

# HEAP Application Approved

Torres Community Shelter

Day Center - \$377,268.10

Included in this PDF:

Entity Application

Services Project Application for Day Center

Budget for Day Center

Entity Certification

**Homeless Emergency Aid Program  
Request for Proposal  
Entity Application**

8 pages maximum – Enter answers directly into this document

One completed **Entity Application** is required as part of the Homeless Emergency Aid Program RFP. The Agency Application requests information that is organization-wide. A separate application is required for each service, programs or project.

**ORGANIZATIONAL CAPACITY AND EXPERIENCE - 20 Maximum**

**a) STATEMENT OF CAPACITY: (3 POINTS) 250 words maximum**

The mission of the Chico Community Shelter Partnership (hereinafter CCSP or Shelter) is to provide individuals and families who are homeless, or at risk of becoming homeless, with client-centered supportive services and tailored housing solutions with the goal of obtaining and maintaining affordable, permanent housing. For over 20 years, CCSP has proven to be a leader in the non-profit sector by successfully securing housing for one-third of its program participants; this is done by leveraging local funds, seeking innovative solutions and by consistently securing funding to meet identified community gaps in service. Because of this success, the CCSP has been awarded, and has efficiently managed local, state, federal and philanthropic grant awards and projects. Governance is provided by a nine-member oversight committee who meets monthly. The executive director has 15 years of experience in program development, implementation and evaluation of state and federal funded programs. The CCSP employs highly experienced staff that provide superior levels of integrity to their positions; the accountant has 20 years of experience and is very familiar with budgets and contract expenditures, modifications, annual reporting and project close-outs. The operations manager has been employed by the shelter for 8 years and is experienced in HUD program requirements such as HMIS/Data Tracking, Housing First, Case Planning, Cultural Competence and Coordinated Entry and Assessment.

**b) GENERAL QUESTIONS (5 POINTS)**

- **Creating a person-centered system of care for program participants**
  1. **How does your agency define person-centered care? Provide examples of polices and/or examples of you implement this in your organization.**

The CCSP defines person-centered care as meeting clients “where they are at”. In essence, it is the understanding that you cannot make a person change, and that change comes from the person. Staff can set up the conditions that increase the likelihood of change through encouragement, nonjudgement, reflective listening, and unconditional positive regard. A person-centered care model is based on the unique needs, values, and beliefs of each individual patient rather than that of a time schedule and/or productivity standards. With the client-centered approach to service delivery, the client is advised of the services that he/she is eligible for, and are available, based on the score of their assessment and vulnerability. The client is then able to select the services that he/she would like to access.

In October 2017, the CCSP saw the need to shift from a service coordination model, to a person (client) centered model, and service coordinators where moved into case management positions. During this shift, the CCSP employed a LMFT to serve as Mental Health Specialist and Education Liaison, with the intent of providing holistic services and intensive case management with the case

managers. When the service delivery approach was altered to a client-centered model, all the program standards, policies and procedures and intake/assessment documentation was also modified to ensure a continuous client-centered system of care was in place.

**2. How has your agency improved coordination of services within your agency as well as with other services and mainstream providers?**

In August 2017, the CCSP reorganized and implemented a client-centered approach towards service delivery. For this model to be successful, it is imperative to establish and foster collaborative partnerships in the system of care that is coordinated, accessible from anywhere in the continuum and evaluates its outcomes on a regular basis. Since August 2017, the CCSP has established 15 partnerships with 5 more pending. The client-centered approach is a strength-based model which utilizes a targeted team approach to provide wrap around services ensuring that no clients slip through the cracks. The model enhances communication amongst service providers and staff and can specialize in particular areas of service while the team is working to fill in gaps when necessary.

To ensure service continuity, prioritization and access to services, the CCSP also participates in the Coordinated Entry System so that all participants who have a service need will receive a referral to other available local or mainstream resources that may fall out of the system of care partnership. The success of the Coordinated Entry System relies on the partnership of all service providers to commit to standardized assessment, referrals and data collection.

**3. Explain your agency's relationship relative to using Coordinated Entry (aka Resource Connect Butte) or HMIS**

The CCSP participates in the Coordinated Entry System (CES), and its core practices, in the delivery of services to homeless persons and has written the CES process into the organization's program standards. Program staff utilize the system to navigate housing and service needs to ensure fair and equal access to assistance for homeless or at-risk persons. Program staff use the CES to conduct an assessment and based on that score prioritize persons with the most severe service needs for housing; program staff use CES to determine the need/desire for supportive services that will assist a client in long-term housing sustainability. Program staff work with each client to determine which services they are eligible for/desire and then make a referral to the appropriate mainstream resource or provider, if not available at the CCSP.

The CCSP maintains intake and eligibility program staff that are trained, annually, on the CES.

The CCSP Shelter Manager pulls reports from the HMIS/Coordinated Entry System to identify the length of time persons are on the by-name list waiting to be housed, to determine the supportive services that a participant is receiving, and to identify service gaps that are not meeting an identified need. The CCSP Shelter Manager also works with the Data Quality and Compliance Manager and/or HMIS Administrator on data integrity issues related to the CES and data tracking.

The CCSP has program staff that regularly participates in Coordinated Entry/Impact team meetings to fulfill the CoC's requirements for continuous improvement of the CES.

**4. What other ways is your agency aligning with the priorities of the Butte Countywide Homeless Continuum of Care?**

In March 2017 the CCSP Board of Directors updated the strategic plan and aligned the programmatic goals of the shelter to reflect Butte County's Homeless Continuum of Care's priorities. The five main programmatic goals of the CCSP are:

- Reduce the length of time persons are homeless while staying at the shelter
- Reduce the rate of recidivism at the shelter
- Reduce the number of unduplicated persons being served at the shelter

- Increase the percentage of adults who gain or increase employment or cash income over time while staying at the shelter
- Increase the number of individuals and families who exit the shelter to permanent housing

Additionally, the management team of the CCSP participates in Butte County Continuum of Care sub-committees (Youth, Chronically Homeless, HMIS, Coordinated Entry) and assist with policy development and system change activities.

