ERF-3-R, Application

Part 1 (A): ADMINISTRATIVE INFORMATION

Application Window

⊙ Window #1, 11/3/2023 - 1/31/2024

○ Window #2, 2/1/2024 - 4/30/2024

○ Window #3, 5/1/2024 - 6/30/2024

Applications received after 5:00 p.m. on the last day of the application window will be reviewed and evaluated during the following application window. **Note, applications submitted after 5:00 p.m. on 6/30/2024 will not be reviewed.**

Eligible Applicant

Select the eligible applicant's jurisdiction type.
⊙ CoC   ○ City   ○ County

Select from the list of continuums of care.

Tehama County CoC

Part 1 (B) Contracting Information

Complete all elements of the below section. This information is required for contracting should this application be chosen for award.

Contractor Information

Contractor Name (the legal entity entering into contract with the State)

The Vitality Project

What is the Federal Employer Identification Number (FEIN # or tax id number) for the contractor?

364820017

Tax ID Form
TVP Payee Data Record - CL - 1-30-24.pdf

Governmental entities will need to submit a GovTIN Tax Form, and Non-governmental entities will need to submit a STD 204 Tax Form. Links to each are below:

GovTIN: Taxpayer ID Form (ca.gov)
STD 204: STD 204 - Payee Data Record (ca.gov)

Who is the best contact person for this contract?

Primary Contact

Andrea	Curry
First	Last

This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)

Job title

Executive Director
job title

Email	**Phone**
andrea@tehamacoc.org	(530) 567-4408

This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)

Secondary Contact

Heather	Henderson
First	Last

Job title

Grant Administrator
job title

Email	**Phone**
heather@tehamacoc.org	(530) 567-4408

This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)

Contact Person for Reporting

Andrea	Curry
First	Last

Job title

Executive Director

job title

Email

andrea@tehamacoc.org

Phone

(530) 567-4408

*This contact will ONLY receive grant reporting correspondence
(inclusive of guidance, report releases/reminders, report follow-ups).*

Authorized Representative

Colleen

Lewis

First

Last

Job title

job title

Email

colleen@tvptehama.org

Phone

(530) 736-6524

*The Authorized Representative has authority to contract on behalf of
the eligible applicant*

If this application is funded, what address should the check be mailed to?

Address

The Vitality Project

Address Line 1

P.O. Box 9189

Address Line 2

Red Bluff

California

96080

City

State

Zip Code

Attention to (if applicable):

Accounting

⚠️This Application uses character limits ⚠️

Reaching these limits is not required, however competitive responses will address <u>all parts</u> of each

question asked.

Part 2: PROPOSAL OVERVIEW

Guidance:

In completing this application, applicants must identify the specific encampment that will be prioritized for resolution.

If an applicant proposes to prioritize a large, noncontiguous, or multiple site(s), the encampments may only be addressed through a single application if: (a) the justification for prioritizing the encampments is the same, **and** (b) the demographics and service needs of the residents of the encampments is sufficiently the same that, (c) the same set of services, and service providers, including outreach, interim and permanent housing programs, will be used to resolve the identified people's experience of homelessness in encampments.

Applicant must prepare a separate application for each encampment that does not meet the requirements of (a) – (c).

Proposal Summary

Summarize the proposed Encampment Resolution Fund (ERF) project, including an overview of all key components and/or phases of the project that will be funded in whole or in part with ERF-3-R resources. (1500-character limit)

Rural Indoor Objective (RIO) is a collaborative project made up of new and existing projects operated by nonprofit and governmental partners in Tehama County working together to bring people living in the area's longest-standing encampment sites indoors as quickly as possible and ultimately into safe, permanent housing.

RIO is made up of 4 main components:

Outreach & Engagement will include traditional street outreach services, mobile healthcare services, safe camping, and drop-in, facility-based day shelter services.

Interim Housing (IH) options, for those who choose to include this step in their journey, will include non-congregate and clinically enhanced congregate shelter as well as medium-term (6-12 mos) bridge housing. Shelter will be provided primarily at PATH Plaza Navigation Center, a facility currently under construction in Red Bluff. Bridge housing will include placement at one existing project or at a new tiny home village. Interim housing for DV survivors with safety needs will be provided confidentially by Empower Tehama.

Permanent Housing options will include Rapid Rehousing (RRH), placement at one of two Permanent Supportive Housing (PSH) projects currently under development or in a new manufactured housing unit, with assistance with space rent available if needed.

Case Management services will be offered to participants throughout all housing phases and will feature Individualized Case Plans developed using a true Participant Choice approach.

People Served

Number of people currently residing in prioritized encampment site

170

\#

Potential inflow of people into the prioritized encampment site during the grant term.

105

Of people currently residing in prioritized encampment site, how many will be served by this proposal?

170

\#

Given the potential for inflow of people into the prioritized encampment site, how many people are projected to be served across the entire grant period?

275

\#

Of people projected to be served across the entire grant period, number of people projected to transition into interim housing.

246

\#

Of people projected to be served across the entire grant period, number of people projected to transition into permanent housing

183

\#

*This should include both people who transition directly into permanent housing **and** people who may first transition into interim housing.*

Is the prioritized encampment site part of a larger encampment area?
○ Yes ⦿ No

Encampment Information

1. Briefly describe the characteristics of the people residing within the prioritized encampment site, including demographics, household compositions, disabilities, and projected service and housing needs. Include how this information was gathered. (1500-character limit)

Based on data gathered by Street Outreach workers and through the 2023 PIT Count, it is estimated that about 170 unduplicated individuals currently reside within the prioritized areas.

The demographic characteristics of unhoused campers is consistent across the sites, which are primarily inhabited by older adults, with 51% of the encampments' current residents being between the ages of 35 and 54 and another 28% being age 55 or older. 13% are aged 25-34, and just over 5% are youth aged 18-24. Less than 4% are under the age of 18, all of whom are members of a small number of households with children currently in residence. 98% of all households are made up only of adults, and of those, 96% are single-adult households.

Almost 80% of the encampments' residents identify as white alone, and 7% identify as Hispanic or Latino. About 8% of encampment residents identify as American Indian, Alaska Native or Indigenous, a group significantly overrepresented in the unsheltered population of Red Bluff, where native or indigenous people make up only approximately 1.6% of the overall population.

Approximately 40% of unhoused campers at these sites meet both the disabling conditions and length of time/number of times homeless criteria of the chronically homeless definition, however, that the median length of time homeless across the group is 446 days and many have declined to disclose disability information and/or access to care suggests that this is likely an undercount.

If this proposal seeks to serve a particular target population, specify and describe.

2. Briefly describe physical characteristics of the prioritized encampment site in which the people you are proposing to serve are residing. The description must include the specific location, physical size of the area, the types of structures people are residing in at the site, whether vehicles are present, and any other relevant or notable physical characteristics of the site. (1000-character limit)

This proposal seeks to prioritize five sites that, while geographically non-contiguous, are all located within a 1-mile radius of the city center of Red Bluff, are similar in topography. Each site is at least partially located in primary floodplain and characterized by small rolling hills, ravines, gullies and wooded areas and patches of thick brush. Covering a combined total of approximately 90 acres, the sites include portions of Red Bluff River Park, Dog Island/Samuel Ayer Park, Forward Park, under and around a partial-cloverleaf I-5 interchange and a landlocked area of north of Walnut St. and east of Baker Rd. Most residents of these sites stay in tents or lean-tos, often using natural land features as windbreaks and to obscure the visibility of their camps, however, a small number of vehicles - mostly RVs that are not roadworthy or safe to inhabit - are present on the westernmost site, which has seasonally passable dirt in-roads.

3. Why is this encampment site being prioritized? Applicant should identify any distinguishing needs and/or vulnerabilities of the people living in this encampment and/or any health, safety, or other concerns that led the applicant to prioritize this site over other encampments. (1000-character limit)

The impetus for prioritizing these sites is two-fold.

First, the prioritized encampments are home to the most vulnerable people experiencing homelessness in Tehama County, who have been homeless the longest, and who face the most and most significant barriers to accessing housing. Despite long-standing policies intended to prioritize them for services, a near total lack of shelter and permanent housing options that could meet their needs has left most waiting for years. With long-awaited solutions to both on the horizon, now is the ideal time to ensure they are truly prioritized.

Secondly, the prioritized sites are particularly dangerous and ill-suited for habitation. Each of these sites is prone to flooding in winter, at high risk of fire in summer and fall, or both. The most recent flooding incident occurred in 2023, when Samuel Ayer Park campers awoke in the middle of the night to water rising around them and had to evacuate with help from advocates and first responders.

ERF authorizing legislation requires funding be used for "prioritized" encampments. Applicants must, therefore, provide a justification for the prioritization of the encampment proposed to be served. Except in very small communities where it may be possible to justify prioritizing all of a small number of encampments for resolution using this fund source, ERF is not intended to be used to fund a community-wide encampment resolution program.

Attachment: Map
Tehama COC RIO ERF-3-R Map OL.pdf

The provided map should clearly indicate the area of the prioritized encampment. The map may also indicate the location of other key service, shelter, and housing resources described in this proposal.

4. Is the prioritized site on a state right-of-way?
○ No ⊙ Yes - partially ○ Yes - entirely

Attachment: Caltrans Letter of Support
Caltrans ERF Support Letter .pdf

Projects entirely or partially on a state right-of-way must include a Letter of Support from Caltrans.

- This letter must include confirmation from Caltrans that they are aware of and in support of the

ERF project, including the projected timeline, and that they will only take action on that encampment site in collaboration with and at least 2 weeks-notice to the ERF grantee, unless critical circumstances exist when an encampment poses an imminent threat to life, health, safety, or infrastructure and must be immediately addressed.

- This letter should be signed by the local Caltrans Deputy District Director of Maintenance (DDDM) or their designee.
- This letter may also include Caltrans role in the proposal and what Caltrans resources are being leveraged.

Proposal's Outcomes

5. What outcomes does this proposal seek to accomplish by 6/30/2027? Outcomes should be specific, measurable, attainable, relevant, and time-bound (SMART). (1000-character limit)

1. By 1/1/2025, outreach contacts will have been made to no fewer than 120 persons residing in RIO encampments, including opportunities to complete CE assessments.

2. Throughout the ERF grant period, no less than 65% of bednights provided at PATH Plaza will be for RIO participants.

3. By 6/30/27, no fewer than 70 RIO participants with significant barriers to obtaining permanent housing will have accessed interim housing at Sale Transition and/or the Tiny Home Village.

4. By 6/30/27, no fewer than 65 RIO participants will have been placed in permanent supportive housing.

5. By 6/30/27, through RRH or RRH-comparable assistance, using ERF-3-R or leveraged project funds or community partner programs, no fewer than 100 RIO participants will have moved into permanent housing.

6. No more than 6% of RIO participants placed in permanent housing and no more than 15% of RIO participants place in interim housing will experience returns to unsheltered homelessness within the grant period.

6. What are the primary activities the applicant will implement to achieve each of the proposal's outcomes? (1000-character limit)

A. Conduct targeted outreach to RIO encampment sites to engage campers and conduct CE assessments.

B. Integrate CE assessments into intake procedures at PATH Day Center (PDC) and PPNC-DS.

C. On or around 4/15/24, PATH Plaza Navigation Center (PPNC) will begin providing Day Shelter (PPNC-DS) and Overnight Shelter (PPNC-OS). PPNC-OS beds will be filled using Tehama Coordinated Entry (TCE) with RIO campers designated and prioritized for 80% of initial bed enrollments.

D. PATH will offer case management to RIO campers beginning in encampments and continuing through successful placement in permanent housing, with check-in calls at regular intervals after exiting services.

E. RIO participants assessed to have significant barriers to obtaining permanent housing will be prioritized for interim housing at Sale Transitional or Tiny Home Village.

F. RIO campers will receive 2 additional prioritization point in CE Project Queues for RIO-participating RRH and PSH projects.

7. How will the applicant measure progress towards the proposal's outcomes? (1000-character limit)

Progress towards RIO project outcomes will be tracked primarily through regular generation of one or more custom HMIS reports. Except where prohibited by law, all project partners providing traditional street outreach, day shelter and/or interim or permanent housing are required to enter data into Tehama HMIS, which is administered by The Vitality Project (TVP) on behalf of Tehama CoC. The same system houses Tehama Coordinated Entry (TCE) and, through custom-developed forms, doubles as a Case Management record system for PATH. Where data regarding Victim Services (including interim and/or permanent housing for victims) or clinical services for which records are protected by law, TVP will request aggregate data from providers regarding the number of RIO participants served to measure progress towards RIO outcomes. Progress towards proposal outcomes will be reviewed at quarterly RIO meetings, where areas for improvement or gaps in services can be identified and addressed.

8. Are there any local ordinances, resources, or other factors that may hinder achieving the proposal's outcomes? If so, how will the applicant navigate these challenges? (1000- character limit)

City of Red Bluff ordinances include prohibitions on overnight camping and erecting structures in parks and recreation areas under the jurisdiction and control of the City, however, these are not currently being enforced in cases in which a person has no place else to go. The City has further demonstrated its commitment to resolving unsheltered homelessness through connecting people to services and promoting the creation of sufficient interim and permanent housing through formally designating, in 2022, a portion of Samuel Ayers Park (SAP) as a temporary sanctioned and safe camping area, maintaining and even improving the designated area for the safety and comfort of its unhoused campers, supporting development of the PATH Plaza Navigation Center (PPNC) and two planned affordable housing projects that include PSH units, and through creation of the Homeless Liaison Officer position, whose duties include outreach to encampments and facilitating connections to services.

9. Does this proposal fund a standalone project, or is the proposed project one component of a larger initiative?
○ Standalone ⊙ Larger initiative

If it is part of a larger initiative, describe the role and significance of this project in achieving the objectives of the larger initiative. (1000-character limit)

The proposed project focuses on resolving unsheltered homelessness for the county's most vulnerable people experiencing homelessness, who are living in the five encampments in the county's largest city that have been determined to be the most persistent and least safe for habitation, however, all and RIO project partners are active participants in overall strategic planning and cross-system collaboration for preventing and responding to homelessness and housing insecurity throughout the entirety of Tehama County, which includes the areas in and around the centrally-located City of Red Bluff and the City of Corning, located in southern Tehama County, as well as in a number of outlying townships and incorporated areas. In addition to its wider geographical focus, the scope of this larger initiative includes planning and collaborative responses to homelessness and overall access to safe and affordable housing for all Tehama County residents.

Centering People

10. Describe how the perspectives of people with lived experience of homelessness meaningfully contributed to the content of this proposal? How will people with lived experience be part of the implementation of this ERF project? If individuals living in the encampment site were included in the development of this proposal, describe how their input was obtained and how that input shaped the proposal. (1000-character limit)

Feedback on current service delivery and input on the types of services needed was obtained from people with lived experience (PLE), including individuals currently living within the encampment site through one-on-one interviews conducted by street outreach workers, group discussions at a weekly meeting held at the sanctioned area of Samuel Ayer Park, and through addition of questions to the 2023 Point in Time Count survey designed to gauge interest in interim and permanent housing across populations and encampment sites. Input and participation from PLE will continue to be included in the project's implementation through Tehama CoC's new Lived Experience Advisory Board (LEAB), whose membership will include one or more RIO participants, through one-time and short-term opportunities for PLE to provide input, and through an ongoing commitment of project partners to hiring staff with lived experience and providing authentic and substantive opportunities for them to inform program design.

11. Briefly describe how the proposal exemplifies Housing First approaches as defined in Welfare and Institutions Code section 8255. (1000-character limit)

RIO programs and services are designed to meet people where they're at and connect them to permanent housing as quickly as possible, without pre-conditions, including factors related to sobriety or substance use. Supportive services are offered across all components on a voluntary basis, and access to housing, including interim housing beds, rental assistance, and permanent supportive housing units is not contingent on participation in supportive services.

Interim and permanent housing providers fill vacancies in caseloads using Tehama Coordinated Entry (TCE), which promotes adherence to Housing First principles by prioritizing interested participants according to vulnerability rather than "housing readiness".

Tehama CoC provides support and technical assistance to projects on implementation of Housing First principles, including on-site trainings and consultations, connections to training resources offered by funders and subject area experts, policy and procedure reviews.

12. Describe how each of the following service delivery practices are incorporated into the outreach, interim shelter (if applicable), and permanent housing aspects of the proposed ERF project: (a) individual participant choice and (b) trauma informed care. (1000-character limit)

RIO services have been developed through a trauma-informed lens that recognizes that to be effective, supportive services must be provided in a manner that promotes restoration of a participant's sense of safety and respects and empowers their autonomy. All RIO project staff undergo training in providing trauma-informed care, including recognizing the impacts of trauma, reflective listening and motivational interviewing and honoring participants' trust.

Case management focuses on setting achievable goals that align with participants' unique strengths, and preferences, including in the supportive services in which they choose to participate and the type(s) of housing services they choose to accept.

Additionally, projects facilitate access to services designed to address trauma and promote resilience, including professional therapy services, services that prioritize immediate and ongoing safety for survivors of domestic violence, sexual assault and human trafficking.

13. Describe how harm reduction principles will be incorporated into the outreach, interim housing (if applicable), and permanent housing aspects of this ERF project. (1000-character limit)

All RIO projects, including interim and permanent housing projects, feature low barrier access to services with no abstinence or sobriety requirements and prioritize empowering participants with the knowledge to make informed decisions about their own health and well-being. Projects offer information and connections to confidential medical and therapeutic services and sources for obtaining supplies that encourage safer use practices, including naloxone, fentanyl test strips and condoms, as well as connections to substance use recovery services and community supports, including medication assisted treatment (MAT), 12-step and faith-based recovery groups where there is participant interest in reducing substance use.

14. Describe the services that will be provided to improve people's health, dignity, and safety while they continue to reside within the prioritized encampment site. (1000-character limit)

The City of Red Bluff will continue its regular maintenance of grounds and restrooms at the 3 prioritized sites that are city parks. Portable restrooms and handwashing stations will be placed at other sites where sites are sufficiently level and access for servicing vehicles can be accommodated. These will be serviced on a regular schedule.

Restrooms, showers and clothing are currently available to unsheltered persons at the PATH Day Center (PDC) and will be integrated into the PATH Plaza Navigation Center (PPNC) when it opens in April/May of 2024.

PATH Street Outreach Services (SOS) visits prioritized sites 3x per week to distribute basic needs items (snacks, water, hygiene supplies, trash bags) and weekly hauling away of trash bagged by campers, will be expanded to include service to more remote and less accessible camps.

The TCHSA Mobile Clinic will continue its on-location services to encampment sites to distribute health/first aid supplies and connect campers to ongoing care.

15. Identify what controls are or will be in place to ensure that all ERF-3-R funded parties will not penalize homelessness. The term "penalize homelessness" means to impose, by a governmental unit, criminal or civil penalties on persons who are homeless in a manner that is related to those persons' engagement in necessary human activities, including sleeping, resting, and eating. (1000-character limit)

The Red Bluff Police Department (RBPD), in whose jurisdiction all prioritized encampment sites are located, are full and active partners in the proposed project and have an established policy to "guide officers during all contacts with the homeless that ensures that homelessness is not penalized." It reads, in part:

"… The Red Bluff Police Department recognizes that members of the homeless community are often in need of special protection and services. The Red Bluff Police Department will address these needs in balance with the overall mission of the department. Therefore, officers will consider the following when serving the homeless community.

"It is the policy of the Red Bluff Police Department to provide law enforcement services to all members of the community, while protecting the rights, dignity, and private property of the homeless. Homelessness is not a crime and members of this department will not use homelessness solely as a basis for detention or law enforcement action."

16. Describe how this proposal considers sanitation services for people residing in the prioritized encampment. This may include but is not limited to non-intrusive, curb-side waste removal and access to clean and available bathrooms. (1000-character limit)

PATH Street Outreach Services (SOS) conducts 3x weekly outreach visits to encampment sites. As part of these services, they deliver empty garbage bags every Tuesday and pick up bagged garbage every Thursday. This service has been ongoing since 2020 and was implemented in direct response to a request from encampment residents and has exceeded all expectations in terms of its impacts on the physical environment of the encampment sites, the rapport between campers and outreach staff, and even public perception of the sites and their residents.

Permanent restrooms are available and maintained by City of Red Bluff Public Works at the 3 RIO sites that are located within city-managed parks. Where not sufficient to accommodate the number of campers present at these sites and at sites not located in a park, rented portable restrooms and hand-washing stations will be placed as part of this project with regularly scheduled servicing and cleaning.

Part 3: IMPLEMENTATION

Core Service Delivery and Housing Strategies

17. Describe the proposed outreach and engagement strategy, case management, and / or service coordination for people while they are continuing to reside within the encampment site. Quantify units of service to be delivered including the ratio of staff to people served, frequency of engagement, and length of service periods. (2000-character limit)

RIO's outreach and engagement strategy includes maintaining the consistency existing in-encampment and drop-in services, expanding these services to include paths to housing, leveraging existing relationships with unhoused campers to promote participation in expanded services, and establishing new relationships with campers who have not previously engaged in services.

