for 2015-2016. Poverello House provided an additional \$15,000 cash match for the program. To date over 34 households have received vouchers and over 80 children have benefitted from the program. Over 85% of participants of the program have exited into some form of permanent housing. The majority of the families and veterans have been linked to various housing programs through the Housing Authority, EOC, and Westcare. All participants went through the coordinated entry system and were tracked through HMIS.

**Describe the fiscal and organizational capacity to implement the activity:**

Since 1973, Poverello House has provided services to needy families and the homeless. Poverello House provides 3 meals a day, 365 days a year. In 2014, Poverello House served over 500,000

meals. Poverello House also provides temporary overnight shelter for men and women. Every night approximately 150 homeless stay overnight at Poverello House through the Village and Community of Hope and Naomi's House. Poverello House staff also has experience in providing social services and housing for homeless clients. Since MAP Point at Pov started in February 2015, Poverello House has assisted 60 individuals in finding permanent housing. Because Poverello House has 40+ years' experience with working with the needy and homeless in Fresno, they understand the complex issues surrounding homelessness. Poverello House staff has extensive experience working with homeless clients who struggle with substance abuse, physical disabilities, and mental illness. In 2007, Poverello House became the grant recipient of HUD funds for Naomi's House. Poverello House receives \$360,000 from HUD to provide shelter for single homeless women. For over 10 years, through FEMA's Emergency Food and Shelter Program, Poverello House has received funds that partially fund the off-site meal program. In February 2015, Poverello House with WestCare and Turning Point has participated in the City of Fresno Project Unite ESG grant. Poverello House received funding for one case manager and for a case manager/outreach specialist Poverello House receives regularly private donations that fund the Village and Community Hope and the Men's Resident Rehabilitation program. Currently Poverello House employs 31 people and has a fiscal budget of 2.3 million dollars.

**Describe Staff Expertise:**

***Sara Mirhadi***, Director of Program Development. Ms. Mirhadi has extensive experience with writing and monitoring federal grant programs. She currently oversees Naomi's House, Village and Community of Hope and Poverello House staff at MAP Point at Pov. She also monitors grant programs such as EFSP, county grant funds and restricted private donations. Ms. Mirhadi has also experience working with victims of domestic violence, clients with mental illness and substance abuse, and homeless clients. Ms. Mirhadi has also worked with the city's HOME and CDBG funds. Ms. Mirhadi upon referrals from MAP Point at Pov will approve the use of motel and hotel vouchers for applicants that comply with funding priorities of ESG. Once the request is approved, the finance department will "cut a check" or use the designated credit card. Ms. Mirhadi will also monitor and approve any additional grant money expenditures allowed under ESG.

***Robert Huerta***, Resource Manager/Case Manager. Mr. Huerta has been at MAP Point since it opened in February 2015. He and other staff at MAP Point at Pov have helped hundreds of people who have come to MAP Point. He also is the case manager for the homeless clients at the Villages. He links homeless clients to social services and housing programs. Mr. Huerta also works with clients to "self-resolve" their homeless status by assisting them with job searches, resume building, and reuniting them with their families. Mr. Huerta will refer potential recipients to the emergency shelter voucher program. Mr. Huerta has also built relationships with numerous landlords throughout the City of Fresno and has utilize them to link families to housing.

***Leticia Martinez***, Case Manager/Family Advocate. Ms. Martinez has worked at Poverello House with homeless clients for over 8 years. Ms. Martinez assists the homeless clients living in the Villages receive social services and gather the necessary documentation for housing. Ms. Martinez also assists' in providing for the immediate needs of homeless families and transporting them to shelters. Ms. Martinez also has extensive experience in reaching out to homeless clients located throughout the city of Fresno.

**Describe how long have you provided this activity and results:**

Because Poverello House has 40+ years' experience with working with the needy and homeless in Fresno, they understand the complex issues surrounding homelessness. Poverello House staff has

extensive experience working with homeless clients who struggle with substance abuse, physical disabilities, and mental illness. Poverello House has been providing overnight shelter to homeless men and women since 2002. Naomi's House established in 2002 provides overnight shelter for single homeless women. It is the only shelter for single homeless women in Fresno County. In 2016, Naomi's House provided shelter to 222 women. The Villages at Poverello House provide overnight shelter to men and women. Since 2015, over 100 people living the Villages have linked to housing programs. On average at Naomi's House 2-3, women per week are moving into permanent housing. The current emergency shelter voucher program over 30 households have utilized the program and over 90% of the participants have exited to housing.

### 5. Activity Budget

#### **Describe how the agency plans to leverage other sources:**

Poverello House will utilize three staff members to link homeless families, veterans and youths aging out of the foster system to housing programs and supportive services through the County of Fresno. Staff members will also ensure that families with school age children are linked to Fresno County Department of Education, Project Access, which provides homeless students access to education. Poverello House will also provide participants any emergency needs such as additional, food, clothing and hygiene materials.

#### **Describe how the funding request is realistic and unit cost are reasonable:**

#### **Budget for 12-month period for 31 households**

**\$70.00 per night (includes hotel room, transportation and food). Average Nights per household: 14 nights, \$980 costs per family**

These costs are reasonable because the costs includes the room, food and transportation. Poverello House was able to negotiate a reasonable rate for overnight stay for program participants. Basic market research indicates that hotel room are about \$80.00 per night. Poverello House is able to provide additional food on as needed bases.

### 6. Awards/Best Practices

#### **Describe any recognition or best practices:**

Poverello House practices the Housing First Model, which has been adopted by HUD as a best practice for housing the homeless.

### 7. Relationship to City Priorities

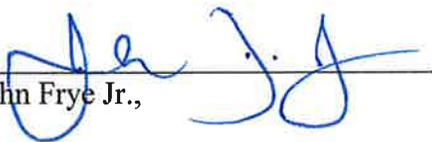
As previously stated, the Emergency Voucher program fits the priorities set forth in the consolidated plan and the 10-year plan to end homelessness in our community. The program specifically targets extremely low-to-low income families living in the City of Fresno. Poverello House has no barriers to service and practices the Housing First Model. This project provides homeless families, veterans, and youths aging out of the foster system overnight shelter and linkages to housing programs and other supportive services. The Emergency Shelter Voucher Program is a significant tool in ending homeless in our city.

**NARRATIVE STATEMENTS**

ESG Activity	Total Budget for this program	City ESG Funds Proposed	City ESG funds previously Awarded for this program	County ESG funds previously (Awarded, requested or expected for this program	Matching Funds for this program	Source(s) of Matching Funds for this program
Street Outreach/ Emergency Shelter	30,000	15,000	15,000		15,000	Poverello House
Street Outreach						
Emergency Shelter	30,000	15,000	15,000		15,000	Poverello House
Total Street Outreach/Emergency	30000	15000	15000		15000	0
Homeless Prevention						
Homeless Prevention / Housing Relocation & Stabilization						
Total Homelessness Prevention	0	0	0	0	0	0
Rapid Re-Housing						
Rapid Re-Housing/ Housing Relocation & Stabilization						
Rapid Re-Housing/ Tenant Based Rental Assistance						
Total Rapid Re-Housing	0	0	0	0	0	0
Administrative costs up to 2.5% of ESG Funds requested for Program Activities						
TOTAL ALL ESG	30000	15000	15000		15000	0
Activities in this Budget	Hotel/motel rooms food and transportation					

**RESOLUTION OF THE  
BOARD OF DIRECTORS OF POVERELLO HOUSE,  
A CALIFORNIA NONPROFIT  
PUBLIC BENEFIT CORPORATION**

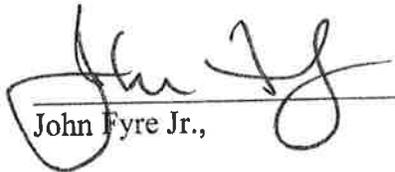
BE IT RESOLVED, the Board of Directors of Poverello House move to approve Poverello House grant application to the City of Fresno's Emergency Solutions Grant Program (ESG) for motel/hotel vouchers for emergency shelter.

  
\_\_\_\_\_  
John Frye Jr.,

Feb 23, 2017  
\_\_\_\_\_  
Date

**RESOLUTION OF THE  
BOARD OF DIRECTORS OF POVERELLO HOUSE,  
A CALIFORNIA NONPROFIT  
PUBLIC BENEFIT CORPORATION**

BE IT RESOLVED, the Board of Directors of Poverello House give Executive Director Cruz Avila, the authorization to sign contracts on behalf of Poverello House.

  
\_\_\_\_\_  
John Fyre Jr.,

3/12/16  
Date

**ESG Program Funding Application**

Executive Summary (1 page)			
Section	Section Heading	Attachment Documents	
*	Acknowledge review of insurance requirements	• n/a	
1	Project Summary	• Form (one page)	
2	Project Description	• Narrative (two pages)	
3	Meeting Program Priorities	• Narrative (two pages)	
4	Project Schedule	• Narrative (one page)	
5	Experience of Applicant(s)	• Narrative (two pages)	
6	Current and Completed Projects	• Narrative (one page)	
7	Acknowledge Consistency with Federal/Local Funding Requirements	• n/a	
8	Budget	• Form (two pages)	

**DO NOT INCLUDE A COVER LETTER**

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## **EXECUTIVE SUMMARY/INTRODUCTION**

**Project Title:** Sanctuary and Youth Services – Emergency Solutions Grant  
**Grant Applicant Name:** Fresno Economic Opportunities Commission (Fresno EOC)  
**Address:** Sanctuary and Youth Services, 2336 Calaveras, Fresno, CA 93721  
**Contacts:** Brian Angus, Chief Executive Officer, Brian.Angus@fresnoeoc.org,  
(559) 263-1010, FAX (559) 263-1286  
Michelle L. Tutunjian, Sanctuary Director,  
Michelle.Tutunjian@fresnoeoc.org,  
(559) 498-8543, extension109, FAX (559) 498-0916  
**Web Site Address:** [www.fresnoeoc.org](http://www.fresnoeoc.org)

Fresno EOC Sanctuary and Youth Services proposes to utilize \$118,556 in federal Emergency Solutions Grant (ESG) funding administered by the City of Fresno Housing and Community Development Division to provide services for 10 households over a 12-month project period via homeless prevention and rapid re-housing services.

Fresno EOC is a 501(c)(3) non-profit organization and is widely recognized as one of the largest Community Action Agencies in the United States. Founded in 1965 following the passage of the Economic Opportunity Act of 1964, Fresno EOC has spent the past five decades investing in people to assist them in becoming self-sufficient. The agency's mission, "to humanely focus all available resources to empower low-income families and individuals working toward the skills, knowledge, and motivation for self-sufficiency," drives its commitment to ensure equal access to education, employment, housing and healthy living conditions, as mandated by the Federal Economic Opportunities Act.

The target population to be served includes individuals and families currently experiencing homelessness (living on the streets or in emergency shelters); individuals and families currently in housing, but at risk of becoming homeless; youth aging out of the foster care system; and unaccompanied youth under the age of 18. Clients will be identified through coordinated entry (i.e. MAP Point at POV) and outreach; and eligibility will be verified via an assessment process. All households served must undergo housing status eligibility for rapid re-housing or homeless prevention assistance in accordance with ESG Program Policies and Guidelines.

Funding will be used to support a full-time Case Manager who will provide wrap-around comprehensive case management; housing relocation and stabilization services for ESG clients.

The proposed program's goals and objectives are:

- Assist 10 literally homeless households (15 individuals) rapidly rehouse.