The CCSP has also aligned its program format to those of national best practices as recognized by HUD and the Butte County CoC. Not only does the CCSP utilize the CES to guide the intake and assessment process, but the organization also follows; (1) the progressive engagement approach when preparing persons for permanent housing placement and sustainability; (2) the Fair Housing Act to ensure equal access to housing and services, and (3) utilize HMIS data to track outcomes and achieve results.

- **Using models with demonstrated success**

1. **How does your agency use program evaluation and best practice program models to develop and implement the programs that you operate?**

As a recipient of HUD and HCD funding, the organization is mandated to participate in the HMIS and to annually report its outcomes and demographics of clients served on the annual performance reports. To address the current causes of, and remedies for, homelessness, the CCSP references data on the AHAR to evaluate program success by the cost per outcome and the exits to permanent housing. Due to the complexity of homelessness, and the need for supportive services to support the Housing First best practice model, regular analysis of data and program evaluation is key to success. Analysis of all elements of the data reported is necessarily to demonstrate the variety of indicators that may affect outcomes or may identify local service gaps that will have a negative impact on a client's potential for success in a Housing First Model. Recently, CCSP has observed changes in client needs which then triggers the need for regrouping and re-evaluating our efforts to make clients successful in their housing placement, improve the organization's performance and improve our programmatic outcomes.

2. **What is your agency's overall approach to building these practices into your programs? Please give an example of a change your agency made to an existing program or a time your agency developed a new program based on a best practice or the results of an evaluation.**

As a result of program evaluation, the CCSP realized that it was not successfully meeting the comprehensive needs of families experiencing homelessness required building relationships and partnerships with early childhood providers. Such a partnership would connect the educational system with the housing system to ensure that each interpreted collaboration as the key to meeting the full needs of families with young children who were experiencing homelessness.

The need to collaborate with early childhood providers came after key participant interviews where it was determined that shelter hours of operation, shelter noise levels and transportation to school were in direct conflict with a homeless child's success in school. In effort to collaborate with the Chico Unified School District (CUSD), the CCSP modified its protocol to allow for early entry into the shelter for families with young school-aged children. The shelter also revised its protocol for family early entry to include a nutritious snack, quiet time for homework and reading, time for bathing, and time to prepare for dinner, all prior to the time the shelter was open for the general population. It was agreed upon that the CUSD would provide transportation for the children residing at the shelter, and the children would be picked

up and dropped off at the local bus stop. Due to data analysis and program evaluation, the shelter was able to make a modification for young children and their families that improved the educational outcome and decreased the traumatic impact of living in a shelter.

**c) PERSONNEL CAPACITY (5 POINTS)**

- **What key capabilities and qualifications does your agency look for when recruiting for front line staff, case managers and leadership/manager positions?**

When the CCSP is recruiting staff it looks specifically for:

- Lived experience in the areas of homelessness, mental health, and/or addiction
- Training and education in the social services field
- Work experience in the social services field
- Persons that are bi-cultural, bi-lingual and culturally competent

Other important components of these positions are the ability to understand the importance of confidentiality, and the implications of breaching confidentiality, as well as understanding the importance of quality data collection. Other traits the CCSP finds integral to success is for an individual to be a self-starter, organized, compassionate, and able to establish and maintain boundaries while being a team player.

Leadership/manager positions must have the same traits as mentioned above, while also having the ability to fulfill the mission and vision of the CCSP, be a collaborative partner, experienced in overseeing budgets in excess of a million dollars, understanding and following state and federal funding requirements and implement program regulations.

- **If awarded this grant, will additional staff be needed? If so, how many and what position titles will you hire? Will you have any preferences for placement of those who are or have been homeless?**

If awarded, the CCSP would hire one full time lead day monitor, and six full time equivalents monitors. Hiring preferences are as noted above, and applicants with lived experience as a homeless person would meet a hiring preference

- **How do these qualifications equip all your staff to meet the needs of the population(s) you serve?**

The CCSP actively seeks out job applicants that have experience and/or education in the social services or community services arena because of the nature of the services that the organization provides. Homelessness and the many barriers that brought one to homelessness are often addressed through strength-based programming that is provided by social service agencies/providers and mainstream resource providers. Program staff are required to participate in mandated data tracking systems, to complete regular reporting requirements, be accountable for outcomes and plans, and to be part of a solution that includes several different partners; this is no different than a social services employee working for the county-the demands are relatively the same. Cultural competence and the desire for bi-lingual and bi-cultural skills meets the demand of the county's population whether homeless or not.

- **How do you develop new program, policies and procedures?**

The CCSP utilizes a multilevel framework in developing policies and procedures with the inclusion of five central components: holistic health of the agency (including clientele), cultural and socioeconomic relevance, partnerships, capacity building and sustainability. Policies and procedures are derived in

response to organizational culture, environmental needs and constraints, operational requirements and available human and financial resources, which are tailored to the mission and vision of the CCSP. The Board of Directors, key program staff and clients are involved in the development discussions, while integrating data trends from HMIS and client focus groups.

- **Describe your organizations capability to manage grant programs. Include examples.**

The CCSP was established in 1998, and since 2002 has been managing local, state and federal funding successfully, without audit findings or monitoring findings. Primarily, the CCSP operates its programs based on revenue attained from the county, through contracts, or via a federal or state funder through a recipient agreement; both are grant awards where the requirements for data tracking, reporting and outcomes are all very similar. Currently, the CCSP operates capital acquisition and program implementation grants totaling \$500K in funding.

The CCSP is structured to allow for separation of duty, appropriate signature control and expenditure authorization; ensuring integrity and accountability at all levels of grant administration.

- **What key capabilities and minimum qualifications are required for the program staff? (provide for each of the funded positions)**

**Lead Monitor:**

Education and/or Experience:

- High School graduate or equivalent required
- Interest in social work, psychology, sociology and/or related fields preferred
- Possess current CPR certificate, or able to obtain one

**Position Summary:**

The Lead Monitor is responsible for overseeing the monitors on the designated shift. The Lead Monitor is responsible for ensuring that monitors are held accountable for tardiness and violations of company policy. They have a duty to report to the Operations Manager any infractions that occur while on their shift. The Lead Monitor has the authority to send employees home who violate work rules and company policy. The Lead Monitor is also responsible for ensuring employees on the shift are practicing safe work habits. They must be knowledgeable on emergency protocols and fire escape plans. The Lead Monitor will report directly to the Operations Manager.