Existing outreach and engagement services to be maintained throughout the grant period include two projects operated by Poor and the Homeless Tehama County Coalition (PATH) – Street Outreach Services (SOS) (3x weekly, 4 SO Advocates: 130 campers) and PATH Day Center (PDC) (8-5, 7days/week, 5 Staff: ~50 participants daily), Mobile Health Services provided by Tehama County Health Services Agency (TCHSA) (weekly, 6 healthcare staff: 35-60 served per visit) and direct outreach and coordination provided by the City of Red Bluff (CoRB) Homeless Liaison Officer (HLO), a position housed within the Red Bluff Police Department (RBPD) (5 days/week, 1 HLO: 130 campers).

Expansion of outreach and engagement services will begin in the Spring of 2024 and will coincide with the opening of PATH Plaza Navigation Center (PPNC). Services currently provided at PDC will transition into the PPNC and PATH's case management services will be expanded to offer services previously only available at physical service sites on location in encampments alongside SOS service provision. (2x weekly, 2 Case Managers: 30 campers per visit).

As engaged campers are transitioned to interim and permanent housing through case management and resource navigation services, SOS and RBPD's HLO will shift focus to conducting outreach to with campers who have historically declined to engage in services, which will include accessing more secluded areas of RIO encampment sites and may include additional flexibility of services to meet individual needs. (3x weekly, 5 staff combined: 40-60 campers per visit).

18. Describe the role of Coordinated Entry in the context of this proposal and how Coordinated Entry policies or processes will support and / or hinder the implementation of this proposal. (1000-character limit)

The prioritized sites have been selected based on the known characteristics of their residents. These characteristics already result in high prioritization through TCE even absent any additional prioritization points. Expanding Street Outreach services to offer in-encampment access to TCE assessments represents the first step in expanding access to services through implementation of this proposal.

To further promote access to housing services for RIO campers, their assessments will be tagged with a "RIO" designation in TCE. For projects that have a RIO set-aside, this tag will allow them to identify participants to fill openings within that set-aside. On Projects Queues for projects that have committed to prioritizing RIO participants throughout the grant period but who do not have a RIO set-aside, assessments with a RIO tag will receive two additional prioritization points.

19. Describe each of the specific (a) interim housing and (b) permanent housing opportunities that will be used to achieve the proposed outcomes of this ERF project. Demonstrate that any ERF-3-R funded interim housing capacity is either non-congregate or clinically enhanced congregate shelter. (2000-character limit)

Interim Housing:

PATH Plaza Navigation Center Overnight Shelter (PPNC-OS) is a clinically enhanced congregate shelter 24/7/365 operation, on-site case management and behavioral health services. Scheduled to open in April 2024 using leveraged funds. RIO participants projected to be served: 250

PATH Non-Congregate Shelter: Motel shelter for PPNC-OS overflow for families, medically vulnerable, participants for whom gendered dorms feel unsafe or uncomfortable. RIO to be served: 50

Empower Tehama Domestic Violence Emergency Shelter (ETDV-ES) will provide non-congregate shelter for RIO participants who are victims of DV/SA/HT and for whom placement at other interim housing pose a safety risk. RIO to be served: 80

Sale Transitional offers accommodations for single men, single women and families with children in a non-congregate setting with shared kitchens, bathrooms and common areas. RIO to be served: 30

Tiny Home Village: 22 new units of non-congregate interim housing will be added on property owned by PATH. RIO to be served: 48

(Participants projected to be served in interim housing may overlap/duplicate between projects.)

Permanent Housing:

PATH Rapid Rehousing (PATH-RRH) provides short-term rental assistance in permanent housing paired with case management. RIO to be served: 82

Moving Forward will offer use of project-owned, new manufactured homes in a recently rehabilitated mobile home park, with or without financial assistance with space rent, paired with ongoing case management. RIO to be served: 20

The Bluffs Community Housing, 40 units of permanent supportive housing with project-based vouchers attached. 15 units for NPLH-eligible tenants, 25 dedicated to households exiting homelessness. Estimated lease-up: 12/31/2025. RIO to be served: 40

Palm Villas at Red Bluff, 60 total units with project-based vouchers attached. 10 units for NPLH-eligible tenants, 45 standard low-income affordable units. Estimated lease-up: 12/31/2025. RIO to be served: 10

20. Demonstrate the applicant's commitment and ability to deliver permanent housing solutions to the people residing in the prioritized encampment, including by providing examples of prior successful efforts to permanently house similarly situated individuals. (2000-character limit)

The first significant efforts to support people experiencing homelessness in Tehama County in accessing permanent housing began in 2017, when RIO project partner PATH began providing Rapid Rehousing (RRH) services through a small award of ESG funds. With the opening of the county's first-ever PSH project still six years away, this small RRH program necessarily developed strategies for assisting even the highest-need individuals and households achieve stability. In the time since, PATH RRH has successfully housed 450 persons in over 200 households, 72 of which included one or more chronically homeless persons.

In 2023, the county's first-ever PSH units became available at Olive Grove Apartments in Corning, made possible through use of MHSA and NPLH funding awarded to Tehama County Health Services Agency (TCHSA). Potential tenants for these 14 PSH units for people with Serious Mental Health Disorders exiting homelessness were successfully identified and prioritized through Tehama Coordinated Entry (TCE). In a few cases, TCHSA connected with RIO partners PATH and Empower Tehama to collaborate on locating that individuals who were challenging to locate and on assisting potential tenants with the application and document verification process. As of March 2023, all units were leased up and nearly half of the 14 tenant households had histories in one or more the encampment sites prioritized in this proposal.

As a result of the ongoing commitment of local partners to expand local capacity for ensuring that the most vulnerable people experiencing homelessness in Tehama County, of which the people residing in the prioritized encampments make up a large part, the county's total number of PSH units is slated to increase by over 350% by the end of 2025 when two additional projects are placed into service. Combined, The Bluffs Community Housing and Palm Villas at Red Bluff will include 25 units of PSH for NPLH tenants and 25 more dedicated to households exiting homelessness.

21. Describe how this proposal is tailored to meet the needs and preferences of people residing within the prioritized encampment. (1500-character limit)

Projects included in this proposal were either designed specifically for this project or are existing projects selected for inclusion because they have been designed in such a way to make them particularly suited to serving this group.

The design of services currently provided by SOS, including weekly garbage pick-up services, as well as the planned expansion to include in-encampment Case Management services, has been informed by direct requests from people residing in the prioritized sites.

A survey of unhoused campers in Red Bluff was conducted as part of PPNC program planning, the results of which led to the inclusion of mail services, device charging stations, and extended drop-in hours for day services available to persons who did not want to participate in overnight shelter.

Moving Forward (permanent housing) and the Tiny Home Villages (interim housing) have been designed in response to data collected through the 2023 PIT Count data that indicated that approximately 39% of people residing in the prioritized sites were interested in living in a trailer park setting but not in a shelter, shared housing or apartment setting.

Configuration of all PSH units to be made available at both The Bluffs Community Housing and Palm Villas at Red Bluff was determined based on household type data from Point in Time Counts as well as HMIS/CES data.

All projects are designed to be flexible enough to accommodate newly identified needs and preferences of the people being served.

Where applicable, identify the people, data, evidence, and / or other sources of information that was relied upon for this proposal.

Table 1: Projected Living Situations Immediately Following the Encampment

For people served who exit the encampment, what are the projected Living Situations Immediately Following the Encampment, including but not limited to, permanent housing, interim sheltering, and unsheltered?

Please provide responses in the table below. Add a row for each projected living situation. (250-character limit for each cell)

Briefly Describe Each Projected Living Situation Immediately Following the Encampment	Is This Permanent Housing?	Quantify the Capacity (e.g., number of beds/units, frequency of bed/unit availability)	Prioritized or Set-Aside for ERF-3-R?	Is this living situation funded by ERF-3-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation

PATH Plaza Navigation Center - Overnight Shelter (PPNC-OS): clinically enhanced congregate emergency shelter with on-site case management and behavioral health services. **Will serve as a "first stop" for many placements into other IH/PH projects**	No	60 beds in 2 dorm-style units, 6 beds for households with children in 1 family unit, capacity for up to 40 overflow beds	Set-Aside	Both	58
	Yes/No		Pri/Set-Aside/Neither	ERF/Lev/Both	%

PATH Non-Congregate Shelter: Motel shelter for PPNC-OS overflow for families, medically vulnerable, participants for whom gendered dorms feel unsafe or uncomfortable. (May be referred from PNCC-OS or diverted prior to PNCC-OS enrollment.)	No	Flexible bed capacity available based on need (motel rooms).	Set-Aside	Both	7
	Yes/No		Pri/Set-Aside/Neither	ERF/Lev/Both	%

Empower Tehama DV Non-Congregate Shelter (ETDV-NCS); confidential shelter for RIO participants who are DV/SA/HT victims with significant safety needs. (Depending on circumstances, may be referred by PNCC-OS or diverted prior to PPNC-OS enrollment.)	No *Yes/No*	Flexible bed capacity available based on need (motel rooms).	Set-Aside *Pri/Set-Aside/Neither*	Both *ERF/Lev/Both*	7 *%*
Sale Transitional: Bridge Housing for single adults and families with children (% represents only persons placed here immediately after leaving encampment; higher percentage will go here via placement from PPNC-OS)	No *Yes/No*	32 beds 22 units across 3 houses, various unit/bed configurations	Prioritized *Pri/Set-Aside/Neither*	Both *ERF/Lev/Both*	4 *%*

Tiny Home Village(s): temporary structures to be added to one or both properties already owned by PATH (co-located with Sale Transitional and/or PPNC)	Yes Yes/No	30 beds in 24 units (22 single adult units + 2 family units.	Set-Aside Pri/Set-Aside/Neither	ERF-3-R ERF/Lev/Both	8 %
Moving Forward (MP): placement in project-owned mobile home in mobile home park, with or without rental assistance with space rent.	Yes Yes/No	13 detached one-bedroom units, 2 detached two-bedroom units	Set-Aside Pri/Set-Aside/Neither	ERF-3-R ERF/Lev/Both	4 %

The Bluffs Community Housing: 41-unit complex. 15 one-bedroom units dedicated to NPLH-eligible households, 20 one-bedroom and 5 two-bedroom units for non-NPLH households exiting homelessness (+ 1 two-bedroom onsite manager unit)	Yes Yes/No	40 units with RIO prioritization	Prioritized Pri/Set-Aside/Neither	Both ERF/Lev/Both	4 %
Palm Villas at Red Bluff; 61-unit complex. 10 one-bedroom units for NPLH-eligible households, 2 one-bedroom, 33 two-bedroom, 15 three-bedroom low-income affordable and 1 three-bedroom onsite manager unit)	Yes Yes/No	10 units with RIO prioritization	Prioritized Pri/Set-Aside/Neither	Both ERF/Lev/Both	4 %

Traditional rental units in the community through PATH Rapid Rehousing: Short-term rental assistance + ongoing case management. ***More likely to enter through PNCC than to to be immediate placement after leaving encampments**	Yes Yes/No	Anticipated to serve ~100 RIO participants as part of larger program that serves 50-100 households annually.	Prioritized Pri/Set-Aside/Neither	Both ERF/Lev/Both	1 %
Other unsheltered situations – it is anticipated that a certain number of encampment residents will choose to go to other encampment sites rather than IH/PH when initially offered. They will remain eligible and prioritized under RIO for future IH/PH	No Yes/No	N/A	N/A Pri/Set-Aside/Neither	N/A ERF/Lev/Both	3 %

Table 2: Permanent Housing Opportunities

A permanent housing opportunity is a combination of project and/or service provided to an individual with the goal of helping the individual obtain permanent housing. Of course, applicants cannot and do not need to provide every possible scenario; Cal ICH is looking to understand the primary, expected permanent housing opportunities for people projected to be served by this proposal.

Please provide responses in the table below. Add a row for each projected opportunity. (250-character limit for each cell)

Describe the Permanent Housing Opportunity	Prioritized or Set-Aside for ERF-3-R?	Quantify the Capacity of the Housing and Service Opportunity	Is this Housing Opportunity Funded by ERF-3-R and / or Leveraged Funds?
PATH Rapid Rehousing (PATH-RRH): Short- to medium-term rental assistance with flexible case management and supportive services.	Prioritized Pri/Set-Aside/Neither	Total project capacity: 250, estimated RIO use: 100	Both ERF/Lev/Both
Moving Forward (MP): placement in project-owned mobile home in mobile home park, with or without rental assistance with space rent.	Set-Aside Pri/Set-Aside/Neither	13 detached one-bedroom units, 2 detached two-bedroom units	ERF-3-R ERF/Lev/Both
The Bluffs Community Housing	Prioritized Pri/Set-Aside/Neither	40 PSH units – 15 NPLH, 25 dedicated to households exiting homelessness	Both ERF/Lev/Both
Palm Villas at Red Bluff	Prioritized Pri/Set-Aside/Neither	10 one-bedroom NPLH PSH units	Both ERF/Lev/Both

22. Describe strategies the applicant will use to ensure that people are not displaced from the prioritized encampment into another unsheltered location. Include strategies that are in addition to/complement the interim shelter and permanent housing opportunities that are part of this proposal. (1000-character limit)

Based on data collected in the CoC's 2023 PIT Count, 96-98% of people residing in the prioritized sites would be interested in one or more types of interim or permanent housing if it was available to them.

RIO will ensure that people are not displaced from the prioritized sites into other unsheltered locations by 1) ensuring that a variety of interim and permanent housing options are available for encampment residents to choose from, 2) providing in-encampment case management to ensure that all who are interested in housing are entered into TCE and their housing preferences identified, 3) tracking community connections within sites to ensure that housing placements do not require campers to give up these connections, 4) not requiring that anyone leave their camp site unless they've been connected to an interim or permanent housing placement that works for them, and 5) continuing to serve the needs of any who choose to remain in a site, including continuing to offer housing placements.

23. Describe specific strategies and/or services the applicant will use to prevent returns to unsheltered homelessness among people from the prioritized encampment who are sheltered and housed through this ERF project. Include whether these strategies will be funded with ERF-3-R funds and, if not, what other resources will be leveraged. (1000-character limit)

To prevent returns to unsheltered homelessness, RIO will honor participant choice, allow flexibility in movement between projects, set no minimum lengths of participation, and offer extended access to case management post-placement in permanent housing.

Case management (CM) that fully explores participants' housing preferences will minimize the likelihood that they will abandon placements, however, participants can change their minds at any time and try something else if the path they chose isn't working for them.

Participants exiting to permanent housing will be invited to return to case management and supportive services at any point in the future if they think it would benefit them, simply by dropping by or calling PPNC and requesting to meet with a case manager. The CM Team will maintain a list of exited participants to "check-in" with at least quarterly.

These strategies will be funded with ERF-3-R during the grant period but will continue thereafter using leveraged funds.

24. Describe how this proposal considers and plans for the dynamic nature of encampments including potential inflow of people into the geographically served areas. (1000-character limit)

RIO is designed to anticipate and accommodate inflow from more remote and hidden camp sites into the prioritized sites as well as migration between the prioritized sites, as both already occur quite regularly. Inflow into prioritized sites from the more remote and hidden sites in which unhoused persons often establish solitary camp sites is encouraged, as it ensures that campers can access services available to them and develop positive support systems. Migration between sites has the potential to result in gaps in connections to services, which can impact the continuity of case management services and opportunities to accept housing placements, however, these migrations are already being tracked through Street Outreach contact records that can be consulted by case managers if they are unable to locate a person with whom they have been working. If/when this method is ineffective, the help of SOS staff and/or RBPD's HLO can be enlisted to assist with re-establishing contact.

25. Describe how participants in this ERF project will be supported with continued access to, and storage of, their personal property while in the encampment, in interim housing (if applicable), and in permanent housing. (1000-character limit)

Participants engaged in day or overnight shelter services at the PATH Plaza Navigation Center (PPNC) will be assigned large day lockers in the lobby/entranceway and smaller lockers in overnight shelter dorms to ensure easy access to personal property while on-site. Through this proposal, a large storage building will be added to PPNC property with half to be reserved for storing property of PPNC participants that exceeds the limits of the facility's lockers and for unhoused campers, regardless of their level of participation services. Industrial shelving, plastic totes in various sizes, wheeled storage carts, and a property tagging/tracking system will be purchased and used to accommodate storage of this personal property, with access managed by PPNC staff.

Each permanent housing unit will include a bathroom, bedroom(s), kitchen, living room and closet(s) in which personal property can be stored, and participants will be assisted with securing items like bike locks when needed.

26. Describe how participants in this ERF project who have service animals and/or pets will be supported while in the encampment, in interim shelter (if applicable), and in permanent housing. (1000-character limit)

In Encampment: PATH Street Outreach Services (SOS) distributes pet food, and when available, new pet supplies to RIO encampments weekly, through in-kind support from nonprofit partner Buster's Paw Prints and Tehama County Animal Services.

The PATH Plaza Navigation Center (PPNC) will accommodate pets and emotional support animals (ESAs) inside service areas whenever possible. When not possible, collapsible pet crates are available to accommodate pets while their people engage in services. Pets will also be permitted in the new Tiny Home Village units.

PSH projects that are part of RIO typically allow tenants one pet/ESA per unit. RIO participants with multiple animals will be assisted through RRH or Moving Forward to identify a unit/space where their animals can be accommodated.
Service animals are permitted in all program facilities, and vaccinations for pets/ESAs/service animals are available at no cost at the annual LIFT Event or through coordinating with a PPNC Case Manager.

Budget and Resource Plan

27. State the total amount of ERF-3-R funds requested.

$14,103,946.98
$

28. State the estimated dollar value of secured, non-ERF-3-R resources that will help meet this proposal's outcomes.

$8,042,725.84
$

29. Identify and describe each leveraged non-ERF-3-R resource

and how that specific resource will be used to help meet the proposal's outcomes, including the permanent housing outcomes. (1000-character limit)

Leverage/Capacity:

City of Red Bluff ($48,363.75): Support work of RBPD HLO.

ESG ($72,000): PATH RRH award; will support RRH for project through 12/31/24.

HHIP ($85,330.13): Support immediate administrative costs.

HHAP-4 ($250,037.29): To support SOS & PDC activities prior to ERF award.

HHAP-1/2 ($196,110): To support TCHSA Mobile Outreach, current – 6/30/26

PLHA ($595,648.67): To support immediate PPNC project activities.

NPLH ($5,036,663): To support development of 2 PSH projects.

Medi-Cal reimb. for 50% of BH supportive services to NPLH tenants ($220,653)

Section 8 Project-based Vouchers ($1,537,920), for 50 units of PSH across 2 projects, amount calculated on 3 year ERF period, but vouchers have been committed for 20 years.

Capacity not included in budget as leverage: PPNC facility recently built using ~$6M in CDBG/CDBG-CV and HHAP-1/2/3/4 funds. Tiny Home Village(s) to be constructed on land owned by PATH, Sale Transitional purchased with Homekey 1.0 ($2.2M) in 2020.

*Applicants are directed to provide a detailed description of other fund sources, and system capacity, that will be leveraged to achieve the outcomes proposed for the ERF-3-R funded project (**especially as it relates to meeting this proposal's permanent housing outcomes**) and, if applicable, to sustain the new programming beyond the end of the grant term.*

This includes prior ERF awards, HUD unsheltered NOFO, and other federal, state, and local funding sources.

Applications will be evaluated with the understanding that communities vary significantly with respect to the current availability of other fund sources that can be used as leverage for their proposed projects and

to sustain the projects beyond the grant term.

In the absence of currently available resources, Applicants are encouraged to provide a specific plan for obtaining the funding necessary to sustain their project beyond the grant term if the project is intended to continue.

30. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to serve, the types of services and housing to be provided, and any benefits to the community's efforts to address homelessness that will extend beyond the grant term, including ongoing expansion of interim and permanent housing capacity. Include an explanation of how the requested ERF-3-R amount was determined. (1000- character limit)

The plan laid out in this proposal has been carefully designed not only to permanently house the most vulnerable group of people experiencing homelessness in Tehama County, but to build upon the significant collaborative work of local stakeholders to further strengthen the community's capacity for responding quickly and efficiently to unsheltered homelessness throughout the coming decade and beyond.

We have seen firsthand, time and again, that connecting an unhoused person with housing is not only lifesaving, but fiscally prudent. In the immediate term, this proposal seeks to permanently house 183 people currently residing in the prioritized sites at an effective rate of about $77K per person. While this is not an unreasonable number, this proposal's plan to expand local access to a variety of interim and permanent housing options and invest in supportive services shown to be effective in the long term, the value of each dollar invested in this plan will continue to grow over time.