**SECTION 1 • PROJECT SUMMARY FORM**

Organization Name: Fresno Economic Opportunities Commission

Address: 1920 E. Mariposa Mall, Suite 300, Fresno, California 93721

Federal Tax I.D. Number: 94-1606519

Organization Type (check all that apply):

- State certified non-profit entity.
- Public agency qualified to receive ESG funds under applicable federal rules

Executive Director Name: Brian Angus, Chief Executive Officer

Phone: 559.263.1000 E-mail: brian.angus@fresnoeoc.org

Project Contact Name: Michelle L. Tutunjian, Sanctuary Director

Contact Organization: Fresno EOC Sanctuary and Youth Services

Address: 2336 Calaveras Street, Fresno, California 93721

Phone: 559.498.8543 E-mail: michelle.tutunjian@fresnoeoc.org

Application Contact Name (if different from Project Contact above): Not Applicable

Contact Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Original Signature of Authorized Official (attached Board/company Resolution)

Signature: 

Title: Chief Executive Officer

Name: Brian Angus

Date: 03/06/2017

## **SECTION 2- PROJECT DESCRIPTION**

**Overview of Proposed Program, Activities, and/or Services** Fresno Economic Opportunities Commission (“Fresno EOC”) Sanctuary and Youth Services (“Sanctuary”) proposes to utilize federal Emergency Solutions Grant (ESG) funding to provide services for 10 households over a 12-month term for Rapid Re-Housing.

The proposed services are in alignment with Fresno EOC’s mission and vision, and fit well within the multitude of services provided by Fresno EOC Sanctuary. Fresno EOC Sanctuary has the experience and capacity to deliver services efficiently and effectively. The Sanctuary program is designed to combat homelessness from many angles, incorporating a complete system of care, from reaching out to unsheltered persons on the street and providing a comprehensive intake process to determine the best delivery of services – whether it be emergency shelter, transitional living assistance, permanent housing or rapid re-housing – to delivering comprehensive services with care and efficiency.

With many partners and referral resources, Fresno EOC Sanctuary will assist in providing for the needs of those facing homelessness, including, but not limited to providing access to health care, counseling, job placement assistance, child care and help paying moving expenses and utilities.

Fresno EOC Sanctuary will serve those in need of housing assistance and comprehensive case management services, who are verified homeless or are at risk of homelessness in accordance with HUD’s definition and ESG’s eligibility determination. Assistance may be provided via rapid rehousing or homeless prevention based on the needs of each client.

Rapid Re-Housing for 10 households (15 individuals), will include housing relocation and stabilization services (security deposits, last month’s rent, housing search/placement activities, and housing stability case management) and tenant-based rental assistance (up to 6 months, short to medium term rental assistance) for those considered “literally homeless”. The total period for which any program participant may receive services will not exceed 6 months through this ESG program.

Each eligible client will initially receive up to 3 months of short-term rental assistance. After assessment, clients can receive up to an additional 3 months of rental assistance for a total of 6 months. Fresno EOC Sanctuary and Youth Services will embrace the “Housing First” approach to rapidly re-house those for whom homelessness cannot be prevented. Clients will receive housing relocation and stabilization services including housing identification and placement, financial assistance with housing costs, advocacy and assistance in addressing housing barriers, and case management services specifically focused on maintaining housing stabilization. Case management services will include an initial consultation to determine eligibility, verification of income (if applicable) and housing status, conducting a client needs assessment, developing and monitoring an individualized service plan, evaluating client progress, entering client progress data into HMIS, providing information and referrals to programs targeted to homeless people, and assisting clients into rapid re-housing placement.

Fresno EOC’s reputation as a collaborative partner and leader in providing housing, education, and employment services within Fresno County makes it an ideal organization to

coordinate this effort and provide wraparound services to link participants to appropriate supportive services, such as housing, nutrition, mental health, and health care. Fresno EOC has been a long-time member of the Fresno Madera Continuum of Care (FMCoC), has participated extensively with HMIS, was a Homeless Prevention and Rapid Re-Housing (HPRP) provider for the City of Fresno, and currently is an ESG provider of rapid re-housing services, making the agency experienced and well-positioned to administer the stated project and address the needs of the identified vulnerable population.

As described in *Section 4 – Project Schedule*, the project services reflect clients once enrolled in the program. Clients will engage in case management planning, counseling assessment, initiation of wrap-around services, linkages to service providers, life skills development, and financial assistance with rent, security and utility deposits. Fresno EOC Sanctuary will provide eligible households with rental assistance, case management and stabilization services over a 6-month period.

All households will be placed in low-income multi-family residential units. Costs for units are based on HUD's 2017 Fair Market Rate (FMR) value for the Fresno area and rent reasonableness. The breakdown of units varies, however, Fresno EOC will anticipate placing 7 households in one bedroom units and 3 households in two bedroom units based on previous experiences.

All households will receive up to 100% housing subsidy and security deposit during the first month of placement. Households with no verifiable income are eligible for 100% housing subsidy for the remaining five months of assistance. Households that have demonstrated the ability to sustain their living expenses and maintain stable housing will receive assistance at a declining subsidy. Clients may also be eligible to receive financial assistance with moving expenses and storage fees. Clients will be transitioned out of the program after no more than six months of services. Every effort will be made to engage clients in 30-day follow up evaluations to most effectively determine the level of successful intervention.

### **SECTION 3- MEETING PROGRAM POLICIES AND PRIORITIES**

#### **Meeting Performance Standards**

In the provision of services through the proposed Rapid Re-Housing and Homeless Prevention programs, Fresno EOC Sanctuary and Youth Services will adhere to proven best practices, incorporating necessary practices and procedures to assure the delivery of services to the targeted homeless populations in the most effective and efficient manner. In order to meet the highest performance standards, Fresno EOC Sanctuary will incorporate the following ESG Policies and Procedures. The Sanctuary will:

- a. adhere to the Housing First Model as a proven-effective practice;
- b. continue to utilize Homeless Management Information System (HMIS) to maintain client data and track service numbers in accordance with funding requirements and centralized efforts facilitated by the Fresno Madera Continuum of Care (FMCoC);
- c. attend all ESG partner meetings as called by the City of Fresno;
- d. continue to be a member in good standing of the FMCoC (Many members of Sanctuary's management team continue to serve on the Executive Committee, Finance Committee, Outreach Committee, and Evaluation Committee);
- e. utilize a single intake application as agreed upon by City of Fresno;
- f. participate and assist at the Multi-agency Access Point (MAP) Point which serves as Fresno's centralized intake center using Vulnerability Index & Service Prioritization Decision Assistance Tool (VI-SPDAT) to assess housing needs; and
- g. take referrals from Multi-agency Access Point (MAP), 2-1-1 and other homeless services providers including City, County, State or Federal agencies, and partners including City of Fresno administrative staff.

#### **Identification of the Population and Area to be Served**

Fresno EOC Sanctuary and Youth Services will serve the individuals and families who are defined as homeless by the U.S. Department of Housing and Urban Development (HUD) regulations, including those that are: a) literally homeless; b) at imminent risk of homelessness; c) homeless under other Federal statutes; and d) fleeing/attempting to flee domestic violence. Additionally, based on its extensive service history and experiential foundation, the Sanctuary intends to target the following high priority sub-populations from the City of Fresno:

- Unsheltered homeless individuals and families who are living outdoors or in other places not intended for human habitation;
- Chronically homeless persons;
- Individuals and families currently in housing, but at-risk of becoming homeless;
- Unaccompanied youth under the age of 18; and
- Youth aging out of the foster care system.

All clients to be served with ESG funds will be at or below 50% of the median income for the County of Fresno, which shall be verified via an income documentation process. All households served must undergo a housing status eligibility for rapid re-housing or homeless prevention assistance in accordance with the ESG Program Policies and Guidelines. Every effort will be made to identify and serve households that are most in need of this temporary assistance.

The proposed service populations have been targeted by Sanctuary, making them familiar and accessible due to the long-standing rapport and extensive referral base that has already been established city-wide. Additionally, the “continuum of care” within the Sanctuary programs ensures that individuals and families receive comprehensive assistance throughout their transition from homelessness to self-sufficiency: the Sanctuary Outreach to the Streets (SOS) team identifies homeless individuals and families on the streets; the Shelter provides crisis intervention and residential care for youth 12-17; older youth and young families utilize transitional living services to further attain the skills and resources needed to transition to permanent housing; chronically homeless individuals and families are referred to Sanctuary’s permanent housing projects.

An extensive, standardized intake and eligibility screening, including the VI-SPDAT, is conducted on all prospective clients to ensure that their needs align with the funding objectives and that they are committed to achieving successful outcomes.

## SECTION 4- PROJECT SCHEDULE

### TIMELINE FOR PROVISION OF SERVICES AND EXPENDITURE OF FUNDS

<b>Rapid Re-Housing –Fresno EOC Sanctuary will provide 10 eligible households (HHs) with rental assistance, case management and stabilization over a 12-month period, as follows:</b>
<b>Month 1-2:</b> Eligibility screenings, intake, and needs assessment begins –Process will be ongoing throughout program as new HHs are phased in. <u>Expenditure:</u> Case Management, \$4,556/month.
<b>Month 3:</b> Placement of 2 HHs to receive short-term or medium-term rental assistance (maximum of 6 months). <u>Expenditure:</u> Security deposit and housing subsidy assistance at 100% to 2 HHs. <u>Expenditure:</u> Case Management, \$4,556/month; Security deposit & housing subsidy TBD based on household size & need
<b>Month 4:</b> Placement of 2 HHs to receive short-term or medium-term rental assistance (maximum of 6 months). <u>Expenditure:</u> Security deposit and housing subsidy assistance at 100% to 2 HHs. <u>Expenditure:</u> Case Management, \$4,556/month; Security deposit & housing subsidy TBD based on household size & need.
Continued assistance of 2 HHs to receive short-term or medium-term rental assistance (maximum of 6 months). <u>Expenditure:</u> housing subsidy assistance at declining rate to 2 HHs. <u>Expenditure:</u> Case Management, \$4,556/month; Security deposit & housing subsidy TBD based on household size & need.
<b>Month 5:</b> Placement of 2 HHs to receive short-term or medium-term rental assistance (maximum of 6 months). <u>Expenditure:</u> Security deposit and housing subsidy assistance at 100% to 2 HHs. <u>Expenditure:</u> Case Management, \$4,556/month; Security deposit & housing subsidy TBD based on household size & need.
Continued assistance of 4 HHs to receive short-term or medium-term rental assistance (maximum of 6 months). <u>Expenditure:</u> housing subsidy assistance at declining rate to 4 HHs. <u>Expenditure:</u> Case Management, \$4,556/month; Security deposit & housing subsidy TBD based on household size & need.
<b>Month 6:</b> Placement of 2 HHs to receive short-term or medium-term rental assistance (maximum of 6 months). <u>Expenditure:</u> Security deposit and housing subsidy assistance at 100% to 2 HHs. <u>Expenditure:</u> Case Management, \$4,556/month; Security deposit & housing subsidy TBD based on household size & need.
Continued assistance of 6 HHs to receive short-term or medium-term rental assistance (maximum of 6 months). <u>Expenditure:</u> housing subsidy assistance at declining rate to 6 HHs. <u>Expenditure:</u> Case Management, \$4,556/month; Security deposit & housing subsidy TBD based on household size & need.
<b>Month 7:</b> Placement of 2 HHs to receive short-term or medium-term rental assistance (maximum of 6 months). <u>Expenditure:</u> Security deposit and housing subsidy assistance at 100% to 2 HHs. <u>Expenditure:</u> Case Management, \$4,556/month; Security deposit & housing subsidy TBD based on household size & need.
Continued assistance of 8 HHs to receive short-term or medium-term rental assistance (maximum of 6 months). <u>Expenditure:</u> housing subsidy assistance at declining rate to 8 HHs. <u>Expenditure:</u> Case Management, \$4,556/month; Security deposit & housing subsidy TBD based on household size & need.
<b>Month 8:</b> Continued assistance of 10 HHs to receive short-term or medium-term rental assistance (maximum of 6 months). <u>Expenditure:</u> housing subsidy assistance at declining rate to 10 HHs. <u>Expenditure:</u> Case Management, \$4,556/month; Security deposit & housing subsidy TBD based on household size & need.
<b>Month 9:</b> Continued assistance of 8 HHs to receive short-term or medium-term rental assistance (maximum of 6 months). <u>Expenditure:</u> housing subsidy assistance at declining rate to 8 HHs. <u>Expenditure:</u> Case Management, \$4,556/month; Security deposit & housing subsidy TBD based on household size & need.
<b>Month 10:</b> Continued assistance of 6 HHs to receive short-term or medium-term rental assistance (maximum of 6 months). <u>Expenditure:</u> housing subsidy assistance at declining rate to 6 HHs. <u>Expenditure:</u> Case Management, \$4,556/month; Security deposit & housing subsidy TBD based on household size & need.
<b>Month 11:</b> Continued assistance of 4 HHs to receive short-term or medium-term rental assistance (maximum of 6 months). <u>Expenditure:</u> housing subsidy assistance at declining rate to 4 HHs. <u>Expenditure:</u> Case Management, \$4,556/month; Security deposit & housing subsidy TBD based on household size & need.
<b>Month 12:</b> Continued assistance of 2 HHs to receive short-term or medium-term rental assistance (maximum of 6 months). <u>Expenditure:</u> housing subsidy assistance at declining rate to 2 HHs. <u>Expenditure:</u> Case Management, 4,556/month; Security deposit & housing subsidy TBD based on household size & need. Complete remaining 30-day follow ups and ensure clients are updated in HMIS. <u>Expenditure:</u> Case management, \$4,556/month.