**Shelter Monitor Position Summary:**

The Shelter Monitor is responsible for maintaining a safe and secure environment in a respectful and dignified manner while supervising and assisting guests. Shelter Monitors report to the Operations Manager, and works closely with their Operations Manager, Case Managers and the Executive Director. Shelter Monitors have routine contact with guests, volunteers and donors.

Responsibilities:

- Shelter Monitors are the first point of contact for new guests, and duties include welcoming new guests, going over the rules and regulations, and performing intakes (information gathering) with new guests. Please note that most intakes are routine, but some are not due to varying circumstances and other shelter staff will be there to assist if necessary.
- Receiving guests into the Shelter each day, pulling guests' bins so they can access their possessions, providing bedding, towels for showers, and personal hygiene needs such as toothbrushes and deodorant.
- Accurately and correctly enter guest information into Clarity.
- Ensuring rules and regulations are followed for the respect and safety of all.

- Maintaining the daily log and entering guest data and information accurately and appropriately.
- Reporting and recording events at the Shelter including unusual occurrences and damage.
- Assisting with facility clean up including sleeping areas, kitchen, and bathroom.
- Conducting regular perimeter checks of shelter property and reporting any irregularities.
- Calling fire, police or emergency medical personnel in emergency situations.
- Performing other duties and projects as assigned.

**Additional Requirements:**

- Excellent interpersonal and oral communication skills and professionalism in dealing with guests, co-workers, volunteers and donors required.
- Ability to maintain the privacy and confidentiality of our guests.
- Ability work with and communicate with diverse populations.
- Ability to solve problems independently and promptly take appropriate action.
- Ability to clearly document guest's activity and important shelter issues through shelter log entries and HMIS.
- Ability to resolve conflicts while maintaining the dignity of our guests and the procedures of the Shelter.
- Attend required monthly Staff and Monitor Meetings and keep informed on any shelter policy or procedure changes.
- Excellent listening skills are important.
- Adhere to policies and procedures of the Chico Community Shelter Partnership.
- Able to lift and carry 35 pounds from an overhead position to the floor.
- Basic computer literacy and data entry skills required.

**Education and/or Experience:**

- High School graduate or equivalent required.
- Interest in social work, psychology, sociology and/or related fields preferred.
- Possess current CPR certificate, or able to obtain one.

**d) DATA MANGEMENT (2 POINTS)**

- **Describe your organizational data collection policy and procedures to ensure quality data collection, data entry, and reporting for homeless services programs in Clarity, the Homeless Management Information System (HMIS)?**

The CCSP Board of Directors adopted the Housing and Urban Development system performance standards as the required data elements that CCSP staff collects to track and evaluate outcomes in HMIS. The Data Quality and Compliance Manager (DQCM) trains staff immediately upon hire, and annually thereafter. Individual client documents are scanned into HMIS for tracking to allow for a consistent continuum of care plan. The DCQM runs reports frequently to manage data quality and looks for data integrity issues that warrant further staff training. The DQCM generates reports that are specific to program administrators, board of directors, communities and individual providers to provide information on program utilization, types of needs, populations served, common barriers and outcomes. This data can be used programmatically, as well as for cross agency/cross system collaboration, through the Butte County Continuum of Care. Monthly, the Executive Director informs the CCSP Board of Directors on the level of compliance with HUD's performance measures as it relates to the CCSP system and programmatic data. The Board looks for trends to possibly identify service or systems gaps that need to be addressed in order to meet client needs.

The roles and responsibilities of staff with regard to unique identifiers and personal identifying information; privacy plan information; end user requirements and the data quality plan can all be found in the CCSP HMIS Policy (reference attachment D)

- **If your program is not currently collecting program participant data, describe your plan for increasing agency capacity to quickly begin collecting and entering data. Not Applicable**
- **Describe any changes your organization will need to undertake to meet the data and reporting requirements of this RFP.**

The CCSP would need to work with the systems administrator to add a component titled "Homeless Prevention" in or order to collect the data on clients that were served under this program component. The CCSP has done this before, as new funding streams have been awarded, and new programs have been entered in the HMIS system.

**e) CULTURAL COMPETENCY (2 POINTS)**

- **Explain your agency's cultural competency according to your organization polices**
  1. **Describe how the agency's engagement and service delivery model assures access to underserved communities who are disproportionately impacted by homelessness, including efforts related to service design, staffing, outreach and engagement approach, and language.**

The CCSP has designed the shelter program to ensure equal access to all housing and supportive services regardless of any perceived barrier or protected class designation. The agency places bi-lingual and civil rights trained staff in intake positions, the agency reinforces annual training on civil rights/discrimination and we ensure that advocates for under-represented sub-populations of homeless serve on the board of directors, on staff and are partners to the organization. Currently, the CCSP does not have the funding to support an outreach and engagement team, but that is a plan for the future.

2. **Explain how your agency will make services available to populations disproportionately represented among the homeless population, including racial and ethnic minorities, immigrants and refugees, individuals with disabilities, LGBTQ youth and adults, and people with limited English proficiency.**

The CCSP is a member of the Butte Countywide Continuum of Care and supports the continuum's non-discrimination policy. As a member of the CoC, program staff participate in the annual training provided by the CoC on civil rights and non-discriminatory service and housing provision, as well as how to protect the rights of the LGBTQ community. The CCSP has adopted an agency policy on Equal Access to Housing Programs. The shelter is improving access by making it easier for people to identify and connect with the services that they need; access is made easier by employing bi-lingual staff, by having LGBTQ advocates on staff, by utilizing language line when bi-lingual staff are not available, by utilizing the services of the NorCal Center on Deafness for the hearing-impaired clients and by partnering with community advocates like legal services and Far Northern Regional Center for specified sub-population services.