Attachment: Standardized Budget
ERF-3-R Budget Template_Tehama County CoC_01.24.xlsx

Applicants must use the [ERF-3-R Budget Template](#) available on box.com

Key Entities and Staff

31. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-3-R. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500-character limit)

The Vitality Project (TVP), Collaborative Applicant and Administrative Entity for the Tehama County Continuum of Care (Tehama CoC), will oversee implementation of the project and administer ERF-3-R funds locally to project partners. TVP is a 501(c)3 nonprofit whose sole focus is supporting the activities of Tehama CoC and its member organizations. TVP's role includes coordinating collaborative and strategic planning activities, building system capacity, data collection and analysis, and providing fiscal and administrative. This role transitioned to TVP in mid-2023, and the staff who have managed CoC activities since 2016 transitioned to TVP along with it.

As the CoC's capacity has grown, so has the complexity of the overall homeless response project in Tehama County. Since 2018, Tehama CoC has coordinated activities that have resulted in development of "firsts" for the system in interventions ranging from Street Outreach to Permanent Supportive Housing. To facilitate these developments, the CoC has administered almost $10M locally and participated, through provision of technical assistance and/or collaborative planning, to the responsible use of approximately $20M more in grant funds.

Tehama CoC has leveraged the knowledge gained, skills acquired, and infrastructure put in place through these experiences to develop this proposal and in designing practical plans for both implantation of services and managing the local administration of funds.

Table 3: Key Staff

Identify all staff positions (e.g. administrative, programmatic, development etc.) which are integral to this ERF project and to achieving the proposal's outcomes. For each position include the title, whether the position is filled or vacant, the approximate fulltime equivalent (FTE) of the position dedicated to the ERF project, whether the position is funded through ERF-3-R and/or Leveraged (i.e.non-ER-3-R) funds, and a brief description of the duties. Please provide responses in Table 3 below.

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-3-R and / or Leveraged Funds?	Brief Description of Duties
Navigation Center Intake Coordinator	Yes Yes/No	1.4 # FTE	Both ERF/Lev/Both	Coordinates new participant intakes and directs day-to-day check-in services at PPNC.
Navigation Center Program Manager	Yes Yes/No	.8 # FTE	Both ERF/Lev/Both	Manages day-to-day operations of PPNC programs, including supervision of staff.
Navigation Center Assistant Manager	Yes Yes/No	.8 # FTE	Both ERF/Lev/Both	Manages assigned aspects of day-to-day operations of PPNC under the supervision of the Navigation Center Manager.

PPNC Program Support Staff	Yes Yes/No	2.82 # FTE	Both ERF/Lev/Both	PATH administrative, fiscal and operations staff; provides direct support to PATH programs.
Navigation Center Cooks	No Yes/No	6.04 # FTE	Both ERF/Lev/Both	Prepares meals at PPNC under the supervision of the Kitchen Manager.
Navigation Center Custodian/Maintenance	Yes Yes/No	.8 # FTE	Both ERF/Lev/Both	Conducts maintenance and facility upkeep activities at PPNC.
Navigation Center Housekeeping/Laundry	No Yes/No	.8 # FTE	Both ERF/Lev/Both	Responsible for maintaining a clean and sanitary environment at PPNC, including laundering shelter bedding and daily cleaning of both day and overnight areas.
Navigation Center Kitchen Manager	Yes Yes/No	.8 # FTE	Both ERF/Lev/Both	Oversees preparation and service of 3 meals per day at PPNC.
Navigation Center Homeless Advocates	Yes Yes/No	5.46 # FTE	Both ERF/Lev/Both	First-line direct services staff at PPNC that fill a variety of duties, including coordinating participant access to basic needs and case management services.
Navigation Center Homeless Advocates	No Yes/No	5.46 # FTE	Both ERF/Lev/Both	First-line direct services staff at PPNC that fill a variety of duties, including coordinating participant access to basic needs and case management services.
Day/Overnight Shelter Case Managers	Yes Yes/No	1.6 # FTE	Both ERF/Lev/Both	Provides case management services to PPNC Day and Overnight shelter participants.

	Yes/No	# FTE	ERF/Lev/Both	
Therapist	Yes	.25	Both	Provides individual counseling services to RIO participants on-site at PPNC 8 hours per week.
Clinical Supervisor	Yes	.08	Both	Provides clinical supervision for Therapist.
BIP/Perspectives Group Facilitator	Yes	.107	Both	Facilitates DV MRT groups weekly at PPNC.
ET Support Staff - Behavioral Health Services	Yes	.13	Both	Provides direct administrative and fiscal support necessary to provision of Therapy and MRT group services.
DV/SA/HT Advocate	Yes	1	Both	Provides confidential crisis and peer counseling for RIO participants who are survivors of domestic violence, sexual assault and/or human trafficking.
Housing Case Manager (DV/SA/HT)	Yes	1	Both	Provides housing and stabilization case management specifically designed to meet the unique needs of DV/SA/HT survivors experiencing homelessness.
ET Support Staff - Victim Services	Yes	.62	Both	Provides direct administrative and fiscal support necessary to provision of victim services.
Moving Forward Case Manager	No	1	ERF	Provides ongoing case management for participants in PATH's Moving Forward permanent housing program.

PATH NCS Case Manager	Yes Yes/No	.1 # FTE	Both ERF/Lev/Both	Provides ongoing case management to participants in the PATH Non-Congregate Shelter program.
Follow-Up Case Manager	No Yes/No	.3 # FTE	Both ERF/Lev/Both	Provides follow-up case management to PATH RRH participants who have exited the program, including checking in quarterly and assisting post-exit participants with accessing support services available in the community and re-connecting with housing se
RRH Case Coordinator	Yes Yes/No	1.6 # FTE	Both ERF/Lev/Both	Provides case management services to PATH RRH households when in active enrollment, including housing search, housing retention, income development and resource navigation services.
Program Support Staff (RRH)	Yes Yes/No	.136 # FTE	Both ERF/Lev/Both	PATH administrative, fiscal and operations staff; provides direct support to PATH programs.
Program Support Staff (Sale Transitional)	Yes Yes/No	.136 # FTE	Both ERF/Lev/Both	PATH administrative, fiscal and operations staff; provides direct support to PATH programs.
Bridge Housing Case Manager	Yes Yes/No	.6 # FTE	Both ERF/Lev/Both	Provides case management to participants in bridge housing at Sale Transitional.
Bridge Housing Case Manager	No Yes/No	1 # FTE	Both ERF/Lev/Both	Provides case management to participants in bridge housing at Sale Transitional.

SO Case Manager	Yes Yes/No	1 # FTE	Both ERF/Lev/Both	Provides in-encampment case management to establish case plans and ensure connection to TCE for RIO Campers.
SO Case Manager	No Yes/No	1 # FTE	Both ERF/Lev/Both	Provides in-encampment case management to establish case plans and ensure connection to TCE for RIO Campers.
Program Support Staff (SO)	Yes Yes/No	.352 # FTE	Both ERF/Lev/Both	PATH administrative, fiscal and operations staff; provides direct support to PATH programs.
SOS Advocates	Yes Yes/No	2.4 # FTE	Both ERF/Lev/Both	Provides on-location advocacy and basic needs services in prioritized encampment sites.
SOS Program Manager	Yes Yes/No	.8 # FTE	Both ERF/Lev/Both	Provides on-location advocacy and basic needs services in prioritized encampment sites; supervises team of SOS Advocates.
Institutional/Mobile Crisis Worker I/II	Yes Yes/No	.02 # FTE	Both ERF/Lev/Both	Mobile Crisis Team at the Navigation Center 24 hrs /day 365 day /yr
Psychiatric Aide	Yes Yes/No	.02 # FTE	Both ERF/Lev/Both	Mobile Crisis Team at the Navigation Center 24 hrs /day 365 day /yr
Institutional/Mobile Crisis Worker I/II	Yes Yes/No	.02 # FTE	Both ERF/Lev/Both	Mobile Crisis Team at the Navigation Center 24 hrs /day 365 day /yr
Psychiatric Aide	Yes Yes/No	.02 # FTE	Both ERF/Lev/Both	Mobile Crisis Team at the Navigation Center 24 hrs /day 365 day /yr

Supervising Institutional RN	Yes Yes/No	.08 # FTE	Both ERF/Lev/Both	Provides mobile medical outreach services via TCHSA Mobile Clinic, on location in encampment and at day shelter site. Provides first aid, wound care and health screenings on-location, assesses participant medical needs and recommends follow-up steps,
Patient Navigator	Yes Yes/No	.08 # FTE	Both ERF/Lev/Both	Provides mobile medical outreach services via TCHSA Mobile Clinic, on location in encampment and at day shelter site. Provides system navigation services to participants, including access to health insurance and ongoing care.
Nurse Practitioner	Yes Yes/No	.08 # FTE	Both ERF/Lev/Both	Provides mobile medical outreach services via TCHSA Mobile Clinic, on location in encampment and at day shelter site. Provides first aid, wound care and health screenings on-location, assesses participant medical needs and recommends follow-up steps,
Registered Nurse II	Yes Yes/No	.08 # FTE	Both ERF/Lev/Both	Provides mobile medical outreach services via TCHSA Mobile Clinic, on location in encampment and at day shelter site. Provides first aid, wound care and health screenings on-location, assesses participant medical needs and recommends follow-up steps,

Health Educator	Yes Yes/No	.08 # FTE	Both ERF/Lev/Both	Provides mobile medical outreach services via TCHSA Mobile Clinic, on location in encampment and at day shelter site. Provides health education and connections to ongoing care.
Health Educator	Yes Yes/No	.08 # FTE	Both ERF/Lev/Both	Provides mobile medical outreach services via TCHSA Mobile Clinic, on location in encampment and at day shelter site. Provides health education and connections to ongoing care.
Health Educator - Bilingual	Yes Yes/No	.08 # FTE	Both ERF/Lev/Both	Provides mobile medical outreach services via TCHSA Mobile Clinic, on location in encampment and at day shelter site. Provides health education and connections to ongoing care.
Case Resource Specialist II	Yes Yes/No	.08 # FTE	Both ERF/Lev/Both	Provides mobile medical outreach services via TCHSA Mobile Clinic, on location in encampment and at day shelter site. Connects participants to internal resources and resources available through community partners.
Drug / Alcohol Counselor	Yes Yes/No	.08 # FTE	Both ERF/Lev/Both	Provides mobile medical outreach services via TCHSA Mobile Clinic, on location in encampment and at day shelter site. Connects participants to ongoing SUR care where needed.

Role	Yes/No	# FTE	ERF/Lev/Both	Description
Drug / Alcohol Aide	Yes	.08	Both	Provides mobile medical outreach services via TCHSA Mobile Clinic, on location in encampment and at day shelter site. Connects participants to ongoing SUR care where needed.
PSH Case Manager - The Bluffs Community Housing	No	1	ERF	Case Management support at Palm Villa
PSH Case Manager - Palm Villas at Red Bluff	No	1	ERF	Case Management support at The Bluffs
Homeless Liaison Officer	Yes	.9	Both	In-encampment outreach, engagement & service coordination
Grant Administrator	Yes	.8	Both	Coordinates subgrantee contracts, oversees and provides technical assistance to subgrantees regarding fiscal and programmatic grant compliance.
Project Coordinator	Yes	.4	Both	Coordinates ERF-3-R implementation and local funding administration.
Accounting Manager	No	.7	ERF	Oversees accounting and bookkeeping activities related to local administration of ERF-3-R funds.

Accounting Staff	No _Yes/No_	.7 _# FTE_	ERF _ERF/Lev/Both_	Under supervision of the Accounting Manager, conducts accounting and bookkeeping activities related to local administration of ERF-3-R funds.
HMIS Administrator	Yes _Yes/No_	.6 _# FTE_	Both _ERF/Lev/Both_	Serves as System Administrator for community-wide HMIS; trains HMIS users, generates required reports.
HMIS Databased Specialist	Yes _Yes/No_	.48 _# FTE_	Both _ERF/Lev/Both_	Conducts routine data quality monitoring and data cleaning tasks related to the community-wide HMIS.
CES Coordinator	No _Yes/No_	.32 _# FTE_	ERF _ERF/Lev/Both_	Coordinates and manages the Coordinated Entry System, customizes Project Queues and ensures accuracy of prioritization systems.
SOAR Advocate	Yes _Yes/No_	.3 _# FTE_	Both _ERF/Lev/Both_	Via referral from participating local program, assists program participants with the process for applying for SSI benefits through the SSA's SOAR program.

32. First, describe key partners that will be responsible for implementing this ERF project and achieving the proposal's outcomes (e.g. service providers, public agencies, development entities etc.). Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500-character limit)

Poor and the Homeless Tehama County Coalition (PATH) has provided homeless response services in Tehama County for over 20 years. PATH's RIO role(s): Conducting street outreach and engagement, day shelter, overnight shelter and other interim housing. PATH will provide continuity in case management services for RIO participants across all components and phases.

City of Red Bluff provides outreach and engagement with unhoused campers at RIO encampments, oversees maintenance of grounds at city-managed parks, oversees safe camping site at Samuel Ayers Park and coordinates with RIO and other community partners on development of permanent housing in the city.

Tehama County Health Services Agency (TCHSA) houses county Public Health, Behavioral Health, and Substance Use Recovery services. TCHSA's RIO role(s): Provides mobile medical services at the SAP encampment site and day shelter (weekly, alternating locations), coordinates the Mobile Behavioral Health Crisis Team, to be co-located at PPNC, and provides supportive services on-location at RIO PSH sites.

Empower Tehama (ET) provides victim services, counseling and criminal justice diversion services. ET's RIO role(s): Provides Individual Counseling and DV MRT groups at PPNC open to participants in all RIO phases. Trains RIO staff on domestic violence, sexual assault and human trafficking, and provides confidential Victim Advocacy Services (crisis and non-crisis) services for RIO participants who are DV/SA/HT survivors.

33. Describe specific examples of how Local Jurisdiction(s) and the CoC have collaborated on the design and implementation of this proposal. (1000-character limit)

The collaborative planning process that led to the design of this proposal began in 2018 with the development of the Tehama County 10-Year Plan to End Homelessness, through which the County of Tehama, the City of Red Bluff, Tehama CoC and cross-sector group of other community partners set specific and actionable goals around addressing local homelessness. In the time since, the partners have worked together to 1) establish and support a street outreach program, 2) plan, site, and fund a new navigation center, and 3) develop three permanent supportive housing projects. The project described in this proposal is our collaborative plan to hit the ground running as the brick and mortar components of our original plan come online, that they are used effectively, and that they are used to serve the most vulnerable members of our community, who have been waiting, literally outside, for an excruciatingly long time.

Applicants may upload evidence of cross-jurisdictional collaboration such as MOUs, letters of support, or interagency agreements etc. in the field immediately below.

Optional Upload: Evidence of Cross-Jurisdictional Collaboration
Tehama County - File #_ 24-086 BoS 1-30-24.pdf

1-18-2024 Letter of Support for ERF Funds to Help Encampment Areas (002).pdf

homelessness_10-year_final_plan_8-2018.pdf

34. Identify any entities that have a right to and/or control of the property upon which the encampment site resides. Describe how applicant has engaged with these entities and confirm that each of these entities has committed to allowing the implementation of this proposal. (1000-character limit)

The Red Bluff River Park, Samuel Ayers/Dog Island Park, and Forward Park RIO sites are public property under the control of the City of Red Bluff. The westernmost site is situated within Red Bluff city limits but located on property owned by the County of Tehama. The prioritized site under and around the I-5 interchange is a state right-of-way, as is a small portion of the prioritized area around Red Bluff River Park.

Both the City and County are committed not only to allowing the implementation of this proposal, but also to serving in key project roles. Caltrans is supportive of this proposal and committed to coordinating with RIO partners to ensure campers are connected to services. The CoC also consulted with City staff on matters concerning land use, infrastructure, flood/hazard zones, property boundaries and local ordinances. Coordination with these partners was conducted via in-person and virtual meetings, phone calls and email throughout the proposal's 9+ month planning period.

Attachment: Letter of Local Acknowledgement
County of Tehama - ERF Letter of Acknowledgement.pdf

1-18-2024 Letter of Support for ERF Funds to Help Encampment Areas (002).pdf

Local Jurisdictions have priority to apply for ERF programs on state right-of-ways. If a CoC is applying for an ERF project for an encampment that is entirely or partially on a state right-of-way before May 1, 2024, the CoC must include a Letter of Local Acknowledgment from each overlapping jurisdiction. This letter must confirm that the applicant has communicated with each overlapping Local Jurisdiction and that no overlapping jurisdiction intends to apply for ERF-3-R funds for this particular encampment.

Accelerated Timeline

35. How is your community currently supporting and / or engaging with people residing within the prioritized encampment? (1000-character limit)

SOS visits prioritized site 3x per week to distribute basic needs items, 1x/week they haul away any trash bagged by campers. 1x/week they provide transport from SAP site to showers/services at the PDC. Hot lunch from PDC is delivered to SAP site (available to any unsheltered person) 5 days/week. PDC is open 8-5 daily, providing day shelter, clothing, case management. (Both using HHAP-3/4 funds that will run out in 2024.)

The TCHSA Mobile Clinic visits SAP or PDC weekly (alternating location/week), distributes health/first aid supplies, connecting campers to ongoing care. (SOS, PDC & Mobile Clinic currently using HHAP-1/2 funds that will run out in 2026.)

City of Red Bluff has designated a portion of SAP as safe camping and meets weekly with campers there, maintains restrooms at all park sites (3) and has placed solar lighting + device charging at SAP. RBPD HLO recently began conducting outreach to all prioritized sites, building rapport and connecting campers to services.

36. If this proposal is selected, in advance of receiving funding, what steps will your community take to support the people living in the encampment and swift implementation of this proposal? (1000-character limit)

SOS scope will be expanded to include in-encampment case management, which will focus on establishing case files for and conducting TCE assessments with all campers in prioritized sites. Both records will be tagged with "RIO" designation and specific site/location information for purposes of TCE prioritization for interim and permanent housing placements moving forward through grant period.

PATH Day Center services will continue as is until PPNC facility opens in April/May 2024, at which time they will be integrated into PPNC as day shelter component (PPNC-DS). PPNC-OS (Overnight Shelter) will also begin at this time, with 80% of initial bed placements set aside for RIO campers.

RIO partner coordination meetings will begin, with multi-partner MOU and formal plan development. TVP will draft subgrant agreements, begin procurement processes and work with vendors to ensure timely delivery of goods and services.
These early activities will be conducted with the support of leveraged fund

Table 4: Project Timeline
Cal ICH should be able to use the project timeline to understand the general parameters of the project and how it will be implemented.

This Standardized Project Timeline Template will not perfectly capture every nuance - that's Ok. However, applicants are strongly encouraged to provide incremental milestones for achieving the interim shelter and permanent housing goals set out in the proposal. For projects that include interim shelter and/or permanent housing development, the timeline should include major development milestones.

Where there is ambiguity, conflict, or silence, use your judgment.

Date	Milestone	Category	Additional Detail for Milestone
3/12/2024	In-Encampment Case Management integrated into SOS (to continue ongoing)	People	In-Encampment case management begins, including mapping campers to specific sites and communities and developing individualize case plans.
3/1/2024	Coordinated Entry Assessment Drive (to continue ongoing)	People	Case managers to conduct TCE Assessments with people residing in prioritized sites to facilitate enrollments in overnight shelter beds at PPNC.

3/15/2024	RIO Team Meetings begin (depends on Cal ICH award announcement timing)	Project Management	RIO partners Tehama CoC, City of Red Bluff, PATH, Tehama County Health Services Agency (TCHSA), Caltrans District 2 begin meetings, coordinated by Tehama CoC and Housing Tools. To be held monthly throughout ERF-3-R grant period.
4/1/2024	Navigation Center opening	Place	Long-awaited opening of the first-ever year-round overnight shelter; beds to filled through TCE with 80% set aside for RIO campers.
7/1/2024	MOUs, Subgrantee Agreements	Project Management	Develop and execute RIO Partner MOU, subgrantee agreements, coordinated by TVP and Housing Tools
8/1/2024	Procurement/bid processes begin	Project Management	Procurement/bid processes for development of Tiny Home Village (sleeping units, renovation work to add shared facilities), mobile home purchases for Moving Forward
10/31/2024	Progress Reporting (to continue quarterly moving forward)	Project Management	Analysis of preliminary outcomes data from PPNC first full quarter (7/1/24 – 9/30/24)

11/1/2024	Moving Forward mobilehomes to be placed	Place	Anticipated date for former Antelope Homewood Mobile Home Park (new name TBD) renovations to be complete and 15 new mobilehomes to be placed on sites.
12/1/2024	Moving Forward placements made	People	15 households identified for placement in Moving Forward mobile homes at renovated MH park through TCE, 100% set aside for RIO campers
1/1/2025	Tiny Home Village complete	Place	Tiny Home Village sleeping units in place ahead of rainy season start. Temporary restrooms placed in village while waiting for shop renovation to house new bathrooms, kitchen, laundry.
1/1/2025	Tiny Home Village placements	People	RIO campers placed in Tiny Home Village.
1/1/2025	Rapid Rehousing Expansion begins	People	Analysis of HMIS Entry enrollments to identify households likely to find success in RRH, ensure they are connected to income development (job training & job search, SOAR advocate, etc.)