## **SECTION 5- EXPERIENCE OF FRESNO EOC**

Fresno EOC is a nonsectarian 501(c)(3) nonprofit organization, and Fresno County's designated "Community Action Agency." Founded in 1965, following the passage of the Economic Opportunity Act of 1964, Fresno EOC has spent nearly five decades investing in people to assist them in becoming self-sufficient.

Fresno EOC has been involved in serving the homeless since 1977, and Fresno EOC Sanctuary has been serving the homeless youth population since 1992, when the Sanctuary Youth Shelter was established to provide emergency shelter and support for the most underserved, at-risk and vulnerable populations throughout Fresno County. Youth Services expanded its reach in 1998 when the first Transitional Living Center (TLC) opened, providing services to assist 16-24 year olds in making a successful transition from homelessness to stable, safe living conditions and successful independence. Fresno EOC Sanctuary also operates the Sanctuary Outreach to the Streets (SOS) program as well as Safe Place, a network of 270 sites in Fresno County, including schools, parks and city buses, where youth can gain direct access to Sanctuary Youth Shelter and its services. Safe Place has been recognized as one of the most active Safe Place projects in the nation. Fresno EOC expanded their services to include three (3) permanent housing projects that assist chronically homeless individuals and families.

Fresno EOC Sanctuary and Youth Services has served thousands of individuals and/or families with crisis intervention, family reconciliation efforts, survival aid, case management, treatment and counseling, information and referrals, prevention and education activities, health care, follow up and after care support, supportive housing, emergency shelter and other supportive services through the various projects.

Transitional living and supportive services provided to older youth ages 16-24 have proven successful. Youth who are provided up to two years of stable living arrangements complemented with other supportive services such as assistance obtaining documentation needed to secure employment, counseling and educational assistance, have become successfully independent and equipped with the life skills necessary to navigate issues they may encounter in life.

Fresno EOC Sanctuary and Youth Services provided homeless prevention and rapid re-housing (HPRP) activities by collaborating with a total of 34-property owners/managers to place 89 households (274 people) with rental assistance for safe and affordable housing during September 2009 -June 2012. Housing partners provide affordable low-income housing by waiving application fees, discounting the security deposit, and/or pro-rating rent for the first month. In addition, housing partners worked with tenants (HPRP clients) that received low credit scores.

### **Experience Utilizing ESG Funds**

The County of Fresno contracted with Fresno EOC through an Emergency Solutions Grant (ESG) to provide rapid re-housing services including rental assistance and relocation and stabilization services to 23 chronically homeless individuals (16 households) from February 2013 through June 2014, a 17-month grant award. Fresno EOC exceeded their goal by assisting 23 households (72 persons served including 32 adults and 40 children) with rental assistance, security deposit assistance, utility payments, and case management services.

The City of Fresno contracted with Fresno EOC through an Emergency Solutions Grant (ESG) to provide rapid re-housing to assist 18 households, homeless prevention to assist 10 households in two separate contracts during the time frame September 1, 2015 to December 31, 2016.

Fresno EOC exceeded their overall goal by assisting 30 households with rental assistance, security deposit financial assistance, utility payments, and case management and stabilization services.

The City of Fresno is currently contracted with Fresno EOC through an Emergency Solutions Grant (ESG) to provide rapid re-housing to assist 6 households, July 1, 2016 to June 30, 2017.

### Key Staff

Project staff will include a mix of grant-funded Sanctuary staff and existing staff time leveraged for the benefit of this contract. Key staff members responsible for project governance include: Sanctuary Director, *Michelle L. Tutunjian*, has over 18 years of experience with Fresno EOC and will provide administrative oversight of the program. Ms. Tutunjian is responsible for the operation of all Sanctuary and Youth Services programs. This position is charged with ensuring sustainability of this project in conjunction with other Fresno EOC services and programs; fulfillment of operational objectives; monitoring and approving costs in accordance with the budget; executing contractual agreements; hiring and evaluating staff; maintaining the organization and functionality of community coalition and project's representation; program publicity; and monitoring of overall program operations, procedures and progress. The Sanctuary Director reports to Fresno EOC's Chief Programs Officer and sits on the Sanctuary Advisory Board, Workforce Investment Board Youth Council and National Safe Place Network Advisory Board. She is an active board member on the Fresno Madera Continuum of Care (FMCoC) serving as Treasurer on the Executive Committee and Chair of the Finance Committee.

Housing Manager, *Misty Gattie-Blanco*, will provide supervision of ESG personnel and activities and reports directly to Sanctuary Director. She has been with the agency since 2010. She supervises Sanctuary Housing projects including: transitional housing (for homeless youth 18-24); permanent supportive housing (3 projects for chronically homeless adults and/or families); emergency solutions grant; and one outreach worker stationed at MAP. Ms. Gattie-Blanco also serves as the back-up Residential Administrator for the Sanctuary Youth Shelter and has been a certified Residential Administrator through the State Department of Social Services since 2006. She attends monthly FMCoC meetings and is the alternate for the Sanctuary Director. She is a member of FMCoC Evaluation Committee, and a 25 Cities Community Team member. Ms. Gattie-Blanco is an active board member for California Coalition for Youth (CCY) serving as the Regional Representative.

Case Manager, *Manjit Brar*, will provide wrap-around case management services for homeless individuals and families assisted through ESG activities including homeless prevention, and rapid re-housing. Mr. Brar has been providing ESG case management services for the past three (3) years. Mr. Brar will report directly to the Sanctuary's Housing Manager.

Authorized Representative As indicated in the attached Resolution, Daniel Parra, Chairman of the Board, Brian Angus, Secretary of the Board/Chief Executive Officer, and/or Naomi Quiring-Mizumoto, Chief Programs Officer, and/or Salam Nalia, Chief Financial Officer, are authorized as the officers to act on behalf of the Fresno EOC Board to sign all necessary documents. (*Signatory Resolution enclosed*)

There are no pending Lawsuits or Legal Actions All lawsuits or legal actions involving Fresno EOC that are currently pending or that have been resolved within the last five (5) years that would prevent this agency from completing the proposed project.

## SECTION 6- CURRENT AND COMPLETED PROJECTS

1. Sanctuary Youth Shelter, 1992 – Fresno EOC Sanctuary Youth Shelter assists runaway and homeless youth (RHY) with up to 21 days of emergency shelter, case management, and supportive services. Sanctuary Youth Shelter is a licensed RHY shelter with Community Care Licensing. Through this project, Fresno EOC successfully served 257 youth in 2014, 91% of which were reunified with their families. Sanctuary Youth Shelter has been providing RHY services since 1992 without interruption.
2. Sanctuary Outreach to the Streets (SOS), 1998 – SOS helps RHY leave the streets and enter stable housing in preparation for independence. The program’s ultimate goal is to prevent the sexual abuse or exploitation of young people living on the streets or in unstable housing. In 2014 alone, Fresno EOC’s Sanctuary Outreach to the Streets (SOS) has provided 4,959 runaway and homeless youth (RHY), ages 11-21 years old, with street-based education, outreach, and prevention services; has provided 1,658 youth with health/hygiene supplies and clothing; and has provided Drop-In Center services to 1,878 youth.
3. Homeless Prevention and Rapid Re-housing Program (HPRP), 2009 -Fresno EOC Sanctuary was a HPRP provider from 2009-2012 under contract with the City of Fresno. HPRP was designed to assist individuals and families to obtain and maintain housing, through temporary financial assistance and stabilization services to either prevent homelessness or help those at-risk of becoming homeless. Sanctuary used the “Housing First” model to assist 89 households, representing 274 adults and children, by providing temporary rental assistance, case management and stabilization services. Of those, 46 households (154 individuals) were assisted with homeless prevention services and 43 households (120 individuals) received rapid re-housing funds. Upon exiting the HPRP program, 272 clients (99%) remained in permanent, stable and safe housing.

Based on the success of Fresno EOC’s Sanctuary HPRP, Fresno Housing Authority contracted with Fresno EOC to provide additional supportive services from May-July 2012 reaching 41 households (36 Homeless Prevention/5 Rapid Re-Housing, including 58 adults and 37 children). These clients were homeless or at-risk of homelessness and received assistance with case management, transportation, housing quality standards inspections, personal documents attainment for rental applications, and after care follow-up support.

4. Fresno County Emergency Solutions Grant, 2013 -The County of Fresno contracted with Fresno EOC through an Emergency Solutions Grant to provide rapid re-housing services including rental assistance and relocation and stabilization services to 23 chronically homeless individuals (16 households) from February 5, 2013 -June 30, 2014. Fresno EOC exceeded their goal by assisting 23 households (72 persons served including 32 adults and 40 children) with rental assistance, security deposit assistance, utility payments, and case management services.
5. City of Fresno Emergency Solutions Grant, 2013-2016 -The City of Fresno is currently contracted with Fresno EOC through an Emergency Solutions Grant, to provide rapid re-housing to assist 6 households with Rapid Rehousing. From 2013-2016, Fresno EOC has assisted 34 households (157 persons served including 85 adults and 72 children) with rental assistance, security deposit financial assistance, utility payments, and case management and stabilization services. Sanctuary Youth Shelter has assisted 377 youth with emergency shelter.