3. **Please identify any issues or limitations your agency may encounter and describe how your agency will modify services to meet the needs of these specific populations.**

If the CCSP encounters issues or limitations while serving the afore mentioned populations, the CCSP would reach out to other service providers for assistance and engage in referral for services to meet the individual client needs, specifically 211 if it is beyond the CCSP's ability to provide adequate services.

**f) PARTNERSHIPS AND COLLABORATION (3 POINTS)**



- **Describe how your agency is part of the larger system of services and/or housing resources for people experiencing homelessness. Give an example of how your agency is connected to other organizations that are or have supported your agency's program participants.**

The CCSP was originally created through the Greater Chico Homeless Taskforce in 1998, with the mission of sheltering those who were experiencing homelessness. The CCSP Executive Director continues to be an active member of the Taskforce and serves as a council member to the Butte Countywide Continuum of Care, both of which groups play an integral role in the mission of ending homelessness. The CCSP is a recognized leader in the community for providing emergency shelter, transitional housing, rapid rehousing and permanent supportive housing programs. The Torres Community Shelter employs four case managers that work one on one with clients to establish a housing action plan which connects clients to the appropriate resources to secure sustainable, long-term housing.

The CCSP is a participating member of a countywide multi-disciplinary team, facilitated by the Butte County Department of Employment and Social Services, who meet monthly to brainstorm ways to help individual clients that have multiple barriers to securing sustainable housing and who are frequent users of costly public services. This collaboration ensures non-duplication of services, identifies service gaps in the county, and ensures that no homeless person falls through the system.

- **How will your agency work collaboratively to support exits to permanent housing or other services as needed in a seamless, person-friendly way? Describe any key, formal partnerships that are jointly designed with other agencies, and indicate whether they are formalized through an MOU or a subcontract.**

The CCSP follows a client-centered approach to service provision. Through the HMIS/Coordinated Entry System, the vulnerability assessment determines individual needs of the client and a services case plan is articulated; this plan may provide for internal services or a coordination of departmental and community resources. The case manager serves as the single point of contact creating an environment for stronger relations with community partners that serve as our housing support system.

The CCSP has worked hard to establish 15 collaborative partnerships with other service providers within the city/county, which help clients fill the gaps in their self-sufficiency plan. The CCSP has a contract with Butte County Behavioral Health (BCBH) which is through the Mental Health Services Act, to provide peer partner support to our clients. Additionally, BCBH also provides an on-site clinician two days a week that works with CCSP's clients to connect them with services. The CCSP also has a formal discharge plan with the BCBH Triage Connect Team that discharges clients from the Crisis Services Unit to CCSP. The CCSP has a MOU with the Butte County Department of Employment and Social which provides the clients of the CCSP with intensive adjunct case management that will connect clients with social security income so that they can secure housing. All CCSP families are connected with a single CalWORKs social worker to ensure the delivery of seamless services for interagency case management. Through an MOU with eCenter (Head Start and Early Head Start) CCSP families receive priority for enrollment in their programs. The CCSP has referral procedures in place with 14 other community partners, however there isn't a formal agreement in place.

## HEAP Request for Proposal Project Application– Services (80 Points Total)

8 pages maximum – Enter answers directly into this document

### 1. PROJECT OVERVIEW AND POPULATION (UNSCORED)

1. Provide a general description of your services project, a description of the target population, and time limits on services (if any).

The Chico Community Shelter Partnership, also known as CCSP or the Torres Shelter, located in Chico, CA, serves residents of Butte County and has been providing sheltering services since March 2003, offering evening shelter, showers and hygiene supplies, laundry, phones, mail reception and a dinner meal. In January 2017, the CCSP began providing breakfast, which includes a vocational food service component whereby guests can partake in meal preparation, cooking, safety and sanitation. These services, however, are only provided from 4:30 pm to 7:00 am, 7 days a week.

The Continuum of Care Community and the CCSP acknowledges the need for shelters to operate 24 hours a day, 7 days a week, and is requesting funding from the Homeless Emergency Assistance Program to implement a day center at the Torres Community Shelter from 8:00 am-4:30 pm which will supplement the current hours of operation. Due to the current level of involvement and collaboration of other service providers, programming that currently happens in the late afternoon and evening hours, will be shifted to the hours of 8:00 am-4:30pm. Additional services will be brought in and will include classes provided by, but not limited to: Butte Community College, Oroville Adult Education, and Alliance for Work Force Development. These three entities have provided a verbal agreement to collaborate should funding be allocated for the partnership and service provision. The overarching goals of this program are to:

- Provide social emotional connection
- Meet basic human needs
- Connect people to resources that will enable them to meet their full potential

The CCSP strives to house individuals as fast as possible, however, given the CAMP Fire disaster and a significantly diminished housing stock inventory, the CCSP anticipates a longer period of stay at the shelter. There are no time limits for length of stay. The target population to be served are individuals and family units ranging in age from birth to seniors, there is no age capacity as long as an individual can care for themselves. Current population indicates that 25% are chronically homeless, although there could be a shift due to the CAMP Fire evacuees that have not found housing and have limited means to self-resolve their housing crisis.

In 2017, the Torres Shelter served 852 unique individuals, of which 276 reported to have a physical disability, 137 had a developmental disability, 290 had a chronic health condition, and 404 reported to have a mental health condition. Based on the current demographics, one would assume these individuals would seek day services for respite services, and can choose to participate in additional classes such as life skills and art therapy.

- a. For any type of street-based outreach projects: NOT APPLICABLE

2. Describe how many people will be served each year and what percent of those will meet project outcomes.

The CCSP is anticipating that the number of unique individuals served, will drop due to the lack of permanent housing for people to exit into.  
 The CCSP projects to serve approximately 800-1000 unique individuals, with 100% meeting the outcomes stated above.