Date	Title	Category	Description
3/31/2025	Tiny Home Village Shop Renovations	Place	Begin renovations at Sale property shop for Tiny Home Village restrooms, showers, kitchen and laundry
5/1/2025	Street Outreach Access Expansion Drive	People	Street Outreach Services focus on reaching campers who have not yet been engaged to establish relationships and offer services
8/1/2025	RIO Year-One outcomes measured and Year-Two Plan Review	Project Management	TVP/Housing Tools prepares Year-One Outcomes Report, to be reviewed at monthly
8/1/2025	TCE Assessment Update Drive	People	TCE Assessments Update Drive to ensure accurate information ahead of Red Bluff's first-ever PSH opening in late 2025/early 2026
1/1/2026	The Bluffs Community Housing completed (on or before)	Place	Anticipated completion date of The Bluffs Community Housing PSH facility
1/1/2026	Palm Villas at Red Bluff completed (on or before)	Place	Anticipated completion date of Palm Villas at Red Bluff facility, including 10 units of NPLH PSH
3/31/2026	The Bluffs Community Housing lease up	People	RIO Campers prioritized and identified for placement in PSH units at the Bluffs Community Housing

3/31/2026	Palm Villas at Red Bluff lease up	People	RIO Campers prioritized and identified for placement in PSH units at Palm Villas at Red Bluff
8/1/2026	TCE Assessment Update Drive	People	TCE Assessments Update Drive to ensure accurate information
8/1/2026	RIO Year-Two outcomes measured and Year-Three Plan Review, Looking Ahead Plan Development	Project Management	TVP/Housing Tools prepares Year-Two Outcomes Report, to be reviewed at monthly RIO Team Meeting, Evaluate plan for future work or focus shift
11/1/2026	Winter Encampment Condition Review	Place	Evaluate current encampment conditions, populations, etc. to prepare for coming rainy season. Develop emergency notification and sheltering plans.
4/1/2027	Encampment Resolution Review	Place	Review prioritized sites for resolution success
6/30/2027	RIO Year-Three outcomes measured	Project Management	TVP/Housing Tools prepares Year-Two Outcomes Report, to be reviewed at monthly RIO Team Meeting

Table 5: Projected Milestones

Answer the following questions in relationship to January 31, 2024. Cal ICH assumes disbursement will occur approximately 3-6 months after January 31, 2024.

Please provide responses in the table below including the month and year. (15-character limit for each cell)

Outreach to the	This proposal will	The first planned exit	The last planned exit of a

people residing in the prioritized encampment site began / will begin mm/yyyy.	reach full operating capacity in mm/yyyy.	of a person or household from the prioritized encampment will occur in mm/yyyy.	person or household from the prioritized encampment will occur in mm/yyyy.
03/2024	01/2026	04/2024	04/2027

CERTIFICATION

Before certifying, applicants are <u>strongly encouraged</u> to review the NOFA.

I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Andrea	Curry
First	Last

This does not have to be an authorized representative or signatory.

Title

CoC Coordinator

Email

andrea@tehamacoc.org

ELIGIBLE USE CATEGORY	~5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL				ERF-3-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	~2 SENTENCE DESCRIPTION
This budget template may be slightly modified to meet local needs. If awarded funding, this budget, once approved, will serve as your community official project budget. Any future changes to this budget must be authorized through an	Use dropdown. See NOFA, III. A.	Enables Cal ICH to immediately understand the line item.	Enables Cal ICH to associate the line item with specific entities or parts of a proposal.			*Only ERF-3-R Funds.*	*New ERF-3-R Funds That WILL be Used to Support this Proposal*	Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.

PERSONNEL COSTS

			SALARY	FTE	MONTHS			
Interim Shelter	Navigation Center Intake Coordinator	PATH Plaza Navigation Center (PPNC)	46,841.60	1.40	36	196,734.72	27,324.27	Coordinates new/current intakes and directs day-to-day check-in services at PPNC.
Interim Shelter	Navigation Center Assistant Manager	PATH Plaza Navigation Center (PPNC)	56,209.92	0.80	36	134,903.81	18,736.64	Manages assigned aspects of day-to-day operations of PPNC under the supervision of the Navigation Center Manager
Interim Shelter	Navigation Center Program Manager	PATH Plaza Navigation Center (PPNC)	74,946.56	0.80	36	179,871.74	24,982.19	Manages day-to-day operations of PPNC programs, including supervision of staff.
Interim Shelter	PPNC Program Support Staff	PATH Plaza Navigation Center (PPNC)	67,920.32	2.92	36	573,790.86	79,693.18	PATH administrative, fiscal and operations staff; provides direct support to PATH programs
Interim Shelter	Navigation Center Cooks	PATH Plaza Navigation Center (PPNC)	46,941.44	6.04	36	850,578.89	70,881.57	Prepares meals at PPNC under the supervision of the Kitchen Manager
Interim Shelter	Navigation Center Custodian/Maintenance	PATH Plaza Navigation Center (PPNC)	46,941.44	0.80	36	112,659.46	9,388.29	Conducts maintenance and facility unkeep activities at PPNC
Interim Shelter	Navigation Center Housekeeping/Laundry	PATH Plaza Navigation Center (PPNC)	46,941.44	1.12	36	157,723.24	13,143.60	Responsible for maintaining a clean and sanitary environment at PPNC, including laundering shelter bedding and daily cleaning of both day and overnight areas.
Interim Shelter	Navigation Center Kitchen Manager	PATH Plaza Navigation Center (PPNC)	53,982.66	0.80	36	129,558.37	10,796.53	Oversees restoration and service of 3 meals per day at PPNC.
Interim Shelter	Navigation Center Homeless Advocate	PATH Plaza Navigation Center (PPNC)	48,888.32	10.92	36	1,601,581.36	222,441.86	First-line direct services staff at PPNC that fill a variety of duties, including coordinating participant access to basic needs and case management services.
Service Coordination	Day/Overnight Shelter Case Managers	PATH Plaza Navigation Center (PPNC)	51,525.76	1.60	36	247,323.65	34,350.51	Provides case management services to PPNC Day and Overnight shelter participants.
Service Coordination	Therapist	Empower Tehama - Behavioral Health Services	72,477.50	0.75	36	58,066.94		Provides individual counseling services to RIO participants onsite at PPNC 4 hours per week
Service Coordination	Clinical Supervisor	Empower Tehama - Behavioral Health Services	92,674.92	0.08	36	22,241.96		Provides clinical supervision for Therapist
Service Coordination	IRP Prevention Group Facilitator	Empower Tehama - Behavioral Health Services	70,171.92	0.11	36	22,525.19		Facilitates DV MRT groups weekly at PPNC
Service Coordination	ET Support Staff - BH Services	Empower Tehama - Behavioral Health Services	60,654.80	0.13	36	23,655.37		Provides direct administrative and fiscal support necessary to provision of Therapy and MRT group services
Service Coordination	DV/SA/HT Advocate	Empower Tehama - Victim Services	60,654.80	1.00	36	181,964.39		Provides confidential crisis and peer counseling for RIO participants who are survivors of domestic violence, sexual assault and/or human trafficking
Service Coordination	Housing Case Manager (DV/SA/HT)	Empower Tehama - Victim Services	67,534.02	1.00	36	202,602.07		Provides housing and stabilization case management specifically designed to meet the unique needs of DV/SA/HT survivors exiting/escaping homelessness.
Service Coordination	ET Support Staff - Victim Services	Empower Tehama - Victim Services	60,654.80	0.62	36	112,817.92		Provides direct administrative and fiscal support necessary to provision of victim services.
Service Coordination	Moving Forward Case Manager	PATH Moving Forward (PATH-MF)	51,525.76	1.00	36	154,577.28		Provides ongoing case management for participants in PATH's Moving Forward permanent housing program
Interim Shelter	PATH NCS Case Manager	PATH Non-Congregate Shelter (PATH-NCS)	51,525.76	0.10	36	15,457.73		Provides case management services to RIO participants in PATH's Non-Congregate Shelter
Prevention and Diversion	Follow-Up Case Manager	PATH Rapid Rehousing (PATH-RRH)	55,186.56	0.30	36	49,667.90		Provides follow-up case management to PATH RRH participants who have exited the program, including checking in quarterly and assisting post-exit participants with accessing support services available in the community and re-connection with housing services where needed.
Rapid Rehousing	RRH Case Coordinator	PATH Rapid Rehousing (PATH-RRH)	51,525.76	1.60	36	247,323.65		Provides case management services to PATH RRH households when in active enrollment, including housing search, housing retention, income development and resource navigation services.
Service Coordination	Program Support Staff (RRH)	PATH Rapid Rehousing (PATH-RRH)	67,920.32	0.14	36	27,711.49		PATH administrative, fiscal and operations (4% to RRH * 80% to ERF-3-R)
Interim Shelter	Program Support Staff (Sale)	PATH Sale Transitional	67,920.32	0.14	36	27,711.49	3,848.82	PATH administrative, fiscal and operations (4% to Sale Transitional * 80% to ERF-3-R)
Service Coordination	Bridge Housing Case Managers	PATH Sale Transitional	51,525.76	1.60	36	247,323.65	34,350.51	Provides case management to participants in bridge housing at Sale Transitional.
Service Coordination	SO Case Managers	PATH Street Outreach (SOS)	53,777.15	1.60	36	258,130.33	35,851.43	Provides in-encampment case management to establish case plans and create connection to TCE for those receiving street outreach services.
Service Coordination	Program Support Staff (SO)	PATH Street Outreach (SOS)	60,681.94	0.35	36	64,080.12	8,900.02	RIO Canners
Street Outreach	SOS Advocates	PATH Street Outreach (SOS)	48,888.32	7.40	36	351,985.90	48,888.32	PATH administrative, fiscal and operations (4% to SO * 80% to ERF-3-R)
Street Outreach	SOS Program Manager	PATH Street Outreach (SOS)	56,221.57	0.80	36	134,931.76	18,740.52	Provides on-location advocacy and basic needs services to prioritized encampment sites; supervises team of SOS Advocates
Service Coordination	Institutional/Mobile Crisis Worker I/II	Tehama County Health Services Agency - Mobile Crisis Team	142,035.00	0.20	36	85,221.00		Mobile Crisis Team at the Navigation Center 24 hrs /day 365 day /yr
Service Coordination	Psychiatric Aide	Tehama County Health Services Agency - Mobile Crisis Team	76,463.00	0.20	36	45,877.80		Mobile Crisis Team at the Navigation Center 24 hrs /day 365 day /yr
Service Coordination	Institutional/Mobile Crisis Worker I/II	Tehama County Health Services Agency - Mobile Crisis Team	142,035.00	0.20	36	85,221.00		Mobile Crisis Team at the Navigation Center 24 hrs /day 365 day /yr
Service Coordination	Psychiatric Aide	Tehama County Health Services Agency - Mobile Crisis Team	76,463.00	0.20	36	45,877.80		Mobile Crisis Team at the Navigation Center 24 hrs /day 365 day /yr
Service Coordination	Supervising Institutional RN	Tehama County Health Services Agency - Mobile Outreach	200,390.21	0.08	12	16,031.22	196,110.00	Provides first aid, wound care and health screenings on-location, assesses participant medical needs and recommends follow-up steps, connects participants to emergency and non-emergency medical care.
Service Coordination	Patient Navigator	Tehama County Health Services Agency - Mobile Outreach	84,439.46	0.08	12	6,755.16		Provides system navigation services to participants, including access to health insurance and ongoing care
Service Coordination	Nurse Practitioner	Tehama County Health Services Agency - Mobile Outreach	194,743.03	0.08	12	15,579.44		Provides first aid, wound care and health screenings on-location, assesses participant medical needs and recommends follow-up steps, connects participants to emergency and non-emergency medical care
Service Coordination	Registered Nurse II	Tehama County Health Services Agency - Mobile Outreach	150,174.73	0.08	12	12,013.98		Provides first aid, wound care and health screenings on-location, assesses participant medical needs and recommends follow-up steps, connects participants to emergency and non-emergency medical care.
Service Coordination	Health Educator	Tehama County Health Services Agency - Mobile Outreach	113,848.03	0.08	12	9,107.84		Provides health education and connections to onsite care.
Service Coordination	Health Educator	Tehama County Health Services Agency - Mobile Outreach	116,843.25	0.08	12	9,347.46		Provides health education and connections to onsite care.
Service Coordination	Health Educator - Bilingual	Tehama County Health Services Agency - Mobile Outreach	127,951.56	0.06	12	9,456.12		Provides health education and connections to onsite care
Service Coordination	Case Resource Specialist II	Tehama County Health Services Agency - Mobile Outreach	107,928.04	0.08	12	8,634.24		Connects participants to internal resources and resources available through community partners.
Service Coordination	Drug / Alcohol Counselor	Tehama County Health Services Agency - Mobile Outreach	112,381.93	0.08	12	8,990.55		Connects participants to onsite SUR care where needed
Service Coordination	Drug / Alcohol Aide	Tehama County Health Services Agency - Mobile Outreach	83,941.45	0.08	12	6,715.32		Connects participants to onsite SUR care where needed
Service Coordination	PSH Case Manager - The Bluffs	Tehama County Health Services Agency - Supportive Services	100,955.00	0.50	18	75,716.25		Case Management support at The Bluffs
Service Coordination	PSH Case Manager - Palm Villas	Tehama County Health Services Agency - Supportive Services	100,955.00	0.50	18	75,716.25		Case Management support at Palm Villas
Street Outreach	Homeless Liaison Officer	City of Red Bluff	98,538.00	0.90	36	266,052.60	36,951.75	In-encampment outreach, engagement & service coordination
Systems Support	HMIS Administrator	The Vitality Project - HMIS Lead	67,728.96	0.60	36	121,912.13	16,932.24	Serves as System Administrator for community-wide HMIS; trains HMIS users, generates required reports
Systems Support	HMIS Database Specialist	The Vitality Project - HMIS Lead	67,728.96	0.48	36	97,529.70	13,545.79	Conducts routine data quality monitoring and data cleanup tasks related to the community-wide HMIS.
Systems Support	CES Coordinator	The Vitality Project - HMIS Lead	60,205.52	0.32	36	57,795.30	8,027.14	Coordinates and manages the Coordinated Entry System, customizes Project Queues and ensures accuracy of reinitiation system.
Service Coordination	SOAR Advocate	The Vitality Project - Systems Support	60,205.52	0.30	36	54,183.17	7,525.44	Via referral from participating local program, assists program participants with the process for applying for SSI benefits through the SSA's SOAR program
Subtotal - Personnel Costs				**45.51**		**$ 7,501,625.67**	**$ 941,410.61**	

NON-PERSONNEL COSTS

			UNIT	RATE	TIME			
Street Outreach	HLO Dedicated vehicle	City of Red Bluff				39,620.00	4,402.22	4x4 truck purchased to ensure availability to reach and assist individuals including evacuations due to severe weather and access to calls for assistance
Street Outreach	Dedicated vehicle equipment	City of Red Bluff				6,300.00	700.00	vehicle equipment includes lights, radio, bednine and basiner to provide access and assistance
Street Outreach	Fuel	City of Red Bluff				7,000.00	777.78	Fuel costs for conducting street outreach
Street Outreach	Mobile Computer/tablet	City of Red Bluff				4,500.00	500.00	Vehicle mounted computer that detaches to tablet to conduct field interviews and research available resources on site
Street Outreach	Security Cameras	City of Red Bluff				1,000.00	111.11	Camera Systems for prioritized camping areas, Increase safety for areas designated as interim camping areas
Street Outreach	UAS system (IHMSHT)	City of Red Bluff				10,000.00	1,111.11	Useful in rural area PIT counts and enercuse of reintforced/vulnerable camping areas
Street Outreach	surrelies/amenities for encampments	City of Red Bluff				600.00	66.67	toilet paper, bathroom maintenance, solar charters and repair at interim camping sites
Street Outreach	Damn fees	City of Red Bluff				27,888.00	3,098.67	Dump fees for trash services in reinitiated encampments
Street Outreach	Training for HLO	City of Red Bluff				4,000.00	444.44	1 training per yr, average prices for travel/lodging, per diem. Training in Orange, CA for best practices as HLO
Service Coordination	Office furnishings and supplies	PATH Moving Forward (PATH-MF)				1,800.00	200.00	restocked based on request, costs for purchasing basic furniture to provide HLO with reinitiation
Service Coordination	Office Supplies	Empower Tehama - Behavioral Health Services				322.47		Office supplies for providing therapy services
Service Coordination	Staff Mileage Reimbursement (local travel)	Empower Tehama - Behavioral Health Services				383.00		Staff mileage reimbursement for local travel to PPNC facility
Service Coordination	Program Supplies	Empower Tehama - Behavioral Health Services				3,720.16		MRT workbooks for DV MRT groups (Prevention)
Interim Shelter	Non-Congregate Shelter (Motel nights)	Empower Tehama - Victim Services	40 Households	3600		150,000.00		Office supplies for victim services provision
Service Coordination	Office Supplies	Empower Tehama - Victim Services				1,477.53		Office supplies for victim services provision
Service Coordination	Staff Mileage Reimbursement (local travel)	Empower Tehama - Victim Services				383.00		Staff mileage reimbursement for local travel to PPNC facility
Delivery of Permanent Housing	1 bd Mobile Homes	PATH Moving Forward (PATH-MF)	13 x 1 bd Mobi	40000		520,000.00		Fully furnished 1 bedroom mobile homes for Moving Forward program, to be placed at former Antelope Homewood MH Park, currently under renovation.
Delivery of Permanent Housing	1 bd Mobile Homes	PATH Moving Forward (PATH-MF)	7 x 1 bd Mobi			120,000.00		Fully furnished 1 bedroom mobile homes for Moving Forward program, to be placed at former Antelope Homewood MH Park, currently under renovation.
Operating Subsidies	Operating Reserves	PATH Moving Forward (PATH-MF)	99000		5 Years	990,000.00		Confidential non-consumate shelter for survivors of DV/SA/HT
Interim Shelter	Non-Congregate Shelter (Motel nights)	PATH Non-Congregate Shelter (PATH-NCS)	Room x week	500	468			PATH non-congregate shelter – weekly room rentals
Interim Shelter	Non-Congregate Shelter (Motel nights)	PATH Non-Congregate Shelter (PATH-NCS)	Room x night	80	936			PATH non-congregate shelter – nightly room rentals
Rapid Rehousing	Rental Subsidies	PATH Rapid Rehousing (PATH-RRH)	Household	6000		432,000.00	150,000.00	RRH rental subsidies for RIO participants exiting to permanent housing
Rapid Rehousing	Security Deposits	PATH Rapid Rehousing (PATH-RRH)	Household	1400		112,000.00		Some this "leverium" needs to go in for RIO RRH org
Improvements to Existing Emergency Shelter	Storage Building	PATH Plaza Navigation Center (PPNC)				160,000.00		Rebost building at PPNC for maintain increased security and program storage
Interim Shelter	Insurance	PATH Plaza Navigation Center (PPNC)	annual	19776.4	3 Years	57,629.70	6,408.80	General and liability insurance. PATH % allocated to PPNC
Interim Shelter	Utilities	PATH Plaza Navigation Center (PPNC)	annual	67702		202,176.00	22,464.00	PPNC utilities - electric, gas, telephones
Interim Shelter	IT Infrastructure/Maintenance	PATH Plaza Navigation Center (PPNC)	annual	21663.2		64,989.60	7,221.07	PPNC IT infrastructure - secure facility system + overt/net/client wifi access
Interim Shelter	Software Subscriptions	PATH Plaza Navigation Center (PPNC)	annual	6400		19,200.00	2,133.33	PPNC software subscriptions - Office 365, password manager, etc.
Interim Shelter	Program Supplies	PATH Plaza Navigation Center (PPNC)	annual	4000		12,000.00	1,333.33	PPNC program supplies for participants - folders, calendars, etc.
Interim Shelter	Food	PATH Plaza Navigation Center (PPNC)	annual	53581.8667		160,745.60	17,860.62	PPNC food for participant meals
Interim Shelter	Vehicle Costs	PATH Plaza Navigation Center (PPNC)	annual	4800		14,400.00	1,600.00	PPNC vehicle costs
Interim Shelter	Vehicle Costs	PATH Plaza Navigation Center (PPNC)	annual	4000		12,000.00	1,333.33	PPNC vehicle costs - transport van for participants, bus cars for food donation pick-ups
Interim Shelter	Furnishings and Equipment	PATH Plaza Navigation Center (PPNC)	70666.66667			212,000.00	23,555.56	PPNC furnishings and equipment
Interim Shelter	Tiny Home Village	PATH Sale Transitional				750,000.00		24 modular sleeping units (Boss Cabaz or similar, vendor to be selected through procurement/bid process)
Interim Shelter	Tiny Home Village Shared Facilities	PATH Sale Transitional				250,000.00		Renovate portion of existing shop building to include kitchen, laundry room and multi-stall restrooms with showers for Tiny Home Village.
Interim Shelter	Repairs to Existing Bridge Housing	PATH Sale Transitional				96,000.00		Replace roof on Mid-Century House and Saline on Sale House (existing structures at Sale Transitional) 2x grade for accessing remote encampment areas, hauling out trash and dumped items that pose a danger to canners
Street Outreach	All Terrain Vehicles	PATH Street Outreach (SOS)				25,000.00		New Street Outreach truck that can access encampments in rainy weather and not get stuck
Street Outreach	4WD Truck	PATH Street Outreach (SOS)				73,000.00		Off-site storage for oversized or bulky items stored for participants
Street Outreach	Off-site Storage Unit rental	PATH Street Outreach (SOS)	3360		3 years	10,080.00		Temporary restrooms and handwashing stations for placement at encampments
Street Outreach	Temporary Restrooms and Handwashing St	PATH Street Outreach (SOS)	4200		3 years	12,600.00		
Street Outreach	Food to distribute	PATH Street Outreach (SOS)	18720	3 years		56,160.00	6,240.00	Outreach Food Supplies (60 food Sums / week @ 50)
Street Outreach	Outreach Supplies to distribute	PATH Street Outreach (SOS)	6653	3 years		19,959.00	2,217.67	Outreach Non-Food Supplies (hygiene items, socks, tents, sleeping bags, flashlights)
Street Outreach	Vehicle Expenses	PATH Street Outreach (SOS)	13000	3 years		39,000.00	4,333.33	Vehicle Expenses (Insurance, Maintenance & fuel costs)
Street Outreach	Shower Trailer Operating Expenses	PATH Street Outreach (SOS)	2000	3 years		6,000.00	666.67	Shower Trailer Operating Expenses (through March)
Street Outreach	Team gear for SOS staff	PATH Street Outreach (SOS)	1000	3 years		3,000.00	333.33	Team gear for outreach (footwear, gloves, jackets, backpacks)
Street Outreach	Commeter assistment - portable	PATH Street Outreach (SOS)	6000	3 years		18,000.00	2,000.00	Program assistment vehicles, wifi hotsostot
Street Outreach	General office supplies/reinitiate	PATH Street Outreach (SOS)	1000	3 years		3,000.00	333.33	General office supplies/reinitiate
Street Outreach	Street Outreach Waste removal expenses	PATH Street Outreach (SOS)	10000	3 years		30,000.00	3,333.33	Street Outreach Waste removal expenses
Street Outreach	PPE Supplies	PATH Street Outreach (SOS)	4500	3 years		13,500.00	1,500.00	PPE Supplies
Street Outreach	Staff Training	PATH Street Outreach (SOS)	1500	3 years		4,500.00	500.00	Staff Training
Service Coordination	mileage, mobile clinic	Tehama County Health Services Agency - Mobile Outreach	annual	50	3 years	150.00		mileage, mobile clinic
Service Coordination	outreach surrelies	Tehama County Health Services Agency - Mobile Outreach	annual	400	3 years	1,200.00		outreach surrelies
Service Coordination	Clinic surrelies	Tehama County Health Services Agency - Mobile Outreach	annual	1000	3 years	3,000.00		Clinic surrelies
Service Coordination	Medi-Cal Match for surrortive services	Tehama County Health Services Agency - Supportive Services	Annual	73551	3 Years	220,653.00	220,653.00	Medi-Cal Match for surrortive services
Operating Subsidies	Operating Reserves	The Bluffs Community Housing	50000		15 Years	800,000.00		Operating Reserves
Systems Support	Housing Tools - Project Coordinator	The Vitality Project - Systems Support	Year	30000		90,000.00		Project coordination consulting service
Systems Support	Lived Experience Enhancement Coordinator	The Vitality Project - Systems Support	16000		3 years	48,000.00		Lived Experience Enhancement Coordinator contract - 3 yrs
Systems Support	HMIS Migration	The Vitality Project - Systems Support	onatine cost	30000		30,000.00		Cost of system set-up and migration of historical data to a more reliable HMIS/CES platform
Systems Support	Annual HMIS Software License Fee	The Vitality Project - Systems Support	27000 (60%)	3 years		48,600.00		HMIS annual license fee
Delivery of Permanent Housing	Development Costs (15 PSH units)	The Bluffs Community Housing (Pacific West Communities, Inc.)				2,721,998.00	2,721,998.00	NPLH development funds for The Bluffs Community Housing
Delivery of Permanent Housing	Development Costs (10 PSH Units)	Palm Villas at Red Bluff (Palm Communities)				2,314,660.00	2,314,660.00	NPLH development funds for Palm Villas at Red Bluff
Rapid Rehousing	Rental Subsidies	The Bluffs Community Housing (Pacific West Communities, Inc.)					1,234,080.00	Project based Section 8 vouchers for 15 1-bd + 5-2-bd PSH units - The Bluffs Community Housing
Rapid Rehousing	Rental Subsidies	Palm Villas at Red Bluff (Palm Communities)					303,940.00	Project based Section 8 vouchers for 10 1b NPLH PSH units - Palm Villas at Red Bluff
Subtotal - Non-Personnel Costs						**$ 5,975,626.56**	**$ 7,862,035.71**	