SECTION 8 - PROJECT BUDGET

ESG Activity	Total Budget for this program	City ESG Funds Proposed	City ESG funds previously Awarded for this program	County ESG funds previously (Awarded, requested or expected for this program	Matching Funds for this program	Source(s) of Matching Funds for this program
Street Outreach/ Emergency Shelter						
Street Outreach						
Emergency Shelter						
Total Street Outreach/Emergency Shelter	-	-	-	-	-	-
Homeless Prevention						
Homeless Prevention / Housing Relocation & Stabilization						
Total Homelessness Prevention	-	-	-	-	-	-
<b>Rapid Re-Housing</b>						
<i>Rapid Re-Housing - Housing Search &amp; Placement</i>						
Housing & Support Specialist- .40FTE	18,168.00				18,168.00	U.S. Department of Housing & Urban Development
<i>Rapid Re-Housing - Housing Relocation &amp; Stabilization</i>						
Sanctuary Director- .05 FTE	5,902.00				5,902.00	Community Service Block Grant
Housing Manager- .10 FTE	8,332.00				8,332.00	U.S. Department of Housing & Urban Development
Outreach Worker- 1.80 FTE	76,373.00				76,373.00	U.S. Department of Housing & Urban Development = \$42,429 ; U.S. Department of Health & Human Services= \$33,944
Case Management Services - 1 FTE	54,672.00	54,672.00	30,526.00			
<i>Rapid Re-Housing - Tentant Based Rental Assistance</i>						
Rental Assistance- 10 households	45,744.00	45,744.00	24,840.00			
Security Deposit - 10 households	15,248.00	15,248.00	4,140.00			
Transportation (Fuel, Maintenance & Auto Insurance for Agency vehicle)	3,600.00				3,600.00	U.S. Department of Health & Human Services
Office Space	3,289.00				3,289.00	In-Kind
Total Rapid Re-Housing	231,328.00	115,664.00	59,506.00	-	115,664.00	-
Administrative costs up to 2.5% of ESG Funds requested for Program Activities	5,784.00	2,892.00	1,488.00		2,892.00	Community Service Block Grant
<b>TOTAL ALL ESG</b>	<b>237,112.00</b>	<b>118,556.00</b>	<b>60,994.00</b>	<b>-</b>	<b>118,556.00</b>	<b>-</b>
Activities in this Budget						

**FY 2017-2018  
EMERGENCY SOLUTIONS GRANT APPLICATION**

**D. FUNDING SOURCES AND ACTIVITY COSTS**

<b>Total Proposed Activity Budget</b>	<b>Amount</b>
Total ESG Funds Requested	\$ 118,556
Total <b>ALL</b> Other Funding Sources	\$ 118,556
<b>Total Proposed Activity Budget</b>	<b>\$ 237,112</b>

**List other fund sources (include all funding anticipated/committed for this activity for FY 2017-2018)**

<b>Source</b>	<b>Amount</b>
1) U.S. Department of Housing & Urban Development	1) \$ 68,929
2) Community Service Block Grant	2) \$ 8,794
3) U.S. Department of Health & Human Services	3) \$ 33,944
4) In-Kind Office Space	4) \$ 3,289
5) Transportation Cost	5) \$ 3,600
<b>Total All Other Sources</b>	<b>\$ 118,556</b>

<b>List Primary Activities of ESG Request (as listed on page 6)</b>	<b># of Unduplicated Service Units</b>	<b>Service Unit Unit of Measure (i.e. children, houses)</b>
1) Housing Relocation & Stabilization Services	1) 10	1) Households
2) Rental Assistance	2) 10	2) Households
3) Security Deposits	3) 10	3) Households
4)	4)	4)
5)	5)	5)

<b>Primary Activity</b>	<b>ESG Request</b>	<b>÷</b>	<b>Service Units</b>	<b>=</b>	<b>Per Unit Cost</b>
1) Case Management	\$54,672	÷	10	=	\$ 5,467.20
2) Rental Assistance	\$45,744	÷	10	=	\$ 4,574.40
3) Security Deposits	\$15,248	÷	10	=	\$ 1,524.80
4)		÷		=	\$
5)		÷		=	\$

## E. ACTIVITY BUDGET SUMMARY

Provide the federal employer identification number for the applying agency. Prepare a line item budget with a brief description of the expense.

Federal Employer Identification No:	<b>Current Agency Budget for Activity 2016-2017</b>	<b>Current ESG Budget for Activity 2016-2017</b>	<b>Proposed ESG Budget 2017-2018</b>
94-1606519			
<b>Expenditures &amp; Brief Description</b>			
Case Management Services- 1.00 FTE To provide housing relocation & stabilization services to ESG clients.		\$ 30,226	\$ 54,672
Rental Assistance – 10 households To provide up to 6 months assistance for 7 one-bedroom units & 3 two-bedroom units.		\$ 24,840	\$ 45,744
Security Deposit – 10 households To provide up to double security deposit (if required by landlord) for 10 households, credit check cost.		\$ 4,440	\$ 15,248
Administrative Costs – 2.5% To provide oversight of project including, but not limited to preparing budgets, monitoring project, and coordinating audit.	\$ 1,488	\$ 1,488	\$ 2,892
Sanctuary Director To provide oversight of services and verification of clients progress in program.	\$ 5,698	\$	\$
Housing Manager To assess initial documentation and verification of eligibility; to monitor delivery of services provided to clients.	\$ 8,139	\$	\$
Outreach Workers Conducting VI-SPDAT's to evaluate eligibility of homeless individuals and clients; entering data into HMIS. Information is used as part of coordinated assessment.	\$ 33,669	\$	\$
Office Space Area needed to adequately meet with ESG clients to complete program paperwork and meet with Case Manager.	\$ 12,000	\$	\$
<b>Total Expenditures</b>	<b>\$ 60,994</b>	<b>\$ 60,994</b>	<b>\$ 118,556</b>

## F. ORGANIZATIONAL AND FUNCTIONAL CAPACITY

Identify key management and program staff and years of experience.

Staff Name	Title	Years of Experience
1) Michelle L. Tutunjian	Sanctuary Director	18
2) Misty Gattie-Blanco	Housing Manager	7
3) Manjit Brar	Case Manager	3

### Functional Management

- 1) Has an audit been performed on the proposing organization's accounting procedures within the last two years?

Yes       No      If yes, name of auditor: Kaku & Merino

- 2) Is the agency audited every year?       Yes       No

- 3) Were any management letters issued as a result of the last audit? If yes, explain.

No

- 4) Provide the name of staff responsible for your agency's accounting system

Name: Salam Nalia

Title: Chief Financial Officer

Phone/Email: 559.263.1030 / [salam.nalia@fresnoeoc.org](mailto:salam.nalia@fresnoeoc.org)

### Board of Directors

How often does your Board of Directors meet? Monthly

List current Board of Directors

- |                            |                            |
|----------------------------|----------------------------|
| 1) Daniel Parra            | 13) Richard Keyes          |
| 2) Maiyer Vang             | 14) Tito Lucero            |
| 3) Julia Hernandez         | 15) Deanna Mathies         |
| 4) Juan Arambula           | 16) Pastor Bruce McAlister |
| 5) Miguel Arias            | 17) Barigye McCoy          |
| 6) Tim Bakman              | 18) Lisa Nichols           |
| 7) Harpreet Bali           | 19) Yvette Quiroga         |
| 8) Esther Cuevas           | 20) Catherine Robles       |
| 9) Debbie Darden           | 21) Jimi Rodgers           |
| 10) Charles Garabedian, Jr | 22) Richard Sepulveda      |
| 11) Linda Hayes            | 23) Juanita Veliz          |
| 12) Angie Isaak            | 24) LeRoy Candler          |
|                            | 24) Brian Angus            |

## **SECTION G. NARRATIVES**

### *1. Introduction*

Fresno EOC is a 501(c)(3) non-profit organization and is widely recognized as one of the largest Community Action Agencies in the United States. Founded in 1965 following the passage of the Economic Opportunity Act of 1964, Fresno EOC has spent the past five decades investing in people to assist them in becoming self-sufficient. The agency's mission, "to humanely focus all available resources to empower low-income families and individuals working toward the skills, knowledge, and motivation for self-sufficiency," drives its commitment to ensure equal access to education, employment, housing and healthy living conditions, as mandated by the Federal Economic Opportunities Act.

Fresno EOC reflects the continuing commitment and philosophy through the diversity of its many programs, annually serving over 125,000 socio-economically disadvantaged and vulnerable individuals. These programs include: housing for homeless youth, young adults, and chronically homeless individuals; employment and training programs for adults and youth; health and nutrition services for the pregnant and parenting through Women, Infants and Children (WIC) programs; a Health Services Clinic; Adolescent Family Life Program services; a Rural Tobacco Education program; hot meals for the needy; programs for seniors; Early Head Start centers; Local Conservation Corps; utility subsidies and low-income weatherization; and transportation. These programs are among the stable, ongoing efforts operated by Fresno EOC to improve the conditions of underserved residents living within Fresno County and its surrounding areas.

### *2. Project Description and Need*

The target population to be served includes individuals and families currently experiencing homelessness (living on the streets or in emergency shelters); individuals and families currently in housing, but at risk of becoming homeless; youth aging out of the foster care system; and unaccompanied youth under the age of 18.

Fresno EOC will assist 10 literally households who have been identified through outreach (i.e. HERO Team, Community Outreach Team) and coordinated entry (i.e. MAP Point at POV); and eligibility will be verified via an assessment process. All households served must undergo housing status eligibility for rapid re-housing or homeless prevention assistance in accordance with ESG Program Policies and Guidelines.

All clients will entered into HMIS and verified to ensure they are not receiving duplicate services as well as will be used for reporting purposes. The agency will continue to assist rapid rehouse homeless clients through recently awarded funds from the U.S. Department of Housing and Urban Development.

Fresno EOC expects to serve all clients who are low income who have low income. All households are assessed on level of assistance based on income and housing selection. Income verification forms will be completed and kept in the client files.

### *3. Proposed Outcome Measures*

Fresno EOC will assist 10 literally homeless households (15 individuals) through a Housing First model in order to rapid rehouse these individuals and/or families. Seven (7) households will be individuals in a one-bedroom units and three (3) households will be families in a two-bedroom units.

Follow up is conducted with all clients after their exits to ensure they have remained stable housed and to provide any additional referrals to programs and/or services if needed.

Fresno EOC expects to serve all 10 households within the 12-month proposed project period by providing up to six (6) months of financial assistance and/or case management services.

### *4. Capacity*

Fresno EOC has provided Homeless Prevention and Rapid Rehousing services through funds awarded by the City of Fresno and County of Fresno dating back to 2009.

Fresno EOC also currently provides emergency housing, transitional housing, and permanent housing through federally awarded funds to homeless youth, young adults, and chronically homeless individuals and/or families.

Staff in this project have been providing case management services to homeless individuals for over three (3) years and assigned to Rapid Rehousing for two (2) years. Housing Manager has been overseeing projects for homeless individuals through emergency shelter, transitional housing, rapid rehousing, homeless prevention and rapid rehousing for over six (6) years.

In the most recent contracts to provide rapid re-housing services, Fresno EOC has exceeded their goals of housing individuals/families. From 2013-2014 the goals was to serve 16 households and instead served 23 households including 32 adults and 40 children with rental assistance, security deposit assistance, utility payments, and case management services.

### *5. Activity Budget*

The agency plans to leverage other sources of funding for some activities provided in this budget including, but not limited to the activities provided by the Sanctuary Director and Housing Manager.

Costs budgeted for rental assistance utilizes the Fair Market Rate for Fresno County in 2017 as a maximum amount of assistance per month for each household. The rent reasonableness will be taken into consideration at the time of intake to determine actual assistance and unit costs.

## *6. Awards/Best Practices*

Fresno EOC Sanctuary and Youth Services Housing projects strive to assist all those that qualify for services and collaborate with agencies providing similar services.

Through the 25 Cities campaign, Housing Manager Misty Gattie-Blanco was recognized with a plaque for Community Matcher in 2014. In 2015, Housing & Support Specialist Cole Scroggins was also presented a plaque for "Outstanding MAP participation".

## *7. Relationship to City priorities*

As an active member in the Fresno Madera Continuum of Care (FMCoC), Fresno EOC will continue to priorities homeless individuals and/or families in alignment with federal, state and local guidelines including the City's consolidated plan.

Fresno EOC is committed to coordinated entry and prioritizing assistance to those individuals and/or families at greatest need or risk.

<b>Date:</b> February 25, 2017	<b>Program:</b> Board of Commissioners
<b>Agenda Item #:</b> VI	<b>Chief Executive Officer:</b> Brian Angus
<b>Item:</b> Signatory Resolution	<b>Chairman:</b> Daniel Parra

**AUTHORIZED SIGNATORY RESOLUTION**

**WHEREAS**, Fresno Economic Opportunities Commission is a private, nonprofit corporation, organized under Part 1, of Division 2, of Title 1, of the Corporations Code of the State of California, August 20, 1965; and

**WHEREAS**, the Board of Commissioners of Fresno Economic Opportunities Commission is vested with the authority to execute any and all contracts and transactions it deems appropriate to the mission of the agency; and

**WHEREAS**, the Board of Commissioners is authorized to designate in its behalf officers and agents duly entitled to bind the corporation to any and all contracts and transactions;

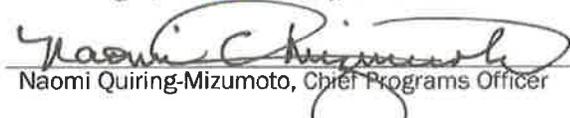
**NOW, THEREFORE, BE IT RESOLVED THAT** the Board of Commissioners of Fresno Economic Opportunities Commission on this, the 25<sup>th</sup> of February 2017, hereby authorizes the Chairperson, Vice-Chair of the Board, Secretary of the Board/Chief Executive Officer, Chief Programs Officer, or Chief Financial Officer to sign all grants, contracts and amendments, program documentation, fiscal documents, including loans, reports, and all other required documents necessary in fulfilling the program operations of the agency.