3. What household types are eligible for this project? **All, excepted unaccompanied minors**

- Families w/children
- Seniors (60+)
- Single females
- Single males
- Young adults (18-24)
- Youth (under 18)

4. What specific populations, if any, is this program designed to serve? **All, excepted unaccompanied minors**

<input checked="" type="checkbox"/>	All populations
<input checked="" type="checkbox"/>	LGBTQ
<input checked="" type="checkbox"/>	People living with disabling health conditions
<input checked="" type="checkbox"/>	People living with drug or alcohol addictions
<input checked="" type="checkbox"/>	People living with mental illness
<input checked="" type="checkbox"/>	Seniors (60+)
<input checked="" type="checkbox"/>	Veterans and/or their families
<input checked="" type="checkbox"/>	Young adults (18-24)
<input type="checkbox"/>	Youth (under 18)
<input type="checkbox"/>	Other

**2. PROGRAM DESCRIPTION (28 POINTS) Commitment to Housing First and Low-Barrier (16 Points)**

1. What criteria must participants meet before receiving services?

The CCSP-Torres Community Shelter is a low-barrier program and invites almost all persons, and sub-populations, to apply for shelter services; persons who wish to access day services only need to be a registered participant of shelter services. A registered participant must participate in the intake process which determines vulnerability and client-centered need and includes data entry into the HMIS system (with participant permission).

2. What would cause your agency to deny someone entry into this project?

The only sub-populations, or barriers to program participation include persons who are registered sex offenders or registered arsonists.

3. Why would someone experiencing homelessness want to participate in your project?

The CCSP is an extremely successful program with nearly 100% success rates and is a highly visible program to the homeless population and to the local supportive service providers, both public and private. As a significant partner in fighting the battle of homelessness, the CCSP has a proven track record of assisting homeless persons based on the agency's three overarching program goals:

- Connected socially and emotionally with case managers, monitors, other clients and service providers
- Having their needs met
- Being connected to resources that will enable them to meet their full potential

These programmatic goals provide a support system to program participants that reinforces the client-centered approach to services, utilizes every service available in the county that aids in self-sufficiency and continued success, meets the basic needs of humans while providing the opportunity for success,

employment and growth outside of the shelter.

4. Describe how your project will establish meaningful relationships with people living unsheltered who may not want to engage in services.

The CCSP follows the SAMHSA's concept of a trauma-informed approach which all CCSP staff:

- Realizes the widespread impact of trauma and understands potential paths for recovery;
- Recognizes the signs and symptoms of trauma in clients, families, staff, and others involved with the system;
- Responds by fully integrating knowledge about trauma into policies, procedures, and practices;
- Seeks to actively resist re-traumatization.

Additionally, the CCSP follows SAMHSA's Six Key Principles of a Trauma-Informed Approach, rather than a prescribed set of agency specific practices or procedures. These evidence-based principles may be generalizable across multiple types of settings, although terminology and application may be setting- or sector-specific:

- Safety
- Trustworthiness and Transparency
- Peer support
- Collaboration and mutuality
- Empowerment, voice and choice
- Cultural, Historical, and Gender Issues

The CCSP believes it is critical to promote the linkage to recovery and resilience for those individuals and families impacted by trauma. Consistent with SAMHSA's definition of recovery, services and supports that are trauma-informed build on the best evidence available and consumer and family engagement, empowerment, and collaboration.

5. Given limited resources, how will your agency prioritize households for participation in services?

Access to the CCSP program and services comes via the Coordinated Entry System. Individuals participate in the coordinated entry assessment of vulnerability and need and based on the score of the assessment are prioritized for services. After the assessment process, an individual accessing services is able to return for shelter services the following day based on a first-come, first served basis; this process is continued as long as the participant returns daily until permanently placed in permanent supportive housing.

6. How do you determine what level and type of services and/or financial assistance to offer Participants? How and when will the level, type, amount, and duration of services and/or financial assistance be re-evaluated?

Each client of the CCSP-Torres Community Shelter is assigned a case manager to create a housing action plan. The immediate goal is housing first, accompanied with plans for stability with income and health. Each housing action plan is individualized, and driven by the needs of the individual. The CCSP case managers are trained in the SSI/SSDI Outreach, Access, and Recovery (SOAR) approach which allows for onsite application and completion of SSI/SSDI assistance. If an applicant is initially denied, the case manager continues to focus on the application process through each denial and re-application process. Linkages to services, are based on client need, thus the County's Employment and Social Services collaborative partners aid in sustaining income so that clients can remain stably housed. Clients are provided financial assistance if it is outlined in their Housing Action Plan, and is under the funding terms and conditions of the Department of Housing and Urban Development-Rapid Rehousing program. Typically, financial assistance includes: first

month's rent, security deposit, utility deposit, utility arrears, and may include other sustainable factors.

Due to CCSP's comprehensive case management, client case plans are reviewed bi-monthly to track progress and identify potential barriers to long-term success. The CCSP's case managers meet bi-monthly with a Licensed Marriage and Family Therapist (LMFT) to staff cases, review client barriers, length and need for services, gaps in service needs, etc. Overall, the level, type, amount and duration of services is all client driven, based on client individual needs and commitment to participation.

7. If participants are not eligible for the service, what other kinds of referrals and/or services will you provide?

Participants that are not eligible for services are typically those that exceed service capacity, registered sex offenders and arsonists. The CCSP works tirelessly to ensure participants are not exited to the street and works in a collaborative service delivery approach to secure shelter for ineligible participants. The CCSP works with probation/parole officers to ensure all advocates are involved when assisting with another shelter placement.

The CCSP participates in the Butte County Multi-Disciplinary Team meetings, which are held monthly. These meetings bring together members of all kinds of service providers, which work collaboratively on individual cases that are difficult; it serves as a brain storming session to help create a housing and services plan for a client. The CCSP attends these meetings, actively bringing cases (confidentially) to the table to discuss needs and gaps of service. It is because of regular participation of these meetings, the CCSP has been able to create professional relations with Adult Protective Services, Enloe Hospital, Feather River Hospital, the VA and other service providers that meet the needs of specified sub-populations. It is because of these relations, that it was determined that clients in need of IHSS services could have care services within the shelter. However, there are times when clients need more than just IHSS services and the CCSP works with other service providers to create an exit plan, for instance, into a Skilled Nursing Facility.

There have been instances where a homeless person was ineligible for services due to extreme mental illness. The CCSP has written protocols with Butte County Behavioral Health, with steps outlining how to care for individuals entering psychosis, keeping them safe until medical professionals arrive, as well as how to speak with persons with mental illness, how to use words that don't trigger a negative reaction and how to ensure that this specified sub-population is treated fairly and equitably while meeting the needs of their condition.