ADMINISTRATIVE COSTS

			STEP	RATE	TIME			
Administrative Costs	Administrative Office Rent	The Vitality Project - Administrative Entity	Month	880	36 months	31,680.00		Administrative Office Rent
Administrative Costs	Administrative Office Operating Costs	The Vitality Project - Administrative Entity	Month	600	36 months	21,600.00		Administrative Office Operating Costs
Administrative Costs	Administrative Office Supplies	The Vitality Project - Administrative Entity	Year	4000	3 years	12,000.00		Administrative Office Supplies
Administrative Costs	Outside Professional Services	The Vitality Project - Administrative Entity	Cal ICH	10000	MONTHS	10,000.00		Outside Professional Services (Legal contract, etc.)
Administrative Costs	Grant Administrator	The Vitality Project - Administrative Entity	67,728.96	0.80	36	162,549.50	22,576.32	Coordinates subgrantee contracts, oversees and provides technical assistance to subgrantees regarding fiscal and programmatic grant compliance
Administrative Costs	Project Coordinator	The Vitality Project - Administrative Entity	100 139.20	0.40	36	120,407.04	16,723.20	Coordinates ERF-3-R implementation and local funding administration
Administrative Costs	Accounting Manager	The Vitality Project - Administrative Entity	67,728.96	0.70	36	142,230.82		Oversees accounting and bookkeeping activities related to local administration of ERF-3-R funds
Administrative Costs	Accounting Staff	The Vitality Project - Administrative Entity	60,205.52	0.70	36	126,427.39		Under supervision of the Accounting Manager, conducts accounting and bookkeeping activities related to local administration of ERF-3-R funds.
Subtotal - Administrative Costs				**1.90**		**$ 626,894.75**	**20,299.52**	

| **TOTAL BUDGET** | | | | **47.41** | | **$ 14,103,946.98** | **$ 8,042,725.84** | |

California Department of Transportation

DISTRICT 2
1657 RIVERSIDE DRIVE | REDDING, CA 96001
PHONE (530) 225-3477 | FAX (530) 225-2459 | TTY 711
www.dot.ca.gov

1/29/2024

To: California Business, Consumer Services, and Housing Agency

Subject: City/County of Tehama Encampment Resolution Funding Letter of Support

To Whom It May Concern,

Caltrans district 2 is supportive of and committed to the Tehama County Continuum Care for their proposal of the Encampment Resolution Funding request. Tehama CoC and partnering agencies have been providing services such as to support efforts to assist people experiencing unsheltered homelessness transition to interim, and ultimately permanent, housing along Highway 36 and Interstate 5, for the last several months. They are committed to the region and have shown their willingness to partner to improve the accessibility of those most in need by providing housing and other resources.

Caltrans will commit the following resources to support this effort:

☒ Provide recommendation/support for funding
☐ Provide support and evidence of homeless assisted to show the work that has been done by and partnering agencies
☐ Provide brief explanation why funding is necessary for homeless encampments along highways in the and surrounding areas
☐ Your agency's role in support for ERF funds

Caltrans further commits to only take action on encampment sites identified in this proposal in collaboration with and with at least two weeks-notice to the Tehama CoC, unless critical circumstances exist when an encampment poses an imminent threat to life, health, safety, or infrastructure and must be immediately addressed).

Caltrans District 2 is eager to be part of the Tehama CoC partnership so we can strengthen and expand the resources to connect homeless with new opportunities in the community.

Sincerely,

Michael Mogen

Mike Mogen
Acting Deputy District Director (Office Maintenance), Caltrans
District 2

"Provide a safe and reliable transportation network that serves all people and respects the environment"

TEHAMA COUNTY HEALTH SERVICES AGENCY

JAYME BOTTKE, MS
EXECUTIVE DIRECTOR

DEANNA GEE
ASSISTANT EXECUTIVE
DIRECTOR, ADMINISTRATION

ALEXIS ROSS, MPH, MSDA
ASSISTANT EXECUTIVE
DIRECTOR, PROGRAM

MELISSA FIELD
COMPLIANCE OFFICER

TCHSA
Tehama County
Health Services
Agency

ADMINISTRATIVE & FISCAL/SUPPORT SERVICES
818 MAIN STREET
MAILING ADDRESS: PO BOX 400, RED BLUFF, CA 96080

(530) 527-8491
FAX (530) 527-0240

January 30, 2024

RE: Encampment Resolution Fund (ERF) Grant Support for the Tehama County Continuum of Care

To Whom It May Concern:

The County of Tehama, the Tehama County Continuum of Care (Tehama CoC) and CoC-member organizations share a commitment to preventing and responding to homelessness and housing insecurity in Tehama County.

Tehama CoC has communicated to the County its intent to apply for ERF funds to address a small number of prioritized encampment areas within the City of Red Bluff, including those located in and around Red Bluff River Park, Dog Island/Samuel Ayer Park, and Forward Park, as well as the area near the intersection of Interstate 5 and Highway 36 between East Sand Slough and the Sacramento River and the area north of Walnut Street and east of Baker Road.

The County does not intend to apply for ERF-3-R funds for the prioritized encampment areas, but instead intends to partner with Tehama CoC to connect unhoused individuals living in the prioritized encampment areas with the rich array of wraparound supportive services, interim housing, and permanent housing solutions to be offered by CoC-member organizations with the support of ERF and leveraged funding.

Should you have further questions regarding this matter, please feel free to contact me at (530) 528-3216.

Sincerely,

Jayme S. Bottke
Executive Director

County of
TEHAMA

Share RSS Alerts

Details   Reports

File #:	24-086 Version: 1	Name:	
Type:	Agreement	Status:	Agenda Ready
File created:	1/19/2024	In control:	Board of Supervisors
On agenda:	1/30/2024	Final action:	
Title:	HEALTH SERVICES AGENCY - Executive Director Jayme Bottke		
Attachments:	1. ERF - Letter of Acknowledgement, 2. Tehama COC RIO ERF-3-R Map		

History (0)   Text

title

HEALTH SERVICES AGENCY - Executive Director Jayme Bottke

end

Requested Action(s)
recommendation

a)   AGREEMENT - Request approval and authorization for the Executive Director to sign the Letter of Acknowledgement with Tehama County Continuum of Care (Tehama CoC) and CoC-member organizations to share a commitment to preventing and responding to homelessness and housing insecurity in Tehama County

body

Financial Impact:
Signing this letter in support of the Tehama County Continuum of Care will allow the Health Services Agency the possible benefit from receiving funds to support ongoing medical street outreach for the homeless as well as service coordination for the No Place Like Home units at Olive Grove and the two additional projects planned for Red Bluff to name a few.

Background Information:
The California Interagency Council on Homelessness (Cal ICH) has made Round 3 of the Encampment Resolution Funding (ERF) Program. The ERF funds were established for the following purposes:

- Assist Local Jurisdictions in ensuring the safety and wellness of people experiencing homelessness in encampments.
- Provide grants to Local Jurisdictions and CoCs to resolve critical encampment concerns and transition individuals into safe and stable housing.
- Encourage a data-informed, coordinated approach to address encampment concerns.

The County does not intend to apply for ERF Round 3 for the prioritized encampment areas, but instead intends to partner with Tehama CoC to connect unhoused individuals with wraparound supportive services, interim housing, and permanent housing solutions to be offered by CoC-member organizations with the support of ERF and leveraged funding. Projects applying for this funding program are required to designate a "prioritized encampment" and all services to be provided using the funding are supposed to be services provided to the individuals who are coming from that prioritized encampment. Cal ICH has clarified that in very small communities it may be possible to justify prioritizing all of a small number of encampments for resolution using this fund source. Attached is a map of encampment areas the CoC plans to designate as "prioritized".

Tehama CoC intends to apply for Encampment Resolution Funds (ERF) to address a small number of prioritized encampment areas within the City of Red Bluff, including those located in and around Red Bluff River Park, Dog Island/Samuel Ayer Park, and Forward Park, as well as the area near the intersection of Interstate 5 and Highway 36 between East Sand Slough and the Sacramento River and the area north of Walnut Street and east of Baker Road.

The Tehama CoC recently received some clarification from Cal ICH on a couple of additional requirements that, as a CoC applicant, they will need to meet in order to include any site that is partially or completely located in a state right-of-way as part of our "designated encampment". This letter of acknowledgement will satisfy the requirement and allow the CoC to move forward with the application for funding by January 31, 2024.

January 18, 2024

RE: Encampment Resolution Fund Grant Support for the Tehama County Continuum of Care

To Whom It May Concern:

On behalf of the City of Red Bluff, please accept this letter of support for the Tehama County Continuum of Care's application to obtain Encampment Resolution Funds (ERF) from the State of California Business, Consumer Services and Housing. Tehama County Continuum of Care (Tehama CoC) has communicated its intent to apply for ERF funds to address a small number of prioritized encampment areas within the City of Red Bluff, including those located in and around Red Bluff River Park, Dog Island/Samuel Ayer Park, and Forward Park, as well as the area near the intersection of Interstate 5 and Highway 36 between East Sand Slough and the Sacramento River and the area north of Walnut Street and east of Baker Road.

The City of Red Bluff does not intend to apply for ERF-3-R funds for the prioritized encampment areas but instead intends to partner with Tehama CoC to connect unhoused individuals living in the prioritized encampment areas with the rich array of wraparound supportive services, interim housing, and permanent housing solutions to be offered by CoC-member organizations with the support of ERF and leveraged funding.

The ERF project will support cross-systems collaboration and service strategies to help people experiencing homelessness transition out of encampments toward safe and stable housing pathways.

The City is committed to the shared goal of providing housing, health, and support services to men, women, and families who are housing insecure. Should you have further questions, please feel free to contact City Manager, Tom Westbrook at: twestbrook@cityofredbluff.org or by phone at: 530.527.2605 Ext. 3061.

Sincerely,

Clay Parker
Mayor of the City of Red Bluff
cparker@rbpd.org

C: City Council Correspondence Records

Tehama County

10-Year Plan
to End Homelessness

Table of Contents

🏠 Introduction

Tehama County has commissioned this 10-Year Plan to End Homelessness (the "Plan") for the purpose of laying out a succinct and practical strategy for addressing the problem of homelessness in Tehama County. The Plan identifies the greatest needs of people experiencing homelessness, as drawn from surveys, client data, and interviews. An assessment of existing shelter and services resources was then conducted. The greatest needs were then compared to existing resources to identify resource gaps. The next step was to identify achievable goals that would address the identified resource gaps. Finally, a strategy was developed for attracting new resources that would assist the County in achieving the Plan goals. The planning process is summarized in the diagram below.

The Plan is a threshold requirement of the State Housing and Community Development Department's (HCD) No Place Like Home Program (NPLH). This is a new statewide funding program that will allocate funds to counties and housing developers for the development of permanent supportive housing that assists homeless persons with mental illness. HCD requires that any county that receives NPLH funding must adopt a 10-year homelessness plan, that the plan incorporates some required data and topics, and that the county consults with proscribed groups to receive input. This Plan follows the HCD requirements in order to position Tehama County for receiving NPLH funds. The Tehama County Health Services Agency (TCHSA) is responsible for applying for and administering the NPLH funds.

Diagram 1

Planning Process

1. Identify Needs

   ▼

2. Identify Existing Resources

   ▼

3. Identify Resource Gaps

   ▼

4. Select Goals that Address Gaps

   ▼

5. Attract New Resources to Achieve Goals

The Plan builds upon the work of the Tehama County Homeless Stakeholder Collaborative (the "Homeless Stakeholder Collaborative") and the Tehama County Continuum of Care (the "CoC"). Both of these collaborations bring together entities from across Tehama County for the purpose of ending homelessness. They include a diverse membership that draws from government, nonprofits, churches, advocacy organizations, and community members. At the appropriate time, these two groups will merge into one organization.

The Homeless Stakeholder Collaborative has been meeting for more than a year, starting in June 2017, motivated by a desire to work in a collaborative and constructive way to address the growing problem of homelessness. The Tehama County Administration Office and other County Departments have convened this workgroup, with active participation from housing and service providers, faith-based organizations, and community volunteers. The Homeless Stakeholder Collaborative have responded to a call for action raised by the 2016-17 Grand Jury report that investigated the issue of homelessness in Tehama County. They have done this by establishing Priority Areas, and a committee for each Priority Area to implement goals. The Priority Areas include:

- **One Stop Concept:** a central location or locations that can offer a wide range of services that are needed by the homeless population in a welcoming environment;
- **Temporary Housing:** short-term housing that can immediately be made available to homeless individuals, with support services that help them prepare to move into permanent housing;
- **Sustainable Housing:** permanent and affordable housing that will help homeless individuals stabilize and build self-sufficiency; and
- **An Awareness Campaign:** that raises public awareness of the need to address homelessness, and proven strategies to address it.

In 2018, The Homeless Stakeholder Collaborative presented the Priority Areas, along with a proposed resolution that pledged support to achieving their goals, to the Tehama County Board of Supervisors, and the City Councils of Red Bluff, Corning, and Tehama. This resulted in resolutions by each of these entities to support: an increase in affordable housing units, an increase in year-round emergency/short term housing and supportive services, creation of a one-stop center for day services, and an increased awareness about homelessness in Tehama County.

The Homeless Stakeholder Collaborative' findings and goals have been informed by the CoC's work, and active participation from CoC members. The establishment of the CoC in 2015 was a requirement of the U.S. Department of Housing and Urban Development ("HUD") for receiving federal homelessness assistance grants through the federal Continuum of Care program (formerly called McKinney-Vento Homeless Grants). The CoC has set up a structure for government, nonprofit and private entities to coordinate the delivery of housing and supportive services for homeless individuals and families. The purpose of this coordination is to make the delivery of housing and services efficient and effective, maximizing the county's capacity to move individuals out of homelessness as quickly as possible. This structure is outlined in the CoC's Governance Charter, with the Executive Council established as its decision-making body.

The CoC plays an important role in addressing homelessness in Tehama County. As an entity charged by the federal government with prioritizing and administering homeless funding, the CoC reviews and recommends applications for Emergency Solutions Grants (ESG) and CoC grants, and submits an annual Consolidated CoC Funding Application to HUD. The CoC also maintains the county's Homeless Management and Information System (HMIS), which is used by housing and service providers to track utilization of homeless services, and program outcomes. The CoC has also implemented a Coordinated Entry system. This is a system to prioritize homeless individuals with the greatest needs and quickly connect them with the most appropriate housing and services available.

Given the scope of work of the Homeless Stakeholder Collaborative and the CoC, and their critical roles as collaborative and coordinating bodies that bring together groups across the County that are working on the homelessness issue, these bodies play a central role in the Plan's implementation. The Homeless Stakeholder Collaborative and the CoC provide organizational structures that can be employed to strategize, implement, and assess and report progress on the Plan's goals.

Community Outreach

Community outreach for the development of this Plan was coordinated with the Homeless Stakeholder Collaborative and the CoC, in coordination with Tehama County Health Services Agency (TCHSA), and the Department of Social Services/Community Action Agency (DSS/CAA). These two groups have significant overlap, as many members of one group participate in the other. Below is a summary list of the participants in the Homeless Stakeholder Collaborative.

