

Exhibit C
Evaluation Panel Summary (HOPWA - FY 2018)

Housing Opportunities for Persons With AIDS/HIV	Proposed Activity	Requested	Panel Recommended Funding
WestCare California, Inc. (Fresno Housing Authority)			
Outreach and Emergency Shelter	20 clients	326,696.20	326,696.20
Homelessness Prevention	11 clients	97,660	97,660
Rapid Re-Housing	20 clients	320,061.60	320,061.60
Administration (up to 2.5%)	n/a	6,924.20	6,924.20
Available \$762,961		751,342	751,342

WestCare

HOPWA

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

March 6, 2017

Applicant: WestCare California, Inc.

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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

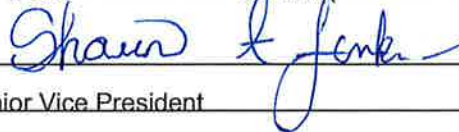
Application Contact Name (if different from Project Contact above): _____

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

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.”¹ 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.²

The Consolidated Plan’s priorities are relates 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 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

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

² *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 4

Project Schedule

WCCA and Fresno Housing Authority are prepared to begin service delivery on July 1, 2017 as follows:

JULY 1, 2017 – June 30, 2018			
ACTIVITY	FREQUENCY	RESPONSIBLE PARTY(IES)	MILESTONE DATE
Recruit, hire, and train staff	at program award	Human Resources & Director	7/1/17
Conduct new employee orientation including First Aid/CPR & Drivers safety	as needed	HR Director, Deputy Administrator, Program Director	Immediate upon hire and continuing
Develop MOU with FHA	annually	Deputy administrator FHA	6/1/17
Create outcome measures in data base (CAPER)	at program award	Director of Data Administrator, Program director	6/1/17
Create System for processing STRMU request	ongoing	Program Director	6/1/17
Install phones, signage and data lines; move into satellite offices in specified communities	at program award	Operations, IT Department, Administrative staff	6/30/17
Develop marketing and outreach materials in key languages (English, Spanish, Hmong & Punjabi)	at program award & ongoing	Program Director Media & marketing Bilingual staff community partners	6/1/17
Conduct face-to-face outreach and assessments	ongoing	Director, Navigator, Administration	Monthly monitoring
Enroll consumers & Develop Action Plan	ongoing	All MAP/HOPWA staff	
Provide case management and linkages based on individual needs	ongoing	Navigators, case managers, Client Services	
Assist participants in maximizing use of community resources	ongoing	All staff IT Department	
Submission of monthly reports to funding source	5 th of each month	Program Director	To accompany Invoice
Staff training	ongoing	Program Director	TBA
Submit Annual Reports City of Fresno HUD	as required	Program Director, Data and accounting	Annual report to include outcomes, persons served, challenges and achievements

Program expenditures and reimbursements

[illegible]

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.”³

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

³ 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.

Federal Employer ID No: 23-7368450	Current Agency Budget for Activity 2016-2017	Current HOPWA Budget for Activity 2016-2017	Proposed HOPWA Budget 2017-2018
Expenditures & Brief Description			
Supportive Services			
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
Subtotal Supportive Services	\$ 191,580.41	\$ 69,347.36	218,700.36
Emergency Shelter			
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
Housing Info. Referral Services			
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
Subtotal Housing Info. Referral Services	\$ 34,706.64	\$ 58,297.64	65,191.64
TBRA			
Contractual (TBRA-FHA)		\$ 135,000.00	\$ 135,000.00
STRMU			
Others - STRMU		\$ 109,000.00	\$ 75,000.00
TOTAL	\$ 226,287.05	\$ 371,645.00	\$ 751,342.00

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				
TOTAL Street Outreach/Emergency Shelter	\$ 326,696.20	\$ 326,696.20	\$ -	\$ -	\$ -	\$ -
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				
TOTAL Homelessness Prevention	\$ 97,660.00	\$ 97,660.00	\$ -	\$ -	\$ -	\$ -
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				
TOTAL Rapid Re-Housing	\$ 320,061.60	\$ 320,061.60	\$ -	\$ -	\$ -	\$ -
Administrative costs up to 2.5% of HOPWA Funds requested for Program Activities	\$ 6,924.20	\$ 6,924.20				
TOTAL ALL HOPWA	\$ 751,342.00	\$ 751,342.00	\$ -	\$ -	\$ -	\$ -
Activities in this BUDGET						

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

- 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: Roland Roos, CPA

- 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: 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.

1. *Introduction* (limit to half-page)
 - Brief history of organization, including date of inception.
 - Mission statement
2. *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 28th, 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,

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