8. The BCHCoC wants to continue to increase access of our local homeless to local services. How will your project work with or enhance other services/ programs to ensure services are accessible every business day (Monday-Friday) of the month through at least December 31, 2020?

The CCSP currently operates 365 days a year, and with secured funding, will be able to operate 24 hours a day, 365 days a year. If HEAP funds are not secured, the CCSP will NOT be able to open for day services.

**Commitment to Racial Equity (2 Points)**

1. Describe how your agency will make sure that your project does not discriminate on the basis of race, color, religion (creed), gender, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status, in any of its activities or operations.

The CCSP has provided sheltering services since 1998. The CCSP is required, by law, to follow the Fair Housing Act which protects people from discrimination when they are renting or buying a home, obtaining a mortgage, seeking housing assistance or engaging in other housing-related activities. One cannot be discriminated on the basis of race, color, religion (creed), gender, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status, in any of its activities or operations. The CCSP's shelter policies reflect that ALL are welcome.

**Commitment to Housing-Focused Services (10 Points)**

1. Describe the staffing model for your project.

a. What supportive services are offered and when?

The CCSP-Torres Community Shelter provides a resource rich environment 365 days a year. Funding from HEAP, will allow for day programming between the hours of 8:00 am and 4:30 pm, 365 days a year. Supportive Services include: case management, access to a Butte County Clinician two days a week from 3:30-7 pm, parenting classes 2 days a week, weekly Alcoholics Anonymous and Narcotics Anonymous classes, kids club interactive social group-one day a week, gardening, computer literacy and other life skill classes are provided on an as-needed basis. Individualized services are also provided with collaborative partners like e-Center Head Start and Early Head Start, Butte County Baby Steps, and Far Northern Regional Center just to name a few. The frequency of individualized services is based on the service providers schedule and the needs of the participant.

b. What is the ratio of direct-service staff to participants and how does that ratio support high-quality service delivery?

The staff-client ratio varies on the day, and the census of clients. The CCSP's monitor position is on a one staff to 40 client ratio. There are 3 operational shifts during the day, two which currently operate from 3:45 pm-12:00 am, 12:00 am to 8:00 am, and with HEAP funding the third shift would be from 8:00 am-4:30 pm.

The CCSP currently has 5 Case Managers on staff, and typically have had a 1:50 ratio. (On a side note, that although the 1:50 seems high, it is due to client recidivism and an active client case load versus an entirely new case load.)

The CCSP provides high quality service delivery, as measurable outcomes show, that the CCSP has exited 29% of clients into permanent housing. The National Alliance to End Homelessness reports that 10% exits into permanent housing is noted at "good".

The CCSP's goals defined on Page 1 reinforce the national Strategic Action Plan on Homelessness and, as such, reinforce a quality service delivery model. The intent of the CCSP's goals are to support the framework of the national plan, which include:

- Preventing episodes of homelessness with the clientele, including individuals and families
- Helping eligible, homeless individuals and families receive health and social services
- Empowering out state and community partners to improve their response to individuals and families experiencing homelessness

2. Describe how your agency coordinates care for participants with other service providers, including follow-up to make sure referrals are successful.

During the fall of 2017, the CCSP conducted a GAP analysis. As a result of the gap analysis, the CCSP recognized the need for enhanced service collaboration in order to streamline services and reduce the potential for duplicity. The position of Mental Health Specialist and Education Liaison was developed and hired. The primary responsibility of this position is to reach out to all service providers in the county and educating them on the services available at the CCSP and how the services may fill a gap within the community.. Since October 2017, the CCSP has engaged with over 25 service providers countywide, which all have a written referral protocol. The Mental Health Specialist and Education Liaison provides direct oversight and guidance to the CCSP case managers during intensive case management meetings to ensure that referrals are placed and followed up on appropriately and timely. Sometimes barriers do occur and the CCSP does everything in its power to ensure the client is successful, while working collaboratively with Department of Employment and Social Services and Department of Behavioral Health

3. What qualifications or qualities are most important to your agency when hiring direct-service

staff? How do these prepare staff to serve your participants?

When the CCSP is recruiting staff, it looks specifically for:

- Lived experience in the areas of homelessness, mental health, and/or addiction
- Training and education in the social services field
- Work experience in the social services field
- Persons that are bi-cultural, bi-lingual and culturally competent

Other important components of these positions are the ability to understand the importance of confidentiality, and the implications of breaching confidentiality, as well as understanding the importance of quality data collection. Other traits the CCSP finds integral to success is for an individual to be a self-starter, organized, compassionate, and able to establish and maintain boundaries while being a team player.

When direct service staff have a lived experience they are better able to relate to clients that they serve and are capable of acting as empathetic guides and coaches who understand and model the process of recovery and healing while offering moral support and encouragement to people who need it. Moral support and encouragement have proven to result in greater compliance with treatment/services, better health function, lower usage of emergency departments, fewer medications and prescriptions, and a higher sense of purpose and connectedness on the part of the consumer.

Direct Service staff can also model and train on communication between health care provider and consumer in order to educate both on potential barriers or side effects of existing medications or treatment plans.

4. How does your project train and support staff around best practices in participant engagement and self-care?

Successfully preventing chronic emotional stress can help staff to function optimally, increase staff morale, and reduce expenses associated with staff turnover. Strategies that the CCSP follows to prevent secondary traumatic stress, vicarious traumatization, and burnout can be broadly categorized as:

*General wellness:* Encouraging and incentivizing activities like yoga, meditation, and exercise;

*Organizational:* Fostering a culture that allows staff to seek support; keeping caseloads manageable; and providing sufficient mental health benefits;

*Education:* Providing targeted trainings that create awareness of chronic emotional stress and the importance of self-care; and

*Supervision:* Facilitating staff wellness through management strategies such as reflective supervision, a practice in which a clinician and supervisor meet regularly to address feelings regarding patient interactions.

5. How does your agency ask for and incorporate participant feedback about your agency's services into your project design, policies, and/or procedures? Please provide examples.