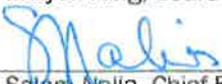
**AUTHORIZED SIGNATURES:**

  
Daniel Parra, Chairman of the Board

  
Brian Angus, Board Secretary/Chief Executive Officer

  
Maiyer Vang, Board Vice Chair

  
Naomi Quiring-Mizumoto, Chief Programs Officer

  
Salem Nalla, Chief Financial Officer

Approved at the meeting of the Board of Commissioners on February 25, 2017 and effective as of January 25, 2017.

Ayes 19 Nays 0 Absent 4 Attest \_\_\_\_\_

  
Brian Angus, Board Secretary

**City of Fresno**  
**Housing Opportunities for People Living**  
**with HIV/AIDS (HOPWA) Funding**

**March 6, 2017**

**Applicant: WestCare California, Inc.**

**RECEIVED**

**MAR 06 2017**

*tc*  
*12:40p*

## HOPWA Program Funding Application

Executive Summary (1 page)			✓
Section	Section Heading	Attachment Documents	
*	Acknowledge review of insurance requirements	• n/a	
1	Project Summary	• Form (one page)	✓
2	Project Description	• Narrative (two pages)	✓
3	Meeting Program Priorities	• Narrative (two pages)	✓
4	Project Schedule	• Narrative (one page)	✓
5	Experience of Applicant(s)	• Narrative (two pages)	✓
6	Current and Completed Projects	• Narrative (one page)	✓
7	Acknowledge Consistency with Federal/Local Funding Requirements	• n/a	
8	Budget	• Form (two pages)	✓

**DO NOT INCLUDE A COVER LETTER**

## EXECUTIVE SUMMARY

WestCare California, Inc. (WCCA) and the Fresno Housing Authority (FHA) are seeking \$751,342 for rapid rehousing, homeless prevention, permanent supportive housing, case management and supportive services to homeless and at-risk of homelessness individuals affected by HIV/AIDS and their families in Fresno. These partners currently provide Housing Opportunities for Persons with HIV/AIDS (HOPWA) in Fresno.

Since 1973, WCCA, a non-profit health and human services organization, has served special populations including *low-income persons affected or infected by HIV and their families*, veterans, the homeless, people suffering from addiction, offenders, incarcerated substance abusers, pregnant and parenting women, battered women, and individuals with co-occurring disorders. For 21 years, WCCA has operated The Living Room (TLR), the only community entity serving hundreds of indigent and/or homeless HIV-positive individuals, with basic services such as hot lunches, toiletries, minimum case management, transportation, counseling, HIV/Hepatitis testing, linkages to medical care, substance abuse and mental health treatment and referrals.

The goal of HOPWA is housing and health stability. WCCA and FHA have a proven record of providing this to the individuals and families in Fresno whom this program serves. For this program, WCCA and FHA expect to successfully house 20 families in permanent supportive housing.

WCCA will provide the **Short Term Rent, Mortgage and Utility payment component (STRMU); Supportive Services and Case Management; and Housing Information Services** to program participants. These activities include outreach, application and screening of clients, assessments, developing and updating Individualized Service Plans, appropriate linkage to community-based providers, face-to-face meetings with program participants, life-skills training (i.e., money management, housekeeping, menu planning, meal preparation and tenant/neighbor protocols), assisting participants in identifying the appropriate housing program for their needs and completing applications, and obtaining supporting documentation. Supportive Services may also include short-term detoxification, substance abuse and mental health treatment, and bridge housing to assist the individuals in stabilizing and becoming able to maintain permanent housing. WCCA proposes to offer scattered-site in addition to housing specific to Persons Living with HIV/AIDS (PLWFHA). At no time and under no circumstance will the health status of a participant be shared with any tenant or landlord/property owner.

FHA will provide **Tenant Based Rental Assistance (TBRA)** services including reviewing housing applications; conducting program orientation for participants; issuing TBRA vouchers, performing annual recertification and inspecting housing for compliance with all federal and state requirements.

Our proposed transitional and permanent-supportive housing program will *not utilize HOPWA funds to provide services already available* through other local resources, but instead *will leverage on multiple (braided) funding streams*. Certain HIV-positive patients need more intensive or ongoing behavioral interventions that can feasibly be provided in medical care settings.

All referrals will be assessed for **eligibility** using the following criteria: 1) documented medical diagnosis of HIV/AIDS of at least one member of the household; and 2) documented living situation – homeless or at risk of homelessness; and 3) documented income status of low income – with incomes at or below 80% of the area median income (AMI). Preference will be given to those households documenting residency in City of Fresno, Fresno County and living at or below the poverty level.

WCCA's standing as a leader in the **Fresno-Madera Continuum of Care**, coupled with a wide range of partner providers, ensure that HIV/AIDS-infected individuals will have access to a safety net of services from Clinica Sierra Vista; Community Regional Medical Center; Central California Legal Services; Marjaree Mason Center; Economic Opportunities Commission; and Fresno City College.

WCCA's HOPWA program staff have a combined 50+ years of experience in working with this special population, and uses the principles of gender-responsive, trauma-informed, culturally sensitivity to deliver services. As an agency, WCCA FHAs a track record of more than 40 years of administering programs designed for PLWFHA, domestic violence victims, the LGBTQ community, veterans, youth and homeless individuals. The agency's staff is highly knowledgeable not only in delivering the services specified in this application, but also in HIPPA requirements, HUD regulations, and other administrative requirements. WCCA participates in HMIS and the CAHM system.

**SECTION 1 • PROJECT SUMMARY FORM**

Organization Name: WestCare California, Inc.

Address: 1505 N. Chestnut Ave., Fresno, CA 93703

Federal Tax I.D. Number: 23-7368450

Organization Type (check all that apply):

- State certified non-profit entity
- Public agency qualified to receive HOPWA funds under applicable federal rules

Executive Director Name: Richard Steinberg

Phone: (702) 385-2090 ext. 10108 E-mail: richard.steinberg@westcare.com

Project Contact Name: Shawn Jenkins, Senior Vice President

Contact Organization: WestCare California, Inc.

Address: 1505 N. Chestnut Ave., Fresno, CA 93703

Phone: (559) 251-4800 ext. 20902 E-mail: shawn.jenkins@westcare.com

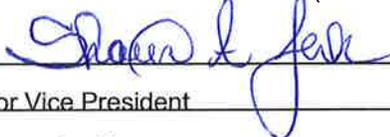
Application Contact Name (if different from Project Contact above): \_\_\_\_\_

Contact Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Original Signature of Authorized Official (attached Board/company Resolution)

Signature: 

Title: Senior Vice President

Name: Shawn Jenkins

Date: 3/1/2017



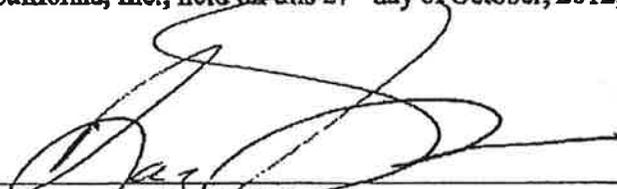
## RESOLUTION WCCA 2012-03

### **RESOLUTION OF WESTCARE CALIFORNIA, INC. BOARD OF DIRECTORS AUTHORIZING THE CONTRACTING POWERS OF THE OFFICERS OF THE CORPORATION.**

WHEREAS, the following organizational resolution was passed at a regular meeting of the Directors of WestCare California, Inc. (the "Corporation"), held on October 27, 2012, at which a quorum was present.

THEREFORE, BE IT RESOLVED that, subject to any Contract Policy as may be adopted by the Board, in its discretion, and in addition to those authorizations expressly set forth in Section 5 of *The Amended and Restated Bylaws of WestCare California, Inc.* dated October 27, 2012, and unless otherwise limited or directed by the Board, the President, Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, and Regional Senior Vice President be, and each of them hereby is, authorized to sign and execute in the name and on behalf of the Corporation all applications, contracts, licenses, permits, leases and other deeds and documents or instruments in writing of whatever nature that may be reasonably required in the ordinary course of business of the Corporation, and pursuant to the mission and purpose of the Corporation, and that may be necessary for, and incidental to, the lawful operation of the business of the Corporation, and to do such other acts and things as such officers deem necessary or advisable to fulfill such legal requirements as are applicable to the Corporation, its mission and purpose.

PASSED AND ADOPTED at its regular meeting of the Board of Directors of WestCare California, Inc., held on this 27<sup>th</sup> day of October, 2012, by a unanimous vote:



---

Dr. Toussaint Streat, Chair  
Board of Directors  
WestCare California, Inc.

October 27, 2012  
Date



---

Richard Steinberg, President  
Board of Directors  
WestCare California, Inc.

October 27, 2012  
Date



---

Jim Hanna, Secretary  
Board of Directors  
WestCare California, Inc.

October 27, 2012  
Date

## Section 2 Project Description

WestCare California, Inc. (WCCA) is seeking \$751,342 for a 12-month collaborative program with the Fresno Housing Authority (FHA) to provide Short Term Rent, Mortgage or Utility Assistance (STRMU); Housing Information and Referral Services; and Supportive Services – Case Management (all to be administered by WCCA); and Tenant Based Rental Assistance (TBRA) to be administered by FHA for individuals and families affected by HIV/AIDS who are homeless or at-risk of homelessness.

Stable housing is an important factor in maintaining the mental, physical and emotional health of all, particularly people living with HIV/AIDS (PLWHA). All of the services we propose will provide these program participants and their families with appropriate, safe, high-quality, stable housing and the case management and supportive services they need to maintain mental, physical and emotional health.

Furthermore, as the operator for 21 years of The Living Room (TLR), the only community center for people affected by HIV/AIDS, and as an active member of the Fresno-Madera Continuum of Care, WCCA has strong, longtime relationships among other agencies that will enable WCCA to continue to help HOPWA participants after the contract period has ended, if awarded.

### **Eligible Activities/Services to be provided**

WCCA will provide:

- **Short-Term Rent, Mortgage or Utility Assistance (STRMU);**
- **Supportive Services** including physical and mental health, assessment, using the Vulnerability Index and Service Assessment Tool (VI-SPDAT); case management; permanent housing placement, drug and alcohol abuse in-patient, outpatient and sober living treatment and counseling, day care, personal assistance, nutritional services, intensive care when required, transportation, and assistance in gaining access to local, state and federal government benefits;
- **Housing information services** including counseling, information and referral services.

WCCA will employ two case managers/navigators and a program director for this program, who will coordinate services geared to removing barriers and providing linkages to support services tailored to each participant's unique situation. FHA will provide **Tenant-Based Rental Assistance (TBRA)**, including reviewing housing applications, inspecting housing units for compliance with federal and state regulations, and issuing housing vouchers.

**Eligibility will be determined** using the following criteria: 1) documented medical diagnosis of HIV/AIDS of at least one member of the household; and 2) documented living situation – homeless or at risk of homelessness; 3) documented income status of low income – with incomes at or below 80% of the area median income (AMI). Preference will be given to those households documenting residency in City of Fresno, Fresno County and living at or below the poverty level.

The participant will be assigned a WCCA Case Manager experienced in working with the PLWHA population and alcohol and drug addiction. He or she will be assessed using the VI-SPDAT for all appropriate services and an Individual Service Plan (ISP) will be developed, with the participant's input. These plans are created using client-centered guidelines such as strengths, needs, abilities and preferences (SNAP) in the words of the client. The ISP will address adherence to a medical regime, housing retention, life skills, counseling needs, nutritional services, and attaining benefits. The ISP will be completed within 14 days of enrollment and reviewed during home visitations and face-to-face meetings with the Case Manager. Short- and long-term goals will be developed as a result of the ISP. The Case Manager will assist the participant in obtaining all necessary documentation and applying for any benefits for which he or she may be eligible. The Case Manager will also introduce them to staff at FHA.