- County Administration
- County Health Services Agency
  - Behavioral Health
  - Primary Care Clinic
  - Public Health
  - Substance Use Recovery
- County Department of Social Services
  - Child and Adult Protective Services
  - Community Action Agency
- County Child Support Services
- County Community Development, including Housing and Planning
- County Probation
- County Department of Education
- County Sheriff
- Cities of Red Bluff and Corning Planning Departments
- Cities of Red Bluff and Corning Police Departments
- Red Bluff Chamber of Commerce
- Tehama County Association of Realtors
- Cities of Red Bluff & Corning Admin.
- County Library
- Housing Providers
- Homeless Service Providers
- Community Health Care Providers
- Plumas County Community Development Commission & Housing Authority (administering Housing Authority for Tehama County)
- St. Elizabeth Community Hospital
- Veteran's Administration & Resource Center
- Representatives of family caregivers of persons living with serious mental illness
- Advocacy groups and volunteers
- Churches and Faithworks
- Poor and The Homeless (PATH)
- Head Start
- National Alliance on Mental Illness (NAMI)
- Corning Healthcare District
- Northern Valley Catholic Social Service (NVCSS)
- County Public Guardian
- Tripartite Board

Three meetings of the Homeless Stakeholder Collaborative were dedicated to developing the Plan over the past six months— an introduction and overview of the planning process on February 20, 2018, a goal setting workshop on April 18, 2018, and a draft plan overview for public comment on June 20, 2018.

In addition to the Homeless Stakeholder Collaborative meetings, the Plan authors conducted interviews and focus groups with the following individuals and organizations:

- CoC Coordinator
- Homeless Stakeholder Collaborative Priority Area Committees
- TCHSA Department Head and Directors
- TCDSS & Community Action Agency Director
- St. Elizabeth Community Hospital and Elder Services Group
- Probation Chief
- County, City of Red Bluff, and City of Corning Planning Departments
- County Department of Education, Student Support Services
- County Mental Health Services Act (MHSA) Workgroup
- City of Red Bluff Police Chief
- Tehama 211
- Poor and the Homeless (PATH)
- Northern Valley Catholic Social Service (Nonprofit Developer)
- Local National Association on Mental Illness (NAMI), including family and caregivers

These interviews and focus groups provided history and background, data sources, and referral to other individuals for interviews. In addition, participants described existing programs and resources and made recommendations for solutions to address current gaps and challenges.

Needs Assessment

A.1. Homelessness

CoC Point-In-Time Survey

Surveys and social services client data provide information on the current state of homelessness in Tehama County. The primary data source on homelessness is the CoC Point-In-Time Survey that was conducted on January 24, 2017. This is a one-day event organized by the CoC in which volunteers reach out to homeless individuals on the street, and in parks, camping areas, libraries, shelters, transitional housing facilities, and jails. The Point-In-Time Survey is an effort to learn more about the current extent and conditions of homelessness. A uniform survey was conducted of all homeless individuals that were willing to participate. The survey included questions about demographics, sleeping location, residency, disabling conditions, sources of income, length of time homeless, and causes of homelessness, among other topics.

The Point-In-Time Survey counted a total of 157 homeless individuals in Tehama County. Of these individuals, 90 were men, 55 were women, and 12 were children. About two-thirds were 25 to 55 years old, with the next largest age group, about one-fifth, being over 55 years old. The largest racial or ethnic group surveyed were White or Caucasian at 72%, followed by Hispanic/Latino at 15%, Multiple Races at 7%, and American Indian/Alaska Native at 4%.

Chronically Homeless is a key characteristic that is tracked by the federal government and CoCs in order to understand the number of homeless individuals with the greatest needs. Chronically Homeless individuals are defined by HUD as individuals with a disabling condition that have been homeless for one year or longer, or with a disabling condition that have had at least four episodes of homelessness in the last three years. "Homeless" by this definition means sleeping in a place not meant for human habitation, or in an emergency shelter. The Point-In-Time Survey counted 56 Chronically Homeless individuals in the county, which was 36% of all persons surveyed.

Chart 1

Where Did You Stay Last Night?

- Emergency Shelter: 52
- Transitional Housing: 16
- Jail: 33
- Unsheltered: 56
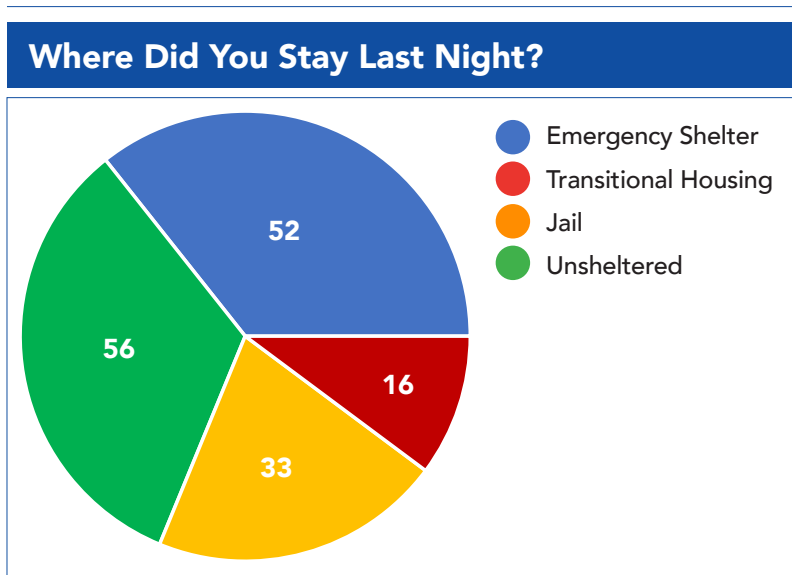
Chart 1 shows that the largest number of individuals surveyed (56) were unsheltered, followed by persons in Emergency Shelter (52).

Chart 2 shows that the majority of persons surveyed had been homeless for longer than one year- a total of 76 individuals. (Responders to this question did not include the 12 homeless children.)

Chart 2

Length of Time Homeless
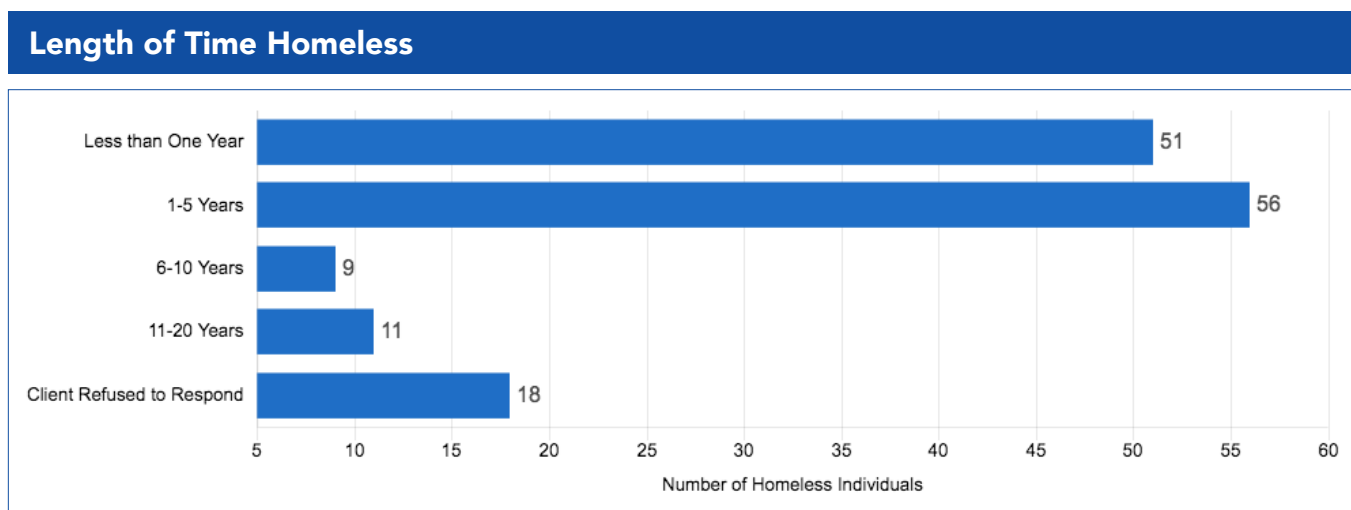
Chart 3
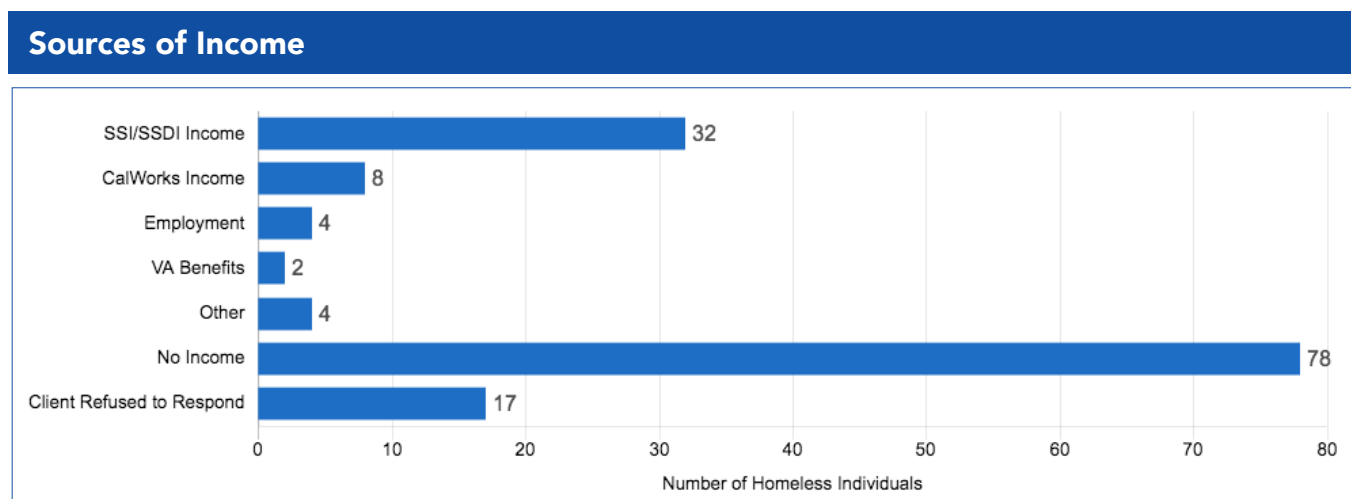
Sources of Income

Chart 3 shows sources of income for survey respondents. Most respondents (61%) reported no income. This was by far the largest income source reported. (Responders to this question did not include the 12 homeless children.) Interestingly, one quarter of respondents reported an annual income of between $10,000 and $20,000, indicating that a modest income alone does not always open doors to housing.

LIFT Survey

Another survey source for information about homelessness is the LIFT (Live Inspired For Tomorrow) Survey. LIFT is an event held each year that brings a variety of services under one roof for homeless and low-income persons. At the LIFT event, a survey has been conducted each of the last two years to learn about the characteristics and needs of attendees. The LIFT Survey was completed by the Tehama County Community Action Agency.

Chart 4

LIFT Survey - Current Housing Situation

- ● Own my own home
- ● Rent an apartment or house without assistance
- ● Rent an apartment or house with assistance
- ● Couch surfing/staying w/ friends or relatives temporarily
- ● Staying in the emergency night time shelter
- ● Currently homeless on the street or in my car
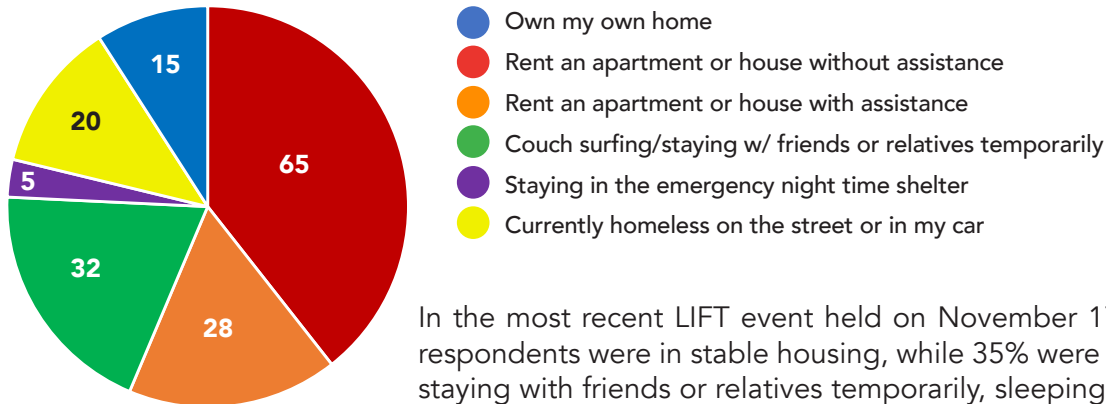
In the most recent LIFT event held on November 17, 2017, 65% of respondents were in stable housing, while 35% were couch surfing or staying with friends or relatives temporarily, sleeping on the street or in a car, or in an emergency shelter (see Chart 4, above).

In regards to recent housing history, 72% of respondents had lived with family or friends in the past two years, and 64% of respondents had lived on the street, in a car, or in a temporary shelter in the past two years.

Charts 5 and 6 below show the responses for housing financial services, and other housing services, that would be most helpful.

Chart 5

Financial housing services that would be helpful?
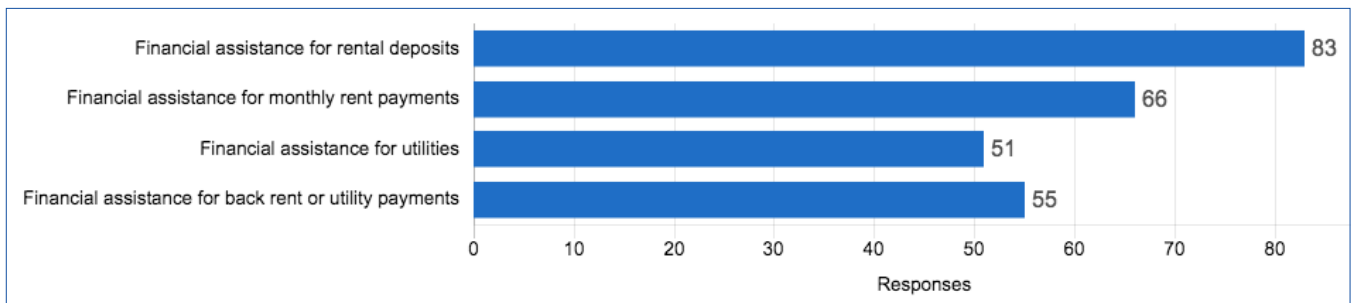
Chart 6

Other housing services that would be most helpful?
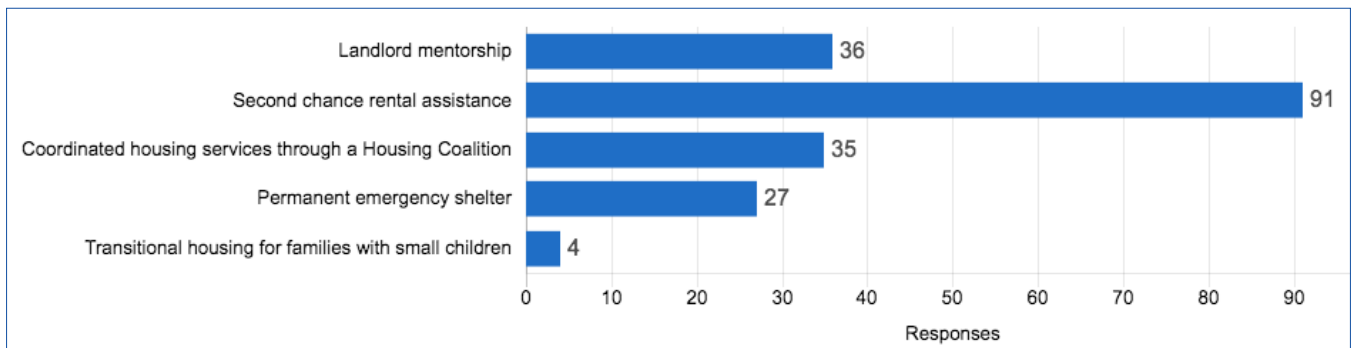
Tehama County Department of Social Services Data

The Tehama County Department of Social Services (TCDSS) provides temporary housing and financial assistance to residents through its Temporary Homeless Assistance and BOOST programs. TCDSS provided information on the number of requests that it has received for these services from homeless families and individuals from April 2017 through March 2018. During those 12 months, TCDSS received 106 requests for homeless assistance, including 86 requests for temporary housing assistance, 13 requests for permanent housing assistance, and 7 requests for temporary and permanent housing assistance.

Tehama County Department of Education Data

The Tehama County Department of Education collects information on the number of students within the county that lack a regular nighttime residence. This data is voluntarily reported by schools. As such, the number of students experiencing housing instability is often under-reported. For the reporting cycle of 2016, the County reported 506 students who lacked a regular nighttime residence. Their place of residence is shown below.

Tehama County K-12 Students Lacking a Regular Nighttime Residence:

- Temporarily Doubled Up: 446
- In Hotels or Motels: 28
- Unsheltered: 17
- In Temporary Shelters: 15

While the CoC does not consider families that are doubled up, or in hotels or motels, as homeless, this data provides a good indicator of families who are at risk of homelessness.

A.2. Mental Illness

CoC Point-In-Time Survey

The CoC Point-In-Time Survey provides insight on the disabling conditions of homeless individuals, including mental illness and other co-occurring disabilities. The 157 persons surveyed were asked

Chart 7

Disabilities and Substance Abuse

Horizontal bar chart titled "Disabilities and Substance Abuse" showing Number of Homeless Adults:
- Mental Illness: 89
- Serious Mental Illness: 47
- Disabilities: 88
- Co-occurring Disabilities: 56
- Substance Abuse Disorder: 47
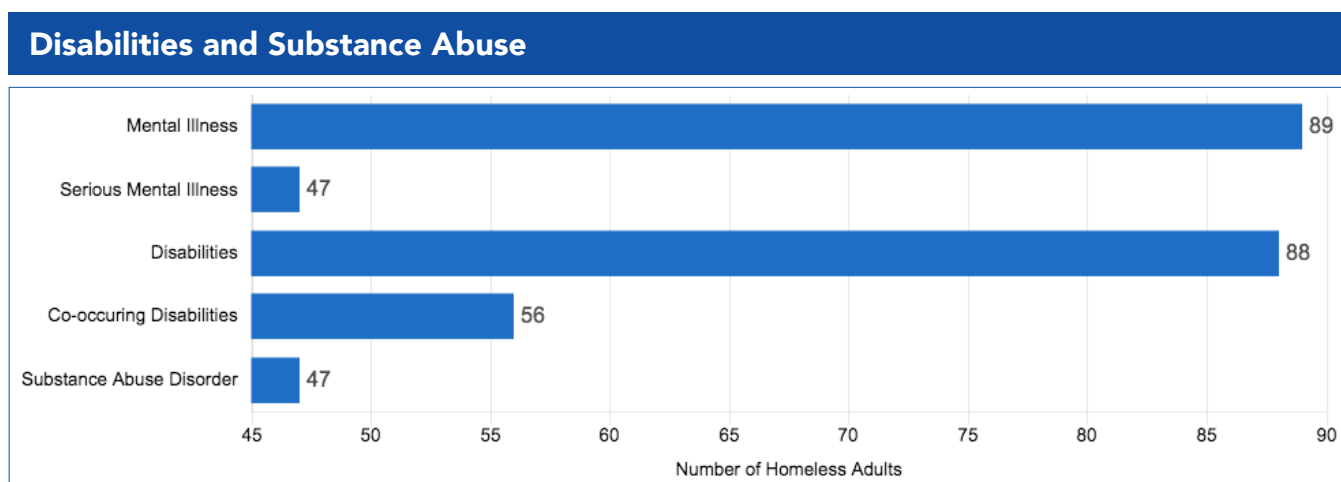
if they experience a disability and could select more than one condition from a list. Of the 157 respondents, 89 said that they have a mental illness, and 47 of those with a mental illness said they have a serious mental illness. Of the respondents, 88 said they had a disability, 56 said they had co-occurring disabilities, and 47 said they had a substance abuse disorder. Chart 7 shows responses to the disability question.

Tehama County Behavioral Health Division Client Data

The Tehama County Health Services Agency (TCHSA), Behavioral Health Division, tracks data on its clients that receive mental health treatment. This data helps one understand the connection between mental health issues and homelessness. Between January 1, 2016 and December 31, 2017, 6% of their clients that conducted an entry interview reported as being homeless, which was 185 unduplicated individuals over two years. Client records also show that during that period, 57 homeless individuals received services for a dual diagnosis of mental illness and substance abuse, which is 31% of clients that reported being homeless.