The CCSP utilizes a multilevel framework in developing policies and procedures with the inclusion of five central components: holistic health of the agency (including clientele), cultural and socioeconomic relevance, partnerships, capacity building and sustainability. Policies and procedures are derived in response to organizational culture, environmental changes/needs, operational requirements and available human and financial resources, which are tailored to the mission and vision of the CCSP. The Board of Directors, key program staff and clients are involved in the development discussions, while integrating data trends from HMIS and client focus groups. Specifically, this is done through focus groups, anonymous feedback, during client consults, and a suggestion box.

### 3. BUDGET (15 POINTS)

Must provide bids/quotes/proof of cost for physical equipment, software, hardware, land, buildings etc.

1. Complete the RFP budget proposal sheets. The costs in this budget should be for the project only, not your total agency budget. See Attached
2. Identify the person(s) responsible for overall financial management of the activity. Indicate how many years of experience they have managing this or similar programs.

The CCSP Executive Director has 17 years' experience in program design and management, including budget development and oversight. The CCSP Accountant has over 20 years of experience. The CCSP maintains a separation of duty and signature authority as part of the fiscal management, as only the Executive Director and certain board members have signature authority.

3. In a budget narrative: Explain how these funds will be used, Explain the timeline for expenditures of the funds, Identify other resources and amounts that will be in conjunction with the HEAP Funds, if applicable, Describe how the funds tie back to the purpose of the HEAP funding, Describe the method used to determine the costs listed on the budget.

If awarded, The CCSP intends on utilizing the majority of the funds on staffing costs, to staff 5 FTE Monitors to operate day services components. Other costs associated are increased costs in utilities, materials and supplies, transportation, and consultants for day activities. Once awarded the funds will be budgeted, obligated and spent by 6/30/2021. A Day Service Program is an important component of a low barrier shelter, because it is can help people experiencing homelessness be entered into HMIS, with the goal to house people within 30 days or less of becoming homeless, working towards taking the top 20 people with the highest vulnerability from Coordinated Entry and have them housed as soon as realistically is possible. Additionally, having the ability to stay open 24 hours a day, will allow for further collaboration with the hospitals, behavioral health, and the Butte County jail with coordinated discharge plans.

### 4. GOALS & OUTCOMES (25 POINTS)

1. Describe your projects desires goals and outcomes.

The five main programmatic goals of the CCSP are: Reduce the length of time persons are homeless while staying at the shelter, Reduce the rate of recidivism at the shelter, Reduce the number of unduplicated persons being served at the shelter, increase the percentage of adults who gain or increase employment or cash income over time while staying at the shelter, Increase the number of individuals and families who exit the shelter to permanent housing.

2. Describe how your project progresses the state and local homelessness goals/priorities

This project addresses and meets ALL of the state goals. This project has the ability to meet several of the primary and secondary goal of the CoC. Such as working towards: House individuals within 30 days or less (if housing is available) of becoming homeless; Adopt discharge plans with the hospitals, operate as a location to enter people into HMIS/Coordinated Entry that are not be CCSP clients; operate at 24/7 low barrier shelter; attempt to house the most vulnerable clients from the Coordinated Entry list; and develop a discharge plan with Butte County jail.

3. What is your anticipated Total Number of Unduplicated Participants:

- a. Provide the total number of unduplicated participants that will be served by each proposed service, regardless of the number of activities in which they participate. Each participant should be counted only once for the year.

1000 for the grant funded period- 5-1-19-6/30/2021

- b. Describe your intended plan for monitoring and reporting out of your projections and outcomes on a quarterly basis.

The CCSP already has a process for grant monitoring and reporting due to other grant projects. The Executive Director runs monthly reports from HMIS, and looks at the data holistically. This data is reported out monthly to Butte County Behavioral Health, Butte Countywide Homeless Continuum of Care, and the Greater Chico Homeless Taskforce meetings.



Additionally, data is reported out to the Department of Housing and Urban Development annually.

4. Describe how you plan to assess customer or user satisfaction with your services?

Client satisfaction is determined during individual case management. At this time clients can openly express their opinions of service provided, and their level of interest being served. Case Managers can advocate for their clients, if they are not satisfied with services rendered, during staff meetings.

a. How do you plan to use the information to assess and/or make any changes to the services being delivered?

The CCSP believes in a holistic framework of services, and the information provided by guests is taken into considerations of service delivery methods, assessment and evaluation.

5. Indicate what changes, if any, in operations your agency will experience in order to provide the services and how you plan to measure whether the changes occur or not (adding staff, adding service locations, adding data tracking capabilities, etc.).

If funded, the CCSP will need to hire staff to operate the day service component. Changes will happen immediately upon receipt of funding, as staff are hired and trained. Procedures and protocol will be formalized and implemented immediately.

6. Describe how your project will continue after June 30, 2021. If it will not, state reasons why.

The CCSP Board of Directors is committed to sustaining this project beyond 2021, and is actively seeking funding for sustainability.

**5. PAST PERFORMANCE AND DATA COLLECTION (10 POINTS)**

1. Describe your agency's experience in successfully conducting this type of service. Identify any skills, current services, or special accomplishments that demonstrate your capacity for success.

The CCSP opens its doors for day services when a weather advisory is declared. Additional day services are also provided on observed holidays. During these times, clients are allowed to stay in for the day, however there isn't structured activities, and lunch may or may not be provided as well. The CCSP's current budget only projects to be open during the day for 10 days or so annually for client services. Using the current model of services, day services can be easily attained, with proper staffing, assuming funding is granted.

The CCSP currently has over 25 service providers vested in the Torres Shelter, and it is proven to be successful for services in the late afternoon, through the early morning. The CCSP and collaborative partners will be even more successful wrapping clients in services, if open during the day.

2. If this project has been funded by the Butte Countywide Homeless Continuum of Care in the past and did not meet its goals or expend its full allocation, please explain why the project should be funded again. If the project has been funded before, describe some of the primary accomplishments and challenges?

**NOT APPLICABLE**

3. Please provide three references that can speak to your organization's ability to successfully implement and administer the proposed program.