FHA will administer the TBRA program component, reviewing the participant's housing application, fingerprinting and conducting program orientation. FHA will also issue housing vouchers and inspect housing for compliance with all federal and state requirements. In the event of a waitlist, individuals will be placed on a case-by-case basis.

Bridge housing recipients will be placed in a small apartment complex, two per apartment, which WCCA will lease and also will provide a Case Manager and on-site House manager. As these participants move to permanent housing, WCCA will assist them in negotiating lease and rental agreements.

Under the **Short Term Rent, Mortgage or Utility Assistance (STRMU)** portion of the grant, participants will receive short-term rental, mortgage and utility payment assistance for a maximum of 21 weeks (147 calendar days) out of any 52-week period. The Program director will coordinate these benefits, and screen and assess for linkages to substance abuse treatment, and mental health care.

Participant confidentiality is not only a HIPPA mandate but a standard component of client management. WCCA has long worked with PLWHA, the State Office of AIDS, Fresno Public Health Department and others whose health status is sensitive in nature, and has privacy measures in place including forms detailing participant rights to privacy and confidentiality. It will be explained in detail to participants that health status is knowledge for restricted staff at WCCA; release of confidentiality is only for services and/or medical care procurement, and records will be kept in a locked cabinet with access provided to direct housing/service providers and supervision only, labeled only with the HMIS identifier.

There will be a clear grievance process in place to allow participants to appeal any actions that terminate their participation. Program termination policies will be compliant with HOPWA regulation 24 CFR 574.310(e).

#### **Number of Participants to be Served/Target Populations**

WCCA expects to identify and serve 40 individuals during FY 2017-2018, targeting **high-priority sub-populations of PLWHA**: Unsheltered homeless persons living outdoors or in places not intended for human habitation; chronically homeless persons; homeless veterans; other homeless, highly vulnerable persons; youth aging out of the foster care system; domestic violence victims; and households with children. We expect to engage and serve another 20 PLWA in residential treatment for co-occurring disorders during the life of the contract. Our goal is to stabilize participants, assess their readiness for change and ultimately place clean and sober, mentally well participants in permanent supportive housing.

Participants will be identified through outreach through our partnerships and activities throughout the community, including the Fresno-Madera Continuum of Care, Marjaree Mason Center, San Joaquin Valley Veterans, The Living Room, Community Regional Medical Center, Kaiser Permanente, LGBTQ organizations, referrals from other agencies, self-referrals and walk-ins. We will ensure that procedures for outreach and enrollment will make the program available to all persons and families who qualify for assistance without regard to race, color, religion, sex, age, national origin, familial status or handicap, and include facilities and services accessible to persons with a disability. As a current HOPWA recipient and the operator for 21 years of The Living Room, the only community agency in Fresno for Persons Living with HIV/AIDS (PLWHA), WCCA maintains excellent relationships with the PLWHA community.

#### **Timelines/Project Schedule**

WCCA and FHA are prepared to deliver services by the project's start date and meet related milestones. Both agencies are currently operating HOPWA and are fully staffed to provide services. (See Section 4 for a detailed project schedule.)

#### **Program Outcomes**

- All clients who are assessed for housing are entered into database for consideration for Section 8 vouchers.
- WCCA will place 20 clients at Martin Luther King, Jr. Center for detox and AOD treatment, and mental health stabilization. These programs have a duration of 90 days.
- WCCA will master lease a six-plex apartment complex bridge housing for 20 individuals to further assess readiness for independent living and gather documents for rapid rehousing and TBRA, locate and move into permanent supportive housing.
- WCCA expects 11 clients to obtain permanent supportive housing.

### Section 3 Meeting Program Priorities

The goals of the HOPWA program are housing and health stability for PLWHA. The 2015-2019 Final Consolidated Plan cites a 2016 report by the National AIDS Housing Coalition that stated “Stable and affordable housing ... represents the greatest unmet need for those living with the disease.”<sup>1</sup> Without housing stability, health stability is unattainable. According to the Fresno County Department of Public Health, the most-requested need by HOPWA clients in the county is assistance with emergency rent.<sup>2</sup>

The Consolidated Plan’s priorities that relate to this application are homeless assistance and homelessness prevention through STRMU, Supportive Services and Housing Information/Referral. WCCA and Fresno Housing Authority are currently providing these services, plus outreach and case management, and will continue to do so under this contract, if awarded.

The HIV/AIDS epidemic has left affected individuals with barriers to accessing vital treatment and supportive services, as well. Many fear rejection because they lack health insurance, a fixed address or cannot find services provided in a culturally sensitive and language-appropriate environment. Many others fail to seek treatment because they fear the stigma associated with their illness, and others find that navigating the complex and limited health care system in Fresno, too difficult.

WCCA, which has administered the Short Term Rental Assistance, outreach and case management components of HOPWA since 2015, has systems in place for connecting with and helping the high-priority HOPWA subpopulations: Unsheltered homeless persons living in places not intended for human habitation; chronically homeless persons; homeless veterans; other highly vulnerable homeless persons; victims of domestic violence; households with children; and youth: unaccompanied under the age of 18 and aging out of the foster-care system.

WCCA is a longtime partner of Marjaree Mason Center for domestic violence, Turning Point of central California and the Fresno Economic Opportunities Commission, all of which regularly encounter high-priority HOPWA subpopulations of domestic violence victims, youth under the age of 18 and youth aging out of the foster care system.

These groups of people are often nutritionally distressed, in poor physical and/or mental health, isolated, and without familial and social support systems. Providing services for these individuals involves much more than offering housing assistance. To promote adherence to medical treatment and the pursuit of self-sufficiency, individuals affected by HIV/AIDS must have access to a safety net of supportive services.

The Living Room (TLR), WCCA’s community center for PLWHA, provides a wide range of support for the individuals who are potential recipients of HOPWA services. TLR serves hundreds of indigent and/or homeless HIV-positive individuals with hot lunches, toiletries, minimum case management, transportation assistance and referrals. In addition to connecting with HOPWA-eligible individuals through TLR, WCCA’s network of community partners provide a seamless continuity of relevant and easily accessible services for HOPWA participants.

- Clinica Sierra Vista – provides primary care services for uninsured individuals
- Community Regional Medical Center – accepts referrals for its all-inclusive HIV/AIDS program. The medical center also ensures that all Ryan White Services clients access HOPWA, which contributed to the NHAS target of increasing the number of Ryan White clients with permanent housing from 82 percent to 86 percent by 2015.
- Central California Legal Services – provides legal services
- Marjaree Mason Center -- provides domestic violence-related services, advocacy, shelter, support groups, and batterers’ intervention programs

<sup>1</sup> 2015-2019 Final Consolidated Plan, pg. 65. National AIDS Housing Coalition, “2016 HOPWA Need Paper.”

<sup>2</sup> *ibid.* pg. 66

- The Healthy Marriage Project -- provides anger management, child abuse, parenting and educational wraparound services
- Fresno Needle Exchange – provides first-aid services, wound care, and referrals to primary and specialized care
- Economic Opportunities Commission – provides emergency shelter for young adults, employment and training services for youth and adults, nutrition and health education
- Fresno City College –provides career and vocational counseling, general education, career and technical education, degree, certificate and licensing programs that teach marketable skills for jobs in high-demand areas

All of these providers are highly experienced in working with these high-priority individuals and familiar with the HOPWA program, policies and procedures.

In order to meet the HOPWA program's priority of providing housing stability, WCCA provides housing options that meet the individual's needs:

- Scattered-site, where participants can integrate into the community, establish social support systems and contribute to neighborhood vitality;
- Housing specific to PLWHA, which WCCA will provide through the lease of an apartment complex.

Regardless of the housing configuration, the health status of a participant will never be shared with any tenant or landlord/property owner.

In order to meet the program priority of health stability, supportive services will include outreach to the PLWHA population; confidential case management blending assessment and coordination; life skills instruction using evidence-based strategies and curriculum; coordination to job training to increase income and self-sufficiency; substance abuse services if needed; coordination of mental health services through Fresno County programs; HIV/AIDS primary care through relationship with local physicians, hospitals and Federally Qualified Health Center; education assistance; employment services; and transportation.

All supportive services provided directly by WCCA are performed onsite at TLR and in a participant's home. Case management is available six days per week at TLR or via telephone. Support services will be provided weekly as intensive coordination of service activities, documentation procurement and housing search ensues; however, dependent on participant need, once a person is housed, services will taper to monthly face-to-face visits.

### **Regulatory Compliance**

As a non-profit organization, with 501(c) 3 status, WCCA meets all required criteria pursuant to HOPWA regulation 24 CFR, 574.3. WCCA is compliant with all requirements regarding funding expenditures, including: 24 CFR Part 85 (codified pursuant to OMB Circular No. A-102), OMB Circular No. A-87 regarding use of funds by states and units of general local governments; and Circulars Nos. A-110 and A-122. WC-CA is also compliant with all applicable environmental procedures and standards required by HUD and state entities. WC-CA complies with regulations governing nondiscrimination in housing including 24 CFR Part 5; Fair Housing; Americans with Disabilities Act; 28 CFR Part 35 and 36.



## Section 5 Experience of Agency

### ORGANIZATIONAL EXPERIENCE WITH HOPWA & WORKING WITH PLWFHA

WestCare California, Inc. (WCCA) is a nonprofit health and human services organization that, since 1973, FHAs provided a wide range of services including substance abuse treatment and relapse prevention; mental health services; HIV/AIDS services; criminal justice, case management; rapid re-housing, transitional living; violence prevention; vocational and veterans services; and ancillary health and human support services. WCCA serves special populations including *low-income persons affected or infected by HIV and their families*, veterans, the homeless, chronic public inebriates, offenders, incarcerated substance abusers, pregnant and parenting women, battered women, and individuals with co-occurring disorders. WCCA is part of the WestCare Foundation, established in 1973 and based in Henderson, NV. WestCare administers programs in 19 states and three U.S. territories, employs 1,400 staff and has an annual operating budget of \$110 million. The WestCare motto is “Uplifting the Human Spirit” and our mission statement is our guiding principal: “WestCare empowers everyone with whom we come into contact to engage in a process of healing, growth and change benefitting themselves, their families, coworkers and communities.”

WCCA has received and administered various HOPWA funds since 2009. The current program has successfully utilized all funds to house 24 individuals who are infected with the virus and connect them to stable, permanent housing. WCCA is the lead applicant in the current HOPWA contract with the City of Fresno and, with the Fresno Housing Authority (FHA), provides the full range of HOPWA services. The current contract, which expires in June 2017, is for \$371,645.

WCCA was funded by SAMHSA to implement WeCare, a residential substance abuse treatment program that offers treatment, care coordination and navigation services to PLWFHA. Through this program, WCCA uses an evidenced-based model designed to link individuals who are living with HIV or at high risk of contracting the disease, to primary care, specialty HIV care, and supportive services to improve the social, financial and health-related outcomes for PLWFHA. WCCA offers linkages to primary care, including antiretroviral therapy (ART).