Mental Health Services Act Special Needs Housing Survey

The MHSA is a California law that provides funding for mental health services in specific categories. There is a category called Community Services and Supports which provides funding for clients who need intensive services, including those who are homeless or at risk of homelessness. Additionally, there is a separate category dedicated to building permanent housing for those experiencing severe and persistent mental illness, called the Special Needs Housing Program (SNHP). The County MHSA program is currently planning to fund the development of permanent supportive housing. As part of the planning process, TCHSA conducted a Special Needs Housing Survey to better understand the needs of the population that will benefit from this housing.

The MHSA Special Needs Housing Survey was administered at the Vista Way One Stop Center and the Corning Mental Health office, and was completed by 60 MHSA clients that use those services. Almost all of the participants, 44 individuals, had lived in Tehama County over five years, and 12 individuals had lived in Tehama County between one and four years. Of those who participated in the survey, 18 individuals (30%) had been homeless in the last three years, and 25 individuals (42%) were living in an institution, or in temporary or transitional housing. When asked to identify their highest priority supportive services, the top three responses were:

Highest Priority Supportive Services:

- Mental Health Services: 49
- Transportation: 32
- Assistance with Food: 30

In response to another question about vocational services, 51% of survey participants said that they were very interested in a paid work program, and another 25% said they were somewhat interested in a paid work program.

When asked about preferred housing amenities, the top four responses were:

- Walking Distance to Services: 38
- Access to Internet: 35
- Pets Allowed: 34
- Community Room/Laundry Facilities: 25

When asked about their preferred type of housing, most respondents preferred a one-bedroom apartment. The next highest response was a two-bedroom apartment.

Focus Group with Persons with Mental Illness and Family Caregivers

On May 3rd, 2018, a focus group was conducted with the Tehama Chapter of the National Alliance on Mental Illness (NAMI) to understand their perspective on the homeless issue, and potential solutions. This group consisted of persons with mental illness and family caregivers of persons with mental illness. NAMI advocates for persons with mental illness throughout the community, and conducts public awareness and education on mental illness to remove stigma and encourage more effective care. The Tehama County NAMI Chapter has been active for about five years, and has recently formed its own 501c3 nonprofit entity.

Three of the seven focus group participants had been homeless in the past, and three others were caregivers of family members with mental illness that had experienced homelessness. Two of the three participants who had been homeless had also been victims of abuse, and these two participants had also struggled with substance abuse.

The principle cause of homelessness for one of the participants was the ending of a relationship, limited income, and lack of affordable housing. When she was able to find a place to live, she often had no money left for food or utilities. All the affordable housing projects had long waiting lists. Due to these challenges, this participant was homeless for six months.

Much of the focus group discussion was spent sharing experiences in which consumers and/or family members expressed frustration with the system due to possible misdiagnosis and/or improper treatment for mental health conditions. There was general agreement that there is inadequate expertise and capacity within the medical and criminal justice systems to effectively diagnose and treat mental illness. This stems from a general lack of awareness about mental illness, and commonly held beliefs that it is a problem of choice or character, rather than a disease. As was described through participants' experiences, lack of awareness and misdiagnosis can lead to a worsening of mental health, and increases the vulnerability of falling into homelessness. For example, not prescribing the correct medication, or any medication at all, can cause a multitude of problems for persons with mental illness that can impact income and housing stability.

More mental health expertise and resources are desperately needed within the County, especially within the medical system. Some participants shared that they have difficulty scheduling important regular visits with their doctor to ensure that the correct medication is being taken, and to make any necessary adjustments in the type of medication or dosage. Tele-Psychiatry is an available service in which a client can discuss health conditions with a doctor on the phone, which can help address the challenge of regular access to a doctor. However, often it is more effective for a doctor to see a patient in person because it offers a more comprehensive assessment, including visual indicators of health. Tehama County is experiencing impact due to Psychiatrist shortage in the area which makes it difficult for those with mental health issues to get the level of care they could use.

The focus group also shared experiences of how they were able to exit homelessness. A consistent theme was the importance of personal relationships and social support. In one case, it was a caregiver at a board and care facility that helped a participant make necessary life changes. Another participant shared that a Case Resource Specialist from Vista Way helped her get into a subsidized apartment. In another case, a participant received help from a Bishop at a church.

Another theme was the importance of Case Managers in helping homeless individuals access needed services. It is challenging to navigate services, especially government assistance programs,

without guidance and without flexible transportation. Case managers at Vista Way were consistently mentioned as extremely valuable supports due to their knowledge of how to access care and resources. Classes at Vista Way have also helped persons with mental illness to learn new skills and build self-sufficiency.

Another important support mentioned by multiple participants was involvement with the Northern Valley Catholic Social Service (NVCSS) Peer Support Program. Most of the focus group participants with mental illness were NVCSS Peer Support Advocates. This provides them with opportunities to support one another. This support includes practical help, such as providing information about services and low-cost food or other items, or getting a ride to an appointment or activity. It also includes emotional support from others that deal with similar challenges. NAMI also provides a vital support network, in addition to advocacy for persons with mental illness.

Affordable housing was key in helping participants leave homelessness. This included subsidized apartments, rental assistance vouchers, and family support. Multiple participants stated that a year-round shelter is needed, including additional supportive services that can help visitors access substance abuse treatment, public assistance, and affordable housing. In addition, participants shared how difficult it is to access affordable housing due to limited availability and long waiting lists.

When asked what type of housing is in greatest need for persons with mental illness, participants agreed that the community could benefit from more affordable one-bedroom apartments. Ideally the housing could provide some type of transportation, such as an on-site van. Some participants liked the arrangement of mixed populations, such as mixed family arrangements and ages, that may include a portion of households with disabilities. In terms of location, participants would like to live in housing that is within walking distance of a bus line, shopping, and services.

Children with Serious Emotional Disturbance

HCD requires that county 10-year plans on homelessness report on data about and needs of Children with Serious Emotional Disturbance. The Disabilities Education Act defines Emotional Disturbance as "a condition exhibiting one or more of the following characteristics over a long period of time and to a marked degree that adversely affects a child's educational performance: an inability to learn that cannot be explained by intellectual, sensory, or health factors; an inability to build or maintain satisfactory interpersonal relationships with peers and teachers; inappropriate types of behavior or feelings under normal circumstances; a general pervasive mood of unhappiness or depression; and a tendency to develop physical symptoms or fears associated with personal or school problems." (Code of Federal Regulations, Title 34, §300.8(c)(4)(i))

The Tehama County Special Education Local Plan Area (SELPA) tracks statistics on students with disabilities, including Emotional Disturbance. In 2016, Tehama County SELPA reported that 48 students with Emotional Disturbance. In 2017, Tehama County SELPA reported 50 students with Emotional Disturbance. This number for each of the last two years makes up 3.5% of the County's total special education population. The number of students with Emotional Disturbance has remained steady over the past 10 years.

Students identified with "Other Health Impairments" by Tehama County SELPA is another window into the extent that external factors may impact the mental health of children. In the last 10 years, students with Other Health Impairments has increased from 58 students to 148 students. Many of these students qualify due to social and emotional issues, and behavioral deficits. About 6% of the County's special education population receive intensive educationally related mental health services.

A.3. Housing Availability and Affordability

The availability and affordability of housing within a community is a principal factor that affects homelessness. Investigation of these conditions involved a review of: U.S. Census and U.S. Department of Housing and Urban Development (HUD) data on demographics, income, and housing; the Tehama County Community Action Agency (CAA) Landlord Survey; Tehama 211 data; and local jurisdiction progress in meeting Regional Housing Needs Allocations set through State Housing Element Law.

U.S. Census and HUD Data

An overview of countywide demographics and household income provides a foundation for understanding housing affordability. The principal data source for this information is the U.S. Census 2012-2016 American Community Survey. Market and affordable rent information is sourced from HUD.

In terms of household income, 29% of all Tehama County households (or an estimated 6,883 households) earn less than $25,000 annually. These households are generally classified as "Very Low Income" by HUD and typically face challenges affording market housing costs. According to HUD, a Very Low Income Household earns 50% of Area Median Income, which was $26,900 for a three-person household in 2018.

The Federal Poverty Threshold is a measure of incomes lower than HUD's Very Low Income definition, and is $20,780 for a three-person household in 2018, which is also 30% of Area Median Income. An estimated 18% of all households in the county (or 4,219 households) have income below the Federal Poverty Threshold. These households are considered to be at a high risk of becoming homeless.

Persons with disabilities often have special housing needs, and also often have fixed, limited incomes. Housing that meets these needs, and housing affordability, are critical issues for this population. An estimated 20% of the Tehama County population (or 12,442 individuals), have a disability. By comparison, there are 181 beds in housing with features and services specifically for disabled persons in the County.

According to the U.S. Census, about 26% of Tehama County renter households pay more than half of their income toward rent, as shown in Chart 8 below. By comparison, the housing affordability standard used by HUD for setting Section 8 rents is 30% of income paid toward rent. The housing affordability standard used by the mortgage industry is generally 35% of income paid toward housing costs.

Fair Market Rent is set by HUD for each county or Metropolitan Statistical Area to determine typical market rent. The Fair Market Rent for a two-bedroom unit in Tehama County was $820 in 2017. Affordable rent is determined by taking 30% of monthly

Chart 8

Cost Burdened Renter Households, 2016

- Renter Households Paying <50% of Income to Rent
- Renter Households Paying >50% of Income to Rent

1,906

5,298
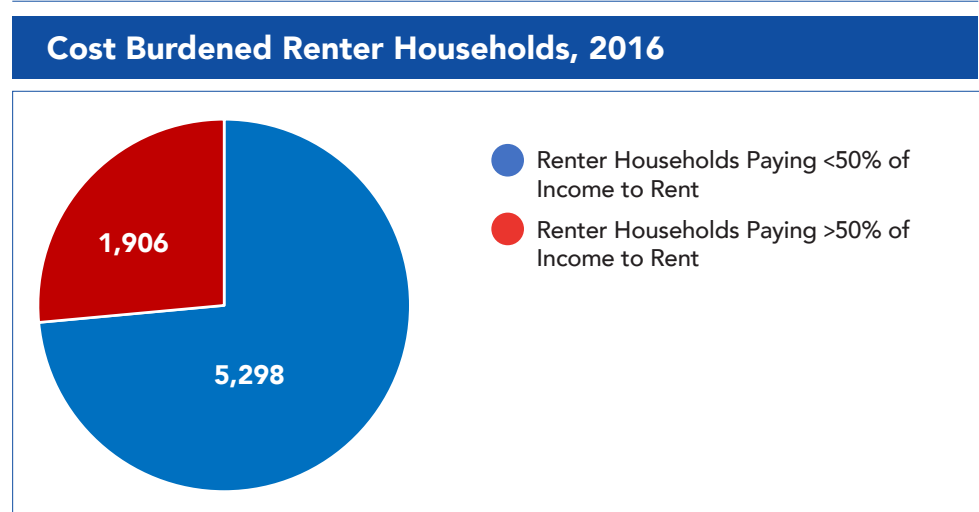
household income. Affordable rent for a three-person household earning 50% of Area Median Income is $673, or $147 less than Fair Market Rent. Chart 9 below shows Fair Market Rent in comparison to what is affordable to households at various percentages of Area Median Income.

As another indicator of housing affordability, one can calculate the number of minimum wage hours per week that would be required to afford a two-bedroom Fair Market Rent unit. At the State of California minimum wage of $11 per hour, an individual would need to work 62 hours per week, in comparison to the full time equivalent of 40 hours per week, to afford Fair Market Rent.

Chart 9

### Affordable Rent Compared to FMR, 2017

Category	Amount
2BR Fair Market Rent	$820
Affordable Rent for a 3-Person 80% AMI Household	$1,075
Affordable Rent for a 3-Person 60% AMI Household	$810
Affordable Rent for a 3-Person 50% AMI Household	$673
Affordable Rent for a 3-Person 30% AMI Household	$520

Source: U.S. Dept. of HUD, 2018
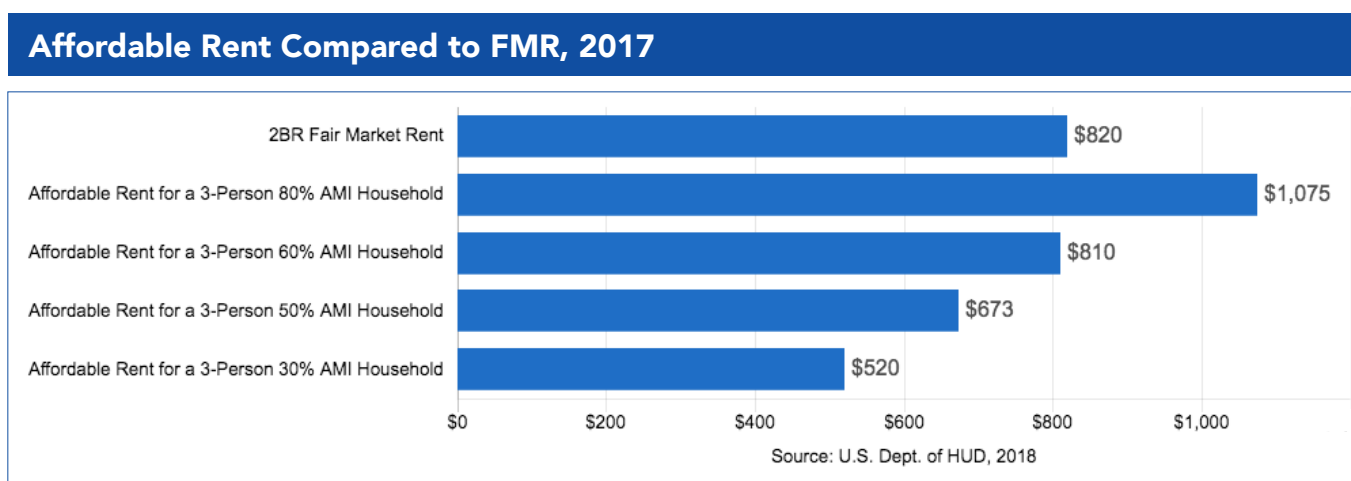
Publicly subsidized, affordable rental units are typically affordable to Very Low Income Households, or households earning less than 50% of Area Median Income. As shown in Chart 9, these households typically cannot afford market rents. As these households generally earn less than about $25,000, Chart 10 compares the number of these households to the number of publicly subsidized, affordable rental units in the county. The HUD and USDA Subsidized Units category includes public housing, other federally subsidized units, and Section 8 Housing Choice Vouchers. The LIHTC (Tax Credit) Units category includes tax credit financed projects that are generally rent restricted for a shorter period than HUD and USDA subsidized units, and typically with higher, yet still affordable, rents. As Chart 10 shows, the number of publicly subsidized, affordable units in the county falls far short of the need.

Chart 10

Affordable Housing Units and Needs, 2016

Sources: U.S. Census (2016), Dept of HUD (2017)
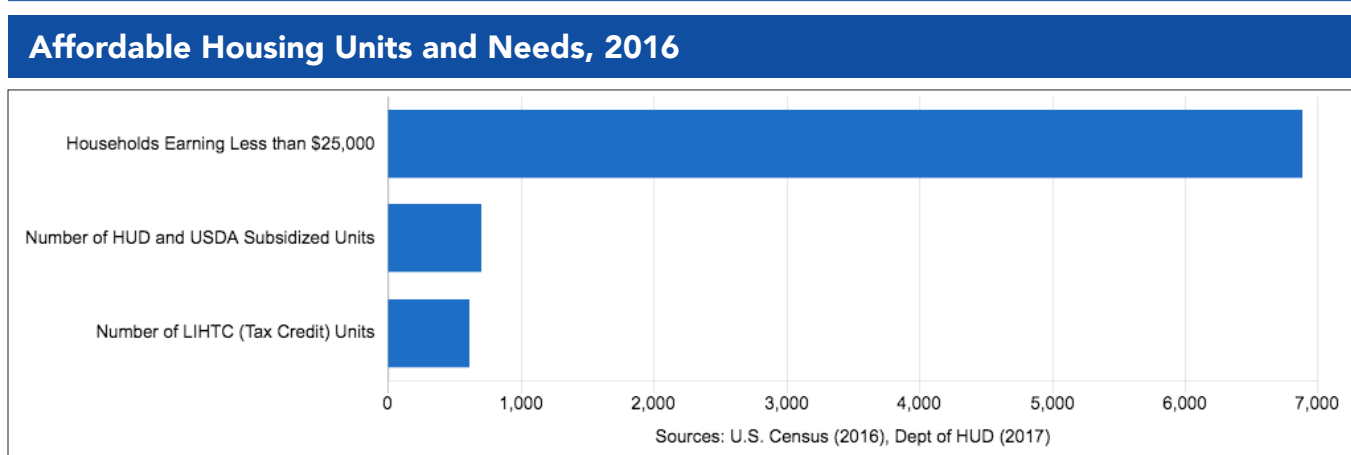
Tehama County Community Action Agency (CAA) Landlord Survey

For the purpose of understanding the impact of the housing market on their clients, CAA conducts an annual survey of market rate and subsidized rent landlords each year. CAA surveyed 25 landlords for their 2017 Landlord Survey, including 15 market rent landlords, and 10 subsidized rent landlords. The surveyed landlords own a total of 1,921 rental units. Notable findings from the surveys are summarized below.

Average Number of Households on Waiting Lists:

- Subsidized Projects: 68
- Market Rate Projects: 16

Average Number of Months Spent on Waiting Lists:

- Subsidized Projects: 18
- Market Rate Projects: 2

Table 1: Average Rents

	Fair Market Rent	Surveyed Subsidized Rent	Surveyed Market Rent
Average Studio Rents	$570	$313	$550
Average One-Bedroom Rents	$619	$557	$715
Average Two-Bedroom Rents	$823	$559	$960
Average Three-Bedroom Rents	$1,130	$717	$1,380

Chart 11 below shows surveyed landlords responses to various survey questions. Of particular note is the last question, which shows that 64% of landlords would deny applicants with criminal histories, poor credit, or eviction in the last 7 years. Applicants with these characteristics are particularly vulnerable to becoming homeless due to the limited availability of alternative housing.

Chart 11

Landlord Survey Responses

Survey Question	Percent of Landlords Surveyed
Require an application fee	36%
Require security deposit equal to one month rent	36%
Require security deposit at a flat rate per unit size	40%
Require security deposit up to double one month rent	24%
Would charge an increased deposit for applicants with "bad credit"	12%
Require a deposit for any pet in the home	36%
Maintain a waiting list	96%
Do not have to advertise vacancies	52%
Would deny applicants w/ criminal histories, poor credit, or eviction in last 7 years.	64%

Tehama 211 Data

Tehama 211 is a nonprofit organization that provides information to callers about community resources. Tehama 211 produces an annual report with statistics about calls received during the year. A total of 1,390 calls were received by Tehama 211 in 2017. Caller ages are generally evenly distributed among age groups from 18 to over 60 years old. The majority of callers (65%) resided in Red Bluff.

The top caller need in 2017 was for housing. The top caller unmet needs are listed below.

Tehama 211 Top Caller Unmet Needs (2017):

1. Rent Payment Assistance
2. Utility Service Payment Assistance
3. Rent Deposit Assistance
4. Gas Money
5. Homeless Shelter

The top caller need in 2016 was also for housing. Top caller unmet needs are listed below. They were not ranked in 2016 as they were in 2017.

Tehama 211 Top Caller Unmet Needs (2016):

- Rent Payment Assistance
- Homeless Shelters
- Utility Service Payment Assistance
- Food Pantries/Emergency Food
- Rent Deposit Assistance

Regional Housing Needs Allocation Progress

The Regional Housing Needs Allocation (RHNA) is a State-mandated process of setting regional, county, and city goals for housing production, per Government Code Section 65584 et. seq. Based on income distribution statistics and population growth trends, production goals are set for different affordability levels, including Above Moderate, Moderate, Low, and Very Low. For Tehama County, including the Cities of Red Bluff and Corning, RHNA goals are set every five and a half years. The current RHNA period is January 1, 2014 through June 30, 2019.

State Housing Element Law requires that every county and city show in their Housing Element how they will accommodate housing production that meets the RHNA for the current period. This is done by identifying an adequate number of properties that are zoned appropriately for accommodating housing at the different income levels. For example, properties identified for development of Low Income and Very Low Income housing units must be zoned for higher multifamily densities than Moderate and Above Moderate housing units. The properties must also be assessed for development feasibility in terms of environmental constraints. In addition, each jurisdiction's housing element must show how they will meet the RHNA by implementing a housing program, with goals that may include funding support, regulatory relief, and other incentives.

State Housing Element Law also requires that each jurisdiction submit an annual Housing Element progress report that identifies how many units have been permitted at the different RHNA income levels. Chart 12 shows the County's progress in meeting its RHNA for Low Income and Very Low

Income units. The progress shown represents development permits through the end of 2017. In the Unincorporated County, Tehama County permitted 16 Very Low Income housing units and 30 Low Income units through 2016, and 40 Low Income units in 2017. The City of Red Bluff permitted 26 Low Income units through 2016, and 18 Low Income units in 2017. While the county is approaching its RHNA for Low Income units, it is far short of reaching RHNA for Very Low Income units.