**Don Taylor, Butte County Behavioral Health, 530-693-2732 dtaylor@buttecounty.net**

**Cesar Sandoval, Chico Police Department, 530-720-1063 cesar.sandoval@chicoca.gov**

**Rashell Brobst, Boys and Girls Club, CEO, 530-624-2490, rbrobst@bgcnv.org**

**Ken MacKell, Butte County DESS, KMackell@buttecounty.net**

4. Specify the method and calculation to be used to measure the agency's objective. Data collection methods include HMIS, surveys, focus groups, interviews, report cards, and pre- and post-tests. (If a survey, questionnaire, pre- or post-test will be used for outcomes, attach the applicable document to this application and discuss the frequency of collection).

The CCSP utilizes HMIS to collect and analyze data. Clients are given the opportunity to report out anecdotally for feedback to their case manager. Clients are asked to participate in focus groups like Simplicity Village, and MHSA (Mental Health Services Act), to obtain interest and/or level of program satisfaction.

**2018 HEAP Request for Proposals**  
**Proposed Project Budget** (see additional tab for Proposed Personnel Detail)  
**May 1, 2019 – June 30, 2021**

<b>Applicant Agency Name:</b>	<b>Chico Community Shelter Partnership</b>
<b>Proposed Project Name:</b>	<b>Torres Community Shelter-Day Services Center</b>

Item <small>(auto-filled from Personnel Detail)</small>	Amount by Fund Source			Total Project
	Requested HEAP Funding	Other <sup>1</sup>	Other <sup>1</sup>	
<b>1000 - PERSONNEL SERVICES</b>				
1110 Salaries (Full- & Part-Time)	\$ 390,583.00	\$ -	\$ -	\$ 390,583.00
1300 Fringe Benefits	\$ 97,646.00	\$ -	\$ -	\$ 97,646.00
1400 Other Employee Benefits <sup>2</sup>	\$ -	\$ -	\$ -	\$ -
<b>SUBTOTAL - PERSONNEL SERVICES</b>	<b>\$ 488,229.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 488,229.00</b>
<b>2000 - SUPPLIES</b>				
2100 Office Supplies	\$ 10,000.00			\$ 10,000.00
2200 Operating Supplies <sup>3</sup>	\$ 60,000.00			\$ 60,000.00
2300 Repairs & Maintenance Supplies	\$ 25,000.00			\$ 25,000.00
<b>SUBTOTAL - SUPPLIES</b>	<b>\$ 95,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 95,000.00</b>
<b>3000 - 4000 OTHER SERVICES &amp; CHARGES</b>				
3100 Expert & Consultant Services	\$ 15,000.00			\$ 15,000.00
3140 Contractual Employment				\$ -
3150 Data Processing				\$ -
3190 Other Professional Services <sup>4</sup>				\$ -
3210 Telephone				\$ -
3220 Postage				\$ -
3300 Automobile Expense				\$ -
3310 Convention & Travel	\$ 12,000.00			\$ 12,000.00
3400 Advertising				\$ -
3500 Printing & Duplicating	\$ 10,000.00			\$ 10,000.00
3600 Insurance				\$ -
3700 Public Utility Services	\$ 20,000.00			\$ 20,000.00
3800 Repairs & Maintenance	\$ 20,000.00			\$ 20,000.00
3900 Rentals - Buildings				\$ -
Rentals - Equipment				\$ -
4210 Education Expense				\$ -
4220 Capitol Purchase				
4290 Other Miscellaneous Expenses <sup>5</sup>				\$ -
4999 Administrative Costs/Indirect Costs	\$ 6,172.29			\$ 6,172.29
Other:				\$ -
Other:				\$ -
Other:				\$ -
Other:				\$ -

<b>SUBTOTAL - OTHER SERVICES &amp; CHARGES</b>	<b>\$ 83,172.29</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 83,172.29</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 666,401.29</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 666,401.29</b>

<sup>1</sup> Identify specific funding sources included under the "Other" column(s) above:		<sup>2</sup> Other Employee Benefits - Itemize below:	
	\$		\$
	\$		\$
	\$		\$
	\$		\$
<b>Total</b>	\$ -	<b>Total</b>	\$ -

<sup>3</sup> Operating Supplies - Itemize below (Do Not Include Office Supplies):		<sup>4</sup> Other Professional Services - Itemize below:	
Guest Daily Use Supplies	\$ 40,000.00		\$
Life Skill Class Supplies	\$ 20,000.00		\$
			\$
			\$
<b>Total</b>	\$ 60,000.00	<b>Total</b>	\$ -

<sup>5</sup> Other Miscellaneous Expenses - Itemize below:		Administrative Costs/Indirect Costs - Itemize below:	
		1% Indirect Costs	\$
			\$
			\$
			\$
<b>Total</b>	\$ -	<b>Total</b>	\$ -

Does the agency have a federally approved rate?	Yes	<input checked="" type="checkbox"/>	No
If yes, provide the rate:	<input type="text"/>		

# Appendix A - Entity Certification:

This certification attests to awareness and agreement to the content of this RFP and all accompanying calendar schedules and provisions contained herein. The entity must ensure that the following certificate is duly completed and correctly executed by an authorized officer/person of your organization.

This proposal is submitted in response to **HEAP FUNDING** issued by the Butte Countywide Homeless Continuum of Care, in Butte County California.

The undersigned is a duly authorized officer, hereby certifies that:

Chico Community Shelter Partnership  
(Organization Name)

Agrees to be bound by the content of this proposal and agrees to comply with the terms, conditions, and provisions of the referenced RFP and any addenda thereto in the event of an award. Exceptions are to be noted as stated in the RFP.

The undersigned further certify that their firm (check one):

- IS  
 IS NOT

Currently debarred, suspended, or proposed for debarment by any local, state or federal entity. The undersigned agree to notify Butte Countywide Continuum of Care of any change in this status, should one occur, until June 30, 2021.

## Person[s] authorized to negotiate for purposes of this RFP are:

Name: Joy Amaro  
Signature: *Joy Amaro*

Title: *Executive Director*  
Date: *1-8-19*

Name:  
Signature:

Title:  
Date:

## Signature of Authorized Officer:

Name: Joy Amaro  
Signature: *Joy Amaro*

Title: *Executive Director*  
Date: *1-8-19*