A special emphasis FHAs been placed on PLWFHA through WCCA’s programs at The Living Room (TLR), a minority-serving, non-profit organization founded in 1996 to provide HIV/AIDS education and prevention services to high-risk individuals in Fresno County. TLR, which remains as the only community agency in Fresno to serve this special population, offers social support groups, a drop-in center, health education, hot meals, housing assistance, employment services, care coordination for PLWFHA or high-risk individuals to primary health care, referrals to mental health and substance abuse programs, and other social activities for those infected, affected or at risk for HIV/AIDS. TLR provides street outreach services to individuals at high risk for HIV and other STDs including intravenous drug users and their female partners, men who have sex with men (MSM), African American MSM and African American women. Educational and prevention services include peer-to-peer outreach training, online outreach efforts for MSM through social networking sites; condom and other harm-reduction materials; and community presentations. Annually, TLR reaches about 960 people by providing them with nutritious meals. Funding is not typically awarded by grantors for meals; therefore, TLR uses private donations, multiple local fundraisers, and mini-grant opportunities from HIV-related foundations to sustain this project. WCCA and The Living Room have been recognized by the state Office of AIDS for “commendable dedication” to assisting persons living with HIV/AIDS overcome barriers to stable housing and access to care.”<sup>3</sup>

### KEY HOPWA STAFF

**Toni Harrison, MPH, Program Director.** Ms. Harrison is director of The Living Room and Program Director for HOPWA’s Supportive Services component. She has 16 years of experience in case management and working with persons who are infected or affected by HIV/AIDS including Lead

<sup>3</sup> Office of AIDS HOPWA Monitoring Report, 2012.

Case Manager and Program Coordinator for TLR, supervising case managers, health education, individual and support group counseling, outreach to special populations, linking with local and state funding sources, program evaluation and client tracking activities, report writing, budget preparation and monitoring, quality control, data collection and analysis; cook; community outreach and advocacy through community fundraising activities; and as a speaker in various workshops and training activities. She FHAs supervised all WestCare's HOPWA programs and FHAs been a panel member for local Special Emergency Assistance Program (SEAP), which provides emergency assistance for housing and utility payments to HIV+ Fresno County residents and is HOPWA funded. She is pursuing her doctorate in public health.

**Angie Jenkins, M.S.W, Director of Training Services / Community Involvement.** Ms. Jenkins has more than 25 years of counseling and supervision experience, in various community-based organizations. Ms. Jenkins FHAs worked with a diverse clientele; including adolescents, substance abusers, seniors and dually diagnosed adults and youth from a variety of ethnic and socio-economic backgrounds. Her experience includes inpatient and outpatient substances abuse treatment services, as well as supervised HIV/AIDS education and prevention programs. She served as Director of the Central Valley AIDS Team. She is a Certified Addiction Specialist.

**Yvette Ennis, Case Manager.** Ms. Ennis has been the HOPWA Case Manager since 2016 and previously was a Peer Support Specialist with WCCA. As Case Manager, she works with PLWFHA in obtaining housing, developing the skills to enable them to manage their health and live self-sufficiently, and obtain ancillary services. She is certified in Assessment & Treatment Planning, Crisis Prevention and Mental Health First Aid.

**Ricardo Rivera, Case Manager.** Mr. Rivera has eight years of experience with the HOPWA program and is Care Coordinator. He is also responsible for outreach, including HIV/HCV testing and HIV/HCV counseling. He coordinates client services including linkages to community resources, and conducts minority AIDS initiatives for primary HIV, mental health care and services that reduce the transmission of HIV/AIDS. He is also a case manager and group facilitator. He is certified in HIV/AIDS testing, HCV testing, and is bilingual.

#### **ORGANIZATIONAL CAPACITY**

Conversant and adept at grant management, WCCA FHAs the capacity and staff to provide required reporting in terms of participant progress/outcomes and grant expenditures in a timely manner. WCCA FHAs an annual budget of \$39 million and administers more than 40 contracts serving more than 10,000 individuals each month throughout California including HIV/AIDS intervention and education; substance abuse prevention and treatment; life skills training; individual/group supportive counseling; co-occurring substance abuse and mental health disorder treatment; case management; specialized programming and supportive services for veterans; community-based linkages and referrals for needs including housing and health care; and recovery support services.

Shawn Jenkins, Senior Vice President of WCCA, is authorized to represent and make legal, binding commitments on behalf of WCCA. Mr. Jenkins FHAs more than 25 years of clinical, administrative and management experience in therapeutic community treatment environments and case management services at WestCare. He is responsible for all aspects of grant administration including budgets and expenditures, supervision of personnel and forecast and planning.

Lynn Pimentel, M.A., CRC, RAS, is Deputy Administrator of Community-based Programs of WCCA and oversees the HOPWA program. She FHAs 36 years of experience in all aspects of service delivery, including treatment, management and administration.

WCCA's accounting department processes all invoices in a timely manner, by the fifth of each month. WestCare FHAs sufficient liquid assets, including cash, to meet current and future obligations. The accounting department uses Blackbaud Financial Edge, specifically designed for fund accounting in nonprofit organizations and for management of grant funds. WestCare Bookkeeping is in compliance with OMB Circular-A133, and an independent accounting firm audits the accounting system annually. The agency is in good standing and there are no legal actions, bankruptcies or lawsuits involving WCCA that would prevent the agency from completing the proposed project.

## Section 6 Current and Completed Projects

WCCA administers housing and supportive services projects in Fresno through a variety of funding sources, including:

- **HOPWA Transitional Housing, Fresno County.** 2007-2008. WCCA operated this long-term transitional housing master-leasing program which provided rent subsidies to PLWHA. During the life of the contract, 20 individuals were housed.
- **HOPWA, City of Fresno.** 2009-present. As a lead applicant in 2009 and again in 2013 as a subcontractor in partnership with the Fresno Housing Authority, WCCA has provided housing to the targeted population of this Request for Applications. From 2009-2013, the program successfully used all funds to house 15 individuals infected with HIV and connected them to stable, permanent housing. Under the current contract with the Fresno Housing Authority, which expires in June 2017, the Housing Authority administers Tenant Based Rental Assistance (TBRA) while partner WCCA provides supportive services. The current HOPWA contract has served 24 adults and three children. Five individuals are on a wait list.
- **San Joaquin Valley Veterans, Veterans Administration.** 2011-present. San Joaquin Valley Veterans provides critical housing services and financial support to Veterans and their families on a short-term basis with the goal to end Veteran homelessness. Services include short-term case management, legal assistance, housing counseling and placement assistance, financial planning services, financial assistance for move-in, eviction prevention, utilities, transportation, child care and emergency supplies. SJVV provides services in seven Central California counties, including Fresno. SJVV has served 1,202 individuals and 153 families.
- **Project LiftOFF, HUD.** 2013-present. Project LiftOff permanent housing program to end Veteran and chronic homelessness in Fresno, assists families to remain housed and live a more productive life in the community. LiftOFF provides 15 units of permanent, supportive, scattered-site housing to homeless families using the Housing First model. A case manager assists with families with mainstream, specialized and natural support services/systems including applying for public benefits programs i.e. CalFresh, Medi-Cal; educational and employment services through adult schools, colleges or vocational agencies; skills training, budgeting, medication management, and behavioral health treatment; and making connections with peers, family, mainstream and faith-based communities. This partnership with the Fresno-Madera Continuum of Care has served 24 families to date.
- **Veterans Plaza, Dept. of Veterans Affairs.** 2011-present. Veterans Plaza VA Grant Per Diem Program (GPD) provides safe and supportive housing services to homeless male Veterans to help them achieve residential stability, increase their skill levels and income, and obtain self-sufficiency while preparing them for transitions into permanent housing. Services include: supportive housing up to 24 months, comprehensive assessment, case management, life skills, crisis intervention, counseling and linkages to the VA and community support services. To Feb. 1, 2017, this project has served 232 veterans.

## **Section 7**

### **Consistency with Local/Federal Funding Requirements**

As a 501(c) 3, no part of WCCA earnings are for the benefit of any member, founder, contributor or individual. The organization maintains sufficient cash flow to guarantee the continuity of all its programs and HOPWA is no exception. WCCA is qualified to conduct business in the State of California as evidenced by Bylaws and Articles of Incorporation filed with the Secretary of State. WCCA has the capacity to implement the HOPWA program, and is able to successfully meet all applicant requirements. WCCA meets all required criteria pursuant to HOPWA regulation 24 CFR, 574.3. WC-CA is compliant with all requirements regarding funding expenditures, including: 24 CFR Part 85 (codified pursuant to OMB Circular No. A-102), OMB Circular No. A-87 regarding use of funds by states and units of general local governments; and Circulars Nos. A-110 and A-122. WC-CA is also compliant with all applicable environmental procedures and standards required by HUD and state entities. WC-CA complies with regulations governing nondiscrimination in housing including 24 CFR Part 5; Fair Housing; Americans with Disabilities Act; 28 CFR Part 35 and 36.

WCCA is an active member in good standing with the Fresno-Madera Continuum of Care. Senior Vice President Shawn Jenkins is chair of the FMCoC board. The agency participates in HMIS, the CAHM system, and as a former and current HOPWA funding recipient, is familiar with use of ARIES as a reporting mechanism.

	Current Agency Budget for Activity 2016-2017	Current HOPWA Budget for Activity 2016-2017	Proposed HOPWA Budget 2017-2018
Federal Employer ID No: 23-7368450			
<b>Expenditures &amp; Brief Description</b>			
<b>Supportive Services</b>			
Program Director			48,000.00
Case Manager/Outreach	\$ 21,738.24	\$ 36,940.82	36,940.82
Fringe (31%)	\$ 6,397.56	\$ 11,451.65	26,331.65
Facility Lease/Rent (based on space allocation for program)	\$ 1,176.00	\$ 2,016.00	6,960.00
Utilities (based on space allocation for program)	\$ 1,469.00	\$ 2,520.00	3,780.00
Repairs/Maintenance (based on space allocation for program)	\$ 482.00	\$ 826.00	1,000.00
Supplies/Expendable Equipment	\$ 3,448.00	\$ 2,458.00	3,933.73
Auto Lease			6,600.00
Prof/Tech Services	\$ 142,333.00		
Staff Travel	\$ 200.00	\$ 350.00	1,000.00
HMIS Licensing		\$ 452.00	550.00
Communications (cell phones and monthly service)	\$ 846.00	\$ 1,200.00	1,500.00
Client Needs: Bus passes, work clothes, work tools, day care	\$ 700.00	\$ 2,400.00	75,570.00
Insurance			1,200.00
Indirect Costs	\$ 12,790.61	\$ 8,732.89	5,334.16
<b>Subtotal Supportive Services</b>	<b>\$ 191,580.41</b>	<b>\$ 69,347.36</b>	<b>218,700.36</b>
<b>Emergency Shelter</b>			
Detox, AOD treatment, MH stabilization			
15 clients/yr @ \$125/day X 90 days(1,350 bed days)			\$ 155,250.00
Bridge housing 8 clients @ \$35/day 2,920 bed days			\$ 102,200.00
<b>Housing Info. Referral Services</b>			
Client Services Specialist/Navigator	\$ 17,816.00	\$ 35,360.00	36,940.00
Fringe (31%)	\$ 5,243.25	\$ 10,961.60	11,451.60
Supplies/Expendable Equipment-copier lease		\$ 600.00	960.00
Equipment - laptop, docking station	\$ 1,121.00	\$ 1,469.00	1,500.00
Staff Travel	\$ 92.00	\$ 150.00	500.00
Client Travel - Bus tokens, gas cards, bus passes	\$ 700.00		10,000.00
HMIS Licensing		\$ 453.00	550.00
Communications-land line, cell phone & internet	\$ 846.00	\$ 1,700.00	1,700.00
Indirect Costs - WestCare (max allowed 2.5%)	\$ 8,888.39	\$ 7,604.04	1,590.04
<b>Subtotal Housing Info. Referral Services</b>	<b>\$ 34,706.64</b>	<b>\$ 58,297.64</b>	<b>68,191.64</b>
<b>TBRA</b>			
Contractual (TBRA-FHA)		\$ 135,000.00	\$ 135,000.00
<b>STRMU</b>			
Others - STRMU		\$ 109,000.00	\$ 75,000.00
<b>TOTAL</b>	<b>\$ 226,287.05</b>	<b>\$ 371,645.00</b>	<b>\$ 751,342.00</b>

HOPWA Activity	TOTAL BUDGET For this program	CITY HOPWA Funds Proposed	CITY HOPWA Funds Previously Awarded for this program	COUNTY HOPWA funds (Awarded, Requested, or Expected) for this program	Matching Funds for This Program	Source(s) of Matching Funds for This Program
Street Outreach/Emergency Shelter	\$ 20,960.00	\$ 20,960.00	n/a	n/a	n/a	n/a
Street Outreach	\$ 24,196.24	\$ 24,196.24				
Emergency Shelter	\$ 281,539.97	\$ 281,539.97				
<b>TOTAL Street Outreach/Emergency Shelter</b>	<b>\$ 326,696.20</b>	<b>\$ 326,696.20</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Homeless Prevention	\$ 20,960.00	\$ 20,960.00				
Homelessness Prevention - Housing Relocation & Stabilization	\$ 75,000.00	\$ 75,000.00				
Homelessness Prevention - Tenant Based Rental Assistance	\$ 1,700.00	\$ 1,700.00				
<b>TOTAL Homelessness Prevention</b>	<b>\$ 97,660.00</b>	<b>\$ 97,660.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Rapid Re-Housing	\$ 34,470.00	\$ 34,470.00				
Rapid Re-Housing-Housing Relocation & Stabilization	\$ 150,591.60	\$ 150,591.60				
Rapid Re-Housing - Tenant Based Rental Assistance	\$ 135,000.00	\$ 135,000.00				
<b>TOTAL Rapid Re-Housing</b>	<b>\$ 320,061.60</b>	<b>\$ 320,061.60</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Administrative costs up to 2.5% of HOPWA Funds requested for Program Activities	\$ 6,924.20	\$ 6,924.20				
<b>TOTAL ALL HOPWA Activities in this BUDGET</b>	<b>\$ 751,342.00</b>	<b>\$ 751,342.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**I. ORGANIZATIONAL AND FUNCTIONAL CAPACITY**

**Identify key management and program staff and years of experience.**

Staff Name	Title	Years of Experience
1) Lynn Pimentel, MA, CRC, RAS	Deputy Administrator	36
2) Toni Harrison, MPH	Program Director	16
3) Angie Jenkins, MSW	Director, Training Services/Community	25
4) Yvette Ennis	Case Manager	1
5) Ricardo Rivera	Case Manager	8

**Functional Management**

- Has an audit been performed on the proposing organization’s accounting procedures within the last two years?  
 Yes     No    If yes, name of auditor: Roland Roos, CPA
- Is the agency audited every year?     Yes     No
- Were any management letters issued as a result of the last audit? If yes, explain.  
no.

- Provide the name of staff responsible for your agency’s accounting system  
 Name: Ken Ortals  
 Title: CIO/Interim CFO  
 Phone/Email: 702-385-2090 ext. 10202/ ken.ortals@westcare.com

**Board of Directors**

How often does your Board of Directors meet? quarterly  
 List current Board of Directors

- |                                   |                          |
|-----------------------------------|--------------------------|
| 1) Dr. Toussaint M. Street, chair | 6) Richard Steinberg     |
| 2) William J. Ekstrom Jr.         | 7) Jim Hanna, secretary  |
| 3) John C. Jepsen                 | 8) Ken Ortals, treasurer |
| 4) Mary A.Y. Okada, Ed.D          | 9)                       |
| 5) William C. Porter              | 10)                      |

**J. NARRATIVES**

Narrative statements are limited to five (5) typewritten pages on 8½ x 11 inch paper, with a minimum 10-point font. Narratives not meeting the standard will not be considered. Please answer all questions in order and identify, by number, the question being answered.

- Introduction* (limit to half-page)
  - Brief history of organization, including date of inception.
  - Mission statement
- Project Description and Need*

**NARRATIVE STATEMENTS**

1. **Introduction:** WestCare California, Inc. (WCCA) is a nonprofit health and human services organization that, since 1973, has provided a wide range of services including HOPWA, substance abuse treatment and relapse prevention; mental health services; HIV/AIDS services; criminal justice, case management; rapid re-housing, transitional living; violence prevention; vocational and veterans services; and ancillary health and human support services. WCCA serves special populations including low-income persons affected or infected by HIV/AIDS and their families, veterans, the homeless, offenders, incarcerated substance abusers, pregnant and parenting women, battered women, and individuals with co-occurring disorders. WCCA employs more than 400 staff, operates programs in 38 of California's 58 counties, and has an annual operating budget of \$39 million. WCCA is part of the WestCare Foundation, established in 1973 and based in Henderson, NV. WestCare administers programs in 19 states and three U.S. territories, employs 1,400 staff and has an annual operating budget of \$110 million. The WestCare motto is "Uplifting the Human Spirit" and our mission statement is our guiding principal: "WestCare empowers everyone with whom we come into contact to engage in a process of healing, growth and change benefitting themselves, their families, coworkers and communities."

2. **Project Description/Need:** Stable housing is an important factor in maintaining the mental, physical and emotional health of all people, particularly people living with HIV/AIDS (PLWHA). All of the services we propose will provide these individuals and their families with appropriate, safe, high-quality, stable housing and the case management and supportive services they need to maintain their mental, physical and emotional health. The target population is homeless or at risk of homelessness and the following subpopulations: unsheltered homeless persons; chronically homeless persons; homeless veterans; youth aging out of foster care; domestic violence victims; households with children; and other highly vulnerable populations. There will be no duplication of services with other providers due to the specificity of target populations and the ability of WCCA and Fresno Housing Authority's unique ability to provide these services. WCCA is fully able to continue providing services after the end of the contract, if awarded, because of the services it has provided for 21 years to this community through The Living Room, the only community agency in Fresno for PLWHA. We expect to provide services to 40 families during FY 2017-18, all of whom will meet the income guidelines of at or below 80 percent of AMI. Income will be documented during the assessment process.

3. **Proposed Outcome Measures:** WCCA has established the following outcomes: a. All clients assessed for housing will be entered into the HMIS database; b. 20 clients will receive detox, AOD and mental health services at Martin Luther King, Jr. Center; c. 20 clients will be placed into bridge housing, to be provided by WCCA through a master lease of a six-plex, to further assess readiness for independent living and gather documents for rapid rehousing and TBRA, and to locate permanent supportive housing; d. 11 clients will obtain permanent supportive housing. WCCA will assess and evaluate the program's effectiveness through our success in meeting participant targets and through participant's housing stabilization and receiving supportive services. This program addresses Consolidated Plan priorities through the Housing First model. Targeted populations for services are homeless individuals and families, either unsheltered or in emergency/transitional shelters, and individuals and families in precarious housing situations at risk of homelessness.

WCCA's HOPWA program addresses the following priority need of the city: #2) Providing STRMU, supportive services and housing information/referrals (WCCA), and providing TBRA through collaboration with Fresno Housing Authority (FHA). We will use our wide network of community partners through FMCoC as one way to identify potential participants. We intend to identify up to 80 potential participants and ultimately serve 51 individuals through bridge housing, substance abuse and mental health services, case management and additional services including linkages to health care, education and job training programs, and permanent supportive housing. WCCA and HA are providing the services. Program benefits are housing the homeless, providing housing stability, and delivering case management services that improve the participants' and families' physical, mental and emotional health.

**4. Capacity:** WCCA has provided HOPWA services in Fresno since 2009 and has successfully used all funds to house vulnerable individuals and families, and connect them with services to improve their physical, mental and emotional health. WCCA is the lead applicant in the current HOPWA contract with the City of Fresno and provides services with Fresno Housing Authority. WCCA was formed in 1973 and operates programs in 38 of California's 58 counties, has an operational budget of \$39 million and employs more than 400 individuals. WCCA's The Living Room is deeply entrenched in the public health community, allowing us to tap into medical services and enrollment in Affordable Health Care (ACA). HOPWA staff has more than 50 years of experience in providing services to this population. Toni Harrison, MPH, is Program Director of HOPWA and has 16 years of experience working with this community. She has supervised all of WCCA's HOPWA programs. Angie Jenkins, MSW, Director of Training Services and Community Involvement for WCCA, has been providing services for 25 years. She has supervised HIV/AIDS programs and served as Director of the Central Valley AIDS Team. Yvette Ennis is a HOPWA Case Manager since 2016 and previously was a Peer Support Specialist with WCCA. Ricardo Rivera, HOPWA Case Manager, has eight years of experience with HOPWA.

**5. Activity Budget:** The Living Room is deeply entrenched in the Public Health community. Our linkages will enable us to tap into medical services, enrollment in Affordable Health Care (ACA) and care through Community Regional Medical Center to find individuals who have fallen out of care and return them to a medical home. We train on how to read and understand lab reports, accompany patients or provide transportation to their confirmatory medical appointments, and enroll them in supportive services. Through a CLIA Waiver, we provide outreach and HIV/HCV testing, counseling and information regarding PrEP and PEP. We provide on-site counseling and support groups, hot meals, and Lunch and Learn classes. Providing housing and support services in a holistic manner derives incalculable benefits to participants and the larger community. All treatment, housing and stabilization costs are based on fair market rates and actual costs for services.

**6. Awards/Best Practices:** The Living Room uses evidence-based practices in its programming as endorsed by the Substance Abuse and Mental Health Services Administration (SAMHSA). WCCA, Housing Authority and The Living Room conform to all federal, state and local requirements and regulations for service delivery.

**7. Relationship to City Priorities:** WCCA's HOPWA program uses the Housing First model to align HOPWA services prioritized by the City of Fresno as identified in the Final

Consolidated Plan: tenant-based rental assistance, short-term rent, mortgage and utility assistance, permanent, short-term or emergency housing, and supportive services/case management. In addition to housing, access to medical care and supportive services is especially important to this vulnerable population and their families. WCCA provides ongoing case management and community-based support to PLWHA through The Living Room. And even when housing issues are alleviated, these individuals and their families are welcomed as family at The Living Room for ongoing supportive services and valuable community connections.



February 28<sup>th</sup>, 2017

Shawn Jenkins, Senior Vice President  
WestCare California, Inc.  
1505 N. Chestnut Ave.  
Fresno, CA 93703

Re: Letter of Support, City of Fresno HOPWA application

Dear Mr. Jenkin:

Gay Central Valley offers this Letter of Support to you for your HOPWA grant request to the City of Fresno. For several years, we have been proud to work with WestCare California to reduce HIV transmission, increase testing, improve opportunities for preventive services and offer vital wraparound services to HIV-positive individuals and their families in Fresno County.

The importance of this funding to people affected by HIV/AIDS in Fresno in order to provide them critical housing stability and support services cannot be overstated. The presence of housing stability in a person's overall health is undisputed, and the ability to access needed support services is paramount in improving an individual's and their family's quality of life. This project will continue to provide key linkages to primary care, including primary HIV/AIDS care and other community support.

Through the City of Fresno's HOPWA funding, people who would otherwise be overlooked are able to receive the assistance they need to help them, and their families, live in better health and dignity.

Sincerely,

Chris Jarvis, President

Gay Central Valley

1067 N Fulton Fresno, CA 93728



March 2, 2017

Shawn Jenkins, Senior Vice President  
WestCare California, Inc.  
1505 N. Chestnut Ave.  
Fresno, CA 93703

Re: Letter of Support, City of Fresno HOPWA application

Dear Mr. Jenkins:

Community Regional Medical Center offers this Letter of Support to you for your HOPWA grant request to the City of Fresno. For several years, we have been proud to work with WestCare California to reduce HIV transmission, increase testing, improve opportunities for preventive services and offer vital wraparound services to HIV-positive individuals and their families in Fresno County.

The importance of this funding to people affected by HIV/AIDS in Fresno in order to provide them critical housing stability and support services cannot be overstated. The presence of housing stability in a person's overall health is undisputed, and the ability to access needed support services is paramount in improving an individual's and their family's quality of life. This project will continue to provide key linkages to primary care, including primary HIV/AIDS care and other community support.

Through the City of Fresno's HOPWA funding, people who would otherwise be overlooked are able to receive the assistance they need to help them, and their families, live in better health and dignity.

Sincerely,

A handwritten signature in blue ink, appearing to read "Robyn E. Gonzales", with a long, sweeping flourish extending to the right.

Robyn E. Gonzales  
Vice President  
Ambulatory & Post Acute Services Office