Chart 12

RHNA Progress through 2017
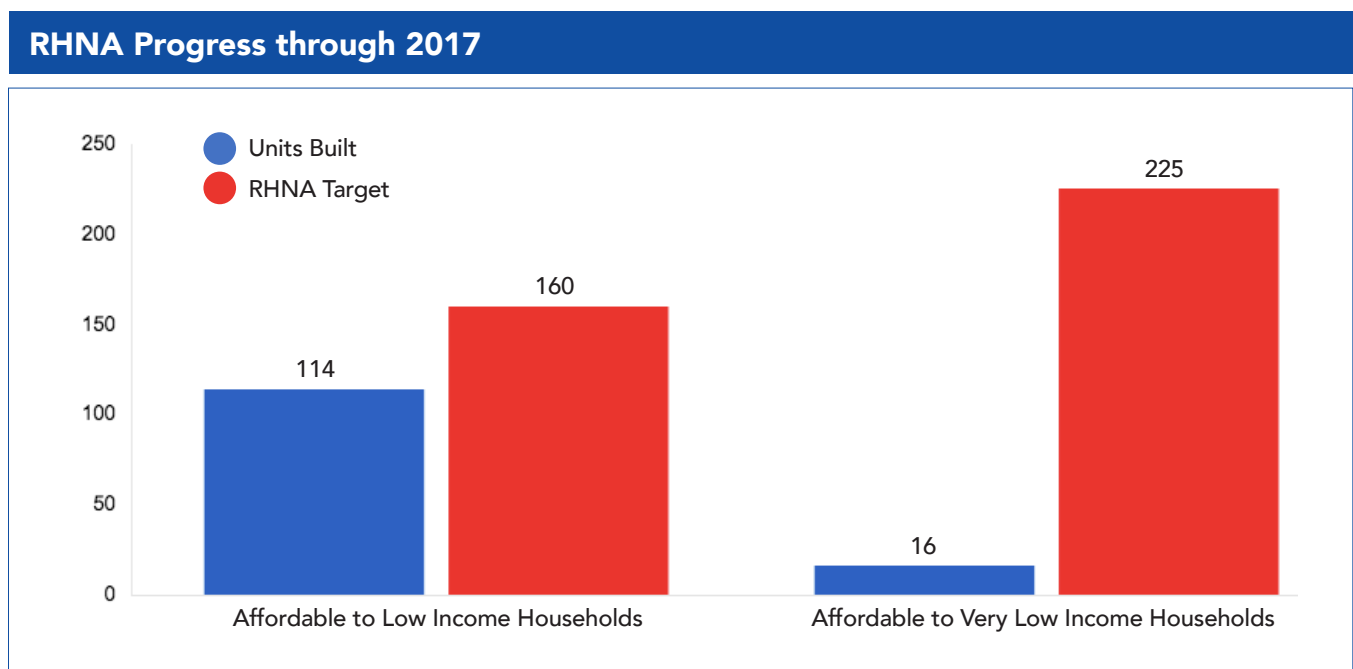
A.4. Needs Assessment Conclusion

Below is a summary of key findings from a review of homelessness, mental illness, and housing affordability and availability.

Homelessness

A high proportion of homeless individuals in Tehama County have the greatest needs, and are the most difficult to stably house. Noteworthy characteristics of the homeless population gathered from the 2017 CoC Point-In-Time study:

- Over one-third were unsheltered;
- Over half had no income;
- The large majority had been homeless longer than a year; and
- Over one-third were Chronically Homeless.

Clearly, there are critical resources for this population that are not available, or are available and are not being accessed.

Mental Illness

A majority of homeless individuals suffer from mental illness and other disabilities, and a significant proportion have co-occurring disabilities, including substance abuse issues. These disabilities are extremely challenging to overcome without adequate social and financial support. When combined with other hardships, including loss of job, eviction, abuse, family dissolution, and/or other issues, individuals with mental illness and other disabilities become more vulnerable to falling into homelessness. Once homeless, the stresses and negative mental, psychological, and physical impacts of being without regular shelter can then exacerbate the challenges presented by mental illness, making it more difficult to exit homelessness over time. These issues underlie long-term and Chronic Homelessness, which are prevalent conditions among homeless individuals in Tehama County.

Housing Affordability and Availability

Very Low and Extremely Low Income households make up a significant proportion of all households in Tehama County. These households experience challenges in finding affordable housing due to a limited supply of units in general and long waiting lists for publicly subsidized units. Rent restricted affordable housing is limited in comparison to the need, and of the rent restricted housing that is available, very little of it is affordable to Extremely Low Income and homeless individuals and families.

This section demonstrates that there is a significant proportion of Tehama County residents whose basic needs are not being met. A major factor that drives these needs is the lack of affordable housing, particularly for Very Low Income and Extremely Low Income households, and for special needs groups. The gaps in housing and services for this population will be further discussed in Section C.

At-Risk of Chronic Homelessness

Not only do the Chronically Homeless have significant unmet needs in Tehama County, individuals At-Risk of Chronic Homelessness also have unmet needs. The State Housing and Community Development Department (HCD) No Place Like Home Program (NPLH) defines individuals "At-Risk of Chronic Homelessness" as an adult with Serious Mental Disorder or Seriously Emotionally Disturbed Children or Adolescents who meet one of the criteria below:

- Persons exiting institutionalized settings, who were homeless prior to admission;
- Transition-Age Youth experiencing homelessness or with significant barriers to housing stability; or
- Persons who prior to entering institutional care had a history of being homeless.

As summarized above, 30% of individuals surveyed in the Point-In-Time Survey (47 individuals) reported having a Serious Mental Illness. In addition, a majority of those surveyed were either unsheltered or in jail. As documented on Page 12, Tehama County SELPA reported 50 children with Serious Emotional Disturbance in 2017. These statistics point to a significant portion of the homeless population indicating factors of At-Risk of Chronic Homelessness by the State HCD definition.

Existing Resources

Diagram 2 (next page) is a graphic illustration of the current Tehama County Continuum of Care, organized by shelter and services from top to bottom, and stage of care from left to right. The stage of care is summarized by a one-word verb, further described below:

- **Engage—** shelter and services intended to engage homeless individuals so they can enter into a system of care. This is a first step entry point. It includes emergency shelters, and crisis intervention, outreach, and coordinated entry services. In addition, the LIFT event, the Vista Way Recovery Services Center (VWRS) and Youth Empowerment Service (YES) Centers, food programs, and the County library, provide non-threatening venues for engagement. A principal goal of these services is for service providers to build a relationship of trust with the homeless individual.

- **Transition—** housing and services that help homeless individuals to transition out of homelessness and emergency shelters into more stable, long-term permanent housing. The primary goal is to build self-sufficiency and to help prepare individuals to live independently. It includes Transitional Housing and Rapid-Re-Housing. Both of these housing types are temporary for each individual (usually not more than 18 months), and include supportive services such as health services, substance abuse treatment, financial assistance, and assistance accessing mainstream benefits such as Social Security Income, Disability Income, MediCal, CalWorks, CalFresh, and others.

- **Support—** providing permanent housing and supportive services tailored to the individual needs of homeless persons with disabilities. There is no restriction on the amount of time an individual may live in this type of housing. The primary goal is to help formerly homeless individuals live independently and remain stably housed.

- **Empower—** providing affordable housing and resources that will help formerly homeless individuals continue their education, develop leadership skills, find jobs, progress in their careers, learn financial literacy, and build community.

The housing and services that are described in this section of the plan are not intended to be exhaustive of all services available in the County. It is rather a focus on housing and services that are targeted to homeless and formerly homeless individuals. The diagram and organization of this section are not rigid and literal, but provide a way to graphically conceptualize the continuum of care and identify gaps in existing resources. Some types of housing or services may fit into multiple categories, but were placed in the one category that best suits their roles.

A description of housing and services in each of the four stages of care follows below.

Diagram 2

Tehama County Continuum of Care

Diagram 2: Tehama County Continuum of Care

Shelter

	Engage	Transition	Support	Empower
	Emergency Shelter	**Transitional Hsg/RRH**	**Permanent Supportive Housing**	**Permanent Affordable Housing**
	PATH Seasonal Shelter Empower Tehama (ET) Shelter (Victims of Domestic Violence only)	PATH Sale House PATH Pathways PATH Rapid Re-Housing ET Transitional Housing Sportsman's Lodge Probation Housing MHSA Gentry and Madison Houses	Board & Care/Assisted Living for Disabled (181 beds) Redwood Gardens (11 units)	Brickyard Creek Apts. (on-site services) 19 Projects 994 Units

Services

	Engage	Transition	Support	Empower
	Crisis Intervention **Outreach** **Coordinated Entry**	**Health/Substance Abuse Services** **Financial/Mainstream Benefits**	**Supportive Services for Special Needs Populations** **Job Training** **Community Resources**	**Financial Planning** **Career Development** **Community Building**
	Community Crisis Response Unit Whole Person Care VWRS and YES Centers Northern Valley Talk Line Medical Services Program County Veterans Service Office LIFT Event ET Domestic Violence and Child Abuse Response Food Programs Child Welfare & Adult Services 2-1-1 Tehama	CalWORKS BOOST & HSPL CalWORKS Housing Assistance County Child Welfare/Adult Services CAA Homeless Assistance MHSA Full Service Partnerships Faith Works of Tehama Salvation Army County Employment Services County Substance Use Recovery County Primary Care Clinic County Behavioral Health (MHSA) County Probation/County Sheriff Mainstream Assistance Programs Dept. of Ed. Student Support	Corning Family Resource Center NAMI Job Training Center Legal Services of Northern California Para Transit	CAA Financial Literacy Courses CAA VITA Tax Assistance Adult Education On-site Community Building and Leadership Development at Housing Projects Community Colleges

B.1. Engage

Emergency Shelter

Poor And The Homeless (PATH) Winter Shelter— provides 45 beds, housed on a rotating basis by area churches. The shelter operates from Nov. 1 to April 30 each year.

Empower Tehama (formerly Alternatives to Violence) Shelter— provides 24 beds exclusively for victims of domestic violence.

Crisis Intervention

Community Crisis Response Unit (CCRU)— provides crisis stabilization services 24 hours a day, 7 days a week, 365 days a year. The CCRU provides services for community members struggling with a mental health crisis, regardless of their ability to pay. The CCRU is staffed by trained mental health professionals. On average the CCRU serves 10-20 residents in crisis each week. The Talk Line is also available. It is a warm line which is open 365 days a year from 3:00PM-9:00PM. Anyone can call the Talk Line for peer support and help regarding issues that do not reach the level needing crisis counseling.

Mental Health Services Act (MHSA) Prevention and Early Intervention (PEI)— services include suicide prevention, stigma and discrimination reduction, increasing access to services for underserved populations, and early intervention. This includes services that prevent mental illness from becoming more severe and disabling.

County Medical Services Program and Whole Person Care— provides holistic services, including physical health, behavioral and substance use disorder treatment, dental care, housing, and employment stability. The programs coordinate with community partners, including St. Elizabeth Community Hospital, Tehama County Behavioral Health, Substance Use Recovery and Public Health, Tehama County Social Services, Faithworks, Empower Tehama, and PATH.

Empower Tehama Services— includes domestic violence and child abuse response services and counseling.

Outreach

Vista Way Recovery Services (VWRS) Center— offers a variety of programs for adults and older adults including therapy, case management services, rehabilitative services, employment training, and services for individuals with co-occurring issues. The Vista Way Wellness Center is a client driven and staffed support center housed within VWRS. Shower and laundry services are provided to an average of between 25-30 unduplicated individuals each month.

Youth Empowerment Services (YES) Center— offers a variety of programs and is a client-driven support center for transitional age youth (TAY) ages 16-25, including therapy, case management, rehabilitative services, and employment training. Services are also provided to high risk youth and children in foster care. Laundry and shower services are provided as needed.

Tehama County Veteran's Service Office— helps veterans access VA benefits, and referral to community housing and services.

Live Inspired For Tomorrow (LIFT) Event— is a one-day event that provides low-income and homeless individuals and families access to a wide variety of services under one roof.

Food Programs— a number of churches and organizations offer free meals or food to homeless individuals and families, and is a means of outreach to them so they can access other services.

Tehama County Library— the library is a welcoming venue for homeless individuals to read, use computers and charging stations, attend classes, and access other services.

Coordinated Entry

2-1-1 Tehama— is a 24/7 phone and online resource offering live one-on-one referral to community housing and services. This service is a potential entry point for the CoC's Coordinated Entry system that will coordinate and prioritize services for individuals with the greatest needs.

B.2. Transition

Transitional Housing

PATH Sale House— provides 13 beds, along with supportive services and peer support, for homeless women and children.

PATH Pathways— provides six beds of transitional housing for men, along with supportive services and peer support, with plans to add six more beds later this year.

Empower Tehama Transitional Housing— is a 16-bed transitional housing facility for women victims of domestic violence, with an overflow capacity of 32 total beds. Three of the units are dedicated to families with children, while one unit is dedicated to single women.

TCHSA Supported Housing— TCHSA has two shared housing locations for those enrolled in the MHSA Full Service Partnership (FSP) program. They are Gentry House and Madison House, with the capacity for seven mental health consumers, with one floater emergency bed located at Gentry. Both houses are typically at capacity throughout the year.

Tehama County Probation Sportsman's Lodge— provides 24 hotel rooms for individuals exiting jail, along with wrap-around supportive services. The facility helps individuals build self-sufficiency and transition back into the community. These beds are not counted as part of the CoC for HUD applications and reporting because they are not dedicated to homeless individuals and it is not a "housing-first" project by the HUD definition (e.g. they require sobriety in order to participate). However, this facility is critical in preventing homelessness and houses many individuals who would otherwise become homeless.

Rapid Re-housing

PATH Rapid Re-housing— operates a Rapid Re-housing Program with 15 available beds. This program has assisted 25 people in graduating to permanent housing, and is currently providing housing for 9 families.

Wrap-around Services

MHSA Full Service Partnerships— provides a broad array of services for individuals with serious mental illness who are at risk of becoming or are already homeless. Services include: case management, clinical therapy, rehabilitation, medication support, crisis support, housing assistance, board and care support, and employment assistance, as directed by a Full Service Partnership Treatment Plan. Program enrollees in FY 2015-16 included 21 Transition Age Youth (TAY), 66 Adults, and 21 Older Adults, for a total of 108 individuals. The program is currently reviewing proposals to develop permanent housing integrated with Full Service Partnerships. The selected proposal will receive MHSA assistance for construction and operations.

Tehama County Probation— operates evidence-based programs that help felons who are on probation in Tehama County to re-integrate into the community. While these programs are not targeted specifically to homeless individuals, they assist many individuals who are at high risk of becoming homeless, or who were formerly homeless. These programs include case management, the Sportsman's Lodge transitional housing facility, work crews that provide public services and develop job skills, carpentry and welding shops, and a Day Reporting Center.

Tehama County Sheriff— provides job training programs for inmates, including a work farm and an auto shop. The Sheriff's office also coordinates a re-entry group which is a collaborative of County departments, non-profits, and faith groups. The goal of the re-entry team is to help inmates identify and obtain housing, jobs, and other services for successful re-entry into the community.

Tehama County Child and Adult Welfare Services— manages comprehensive services for foster care children and foster families, and youth transitioning out of foster care, or Transition Age Youth (TAY). This includes parenting education, a Multi-Agency Treatment Team focused on reducing risk for foster youth and their families, and participation in TCHSA's Family Treatment Recovery Court to assist families affected by drug abuse. Housing assistance is also available to help prevent homelessness, or to rapidly re-house clients.

Tehama County Department of Education, Student Support Services— provides wrap-around services for students with challenges, including students with Emotional Disturbance and homeless students. Services for homeless students include immediate enrollment without an address, option to remain at the school of origin, transportation, free lunches, after school programs, food assistance, and connection to financial aid and mainstream benefits.

Health Services

Tehama County Behavioral Health— operates Rehabilitation Services (mental health counseling), Outpatient Services (case management, group therapy, crisis intervention), Clozaril Clinic (medication treatment for mental illness), Dual Diagnosis Services (mental illness and substance abuse treatment), Case Management, and Medication Support programs.

Tehama County Medical Clinic— provides primary care for individuals who lack access to medical services due to economic or social barriers. TCHSA provides an integrated approach to primary care with the inclusion of Behavioral Health, Public Health, and Substance Use Recovery Services (ex. Medication Assisted Treatment).

Substance Use Treatment

Tehama County Substance Use Recovery— provides alcohol and other drug prevention, intervention, and treatment services. Fees for services are assessed on a sliding scale based on income. Treatment is coordinated with other County programs and community services.

Tehama County Public Health— provides prevention and early intervention for families through its Healthy Families Tehama home visiting program.

Substance Use Peer Support Groups— include: Alcoholics Anonymous in Red Bluff, Corning, Rancho Tehama, and Los Molinos; and Narcotics Anonymous in Red Bluff, Corning, and Los Molinos.

Financial and Vocational Assistance

Community Action Agency (CAA) Homeless Assistance— provides rental deposit assistance, housing search assistance, financial literacy courses, tax assistance, information, and referral to community services.

Tehama County CalWORKs Temporary Homeless Assistance Program— administered by the Department of Social Services, this program provides temporary one-time assistance for emergency housing needs. This includes deposit and first month's rent for families that are homeless. Once enrolled, it provides two weeks of motel vouchers for the family while they look for housing.

Tehama County CalWORKs BOOST— administered by the Department of Social Services, this program is case management intensive and has a limited caseload capacity. It provides short-term to medium-term financial assistance with some flexibility in what it can cover, including housing related costs. Families are assigned a case manager in addition to their regular Employment and Training Worker.

Tehama County Employment Services— administers the Welfare-to-Work program that provides employment and training to CalWORKs recipients. Based on a needs assessment, individuals may be placed in a job, an education program, training program, or a combination of activities.

Tehama County MHSA Employment Services— a Case Resource Specialist connects consumers with State Department of Rehabilitation training, and community employment opportunities. In addition, consumers at VWRS and YES Centers are trained as volunteer stipend workers and receive training in office duties, program support functions, landscape/general labor, and catering. In FY 2015-16, 31 consumers utilized stipend opportunities.

Mainstream Benefits

The Federal government and Tehama County administer a number of "mainstream benefits" programs that are offered statewide or nationwide, and provide assistance for individuals to transition from homelessness. These programs are often challenging for homeless individuals to access on their own, and frequently require a stable residence and assistance from a social worker. It is a stated goal of HUD CoC programs to help homeless individuals access mainstream benefits as quickly as possible. These mainstream benefits include:

- Supplemental Security Income (SSI) is a Federal income supplement program funded by general tax revenues. It is designed to help aged and disabled people who have little or no income, and provides cash to meet basic needs for food, clothing, and shelter.
- Social Security Disability Insurance (SSDI) is a Federal program that pays benefits to disabled persons and certain family members who have worked and paid into the program through payroll taxes.

- State Disability Insurance (SDI) provides short-term Disability Insurance and Paid Family Leave wage replacement to workers who are unable to work due to illness, injury, pregnancy, or childbirth, or to care for a seriously ill family member.

- Temporary Assistance for Needy Families (TANF) is a federal block grant program intended to help needy families achieve self-sufficiency, and is integrated into the County's CalWORKs and Employment Services programs described above.

- General Assistance (GA) provides federal temporary assistance to needy individuals without children, who do not qualify for TANF, and do not qualify for other mainstream financial assistance programs. The amount of GA assistance is generally lower than SSI, SSDI, SDI and TANF.

- Veterans Affairs (VA) Benefits are available to military service veterans, and include rental assistance vouchers, pension, disability compensation, educational opportunities, health care, financial assistance for spouses and dependents, and other services.

- Medi-Cal offers free or low-cost health coverage for adults and children with limited income. It is jointly funded by the state and federal governments.

- Medicare is a federal program that offers low-cost health coverage for adults over 65 years old or who are disabled.

- Supplemental Nutrition Assistance Program (SNAP) is a federal program, formerly known as "food stamps", offers food and nutrition assistance as the nation's largest program in the domestic hunger safety net.

- Women, Infants & Children's Program (WIC) is a federal nutrition program that provides low-income families with assistance purchasing healthy foods, health care referrals, nutrition education, and post-pregnancy services.

B.3. Support

Permanent Supportive Housing

A tenant household may remain in Permanent Supportive Housing for as long as they choose to do so. This type of housing is affordable for very low-income and extremely low-income populations, and also provides supportive services tailored to the needs of formerly homeless and/or disabled people. The goal of these services is generally to build self-sufficiency and help residents to live independently. There is only one Permanent Supportive Housing project in Tehama County by this definition. Assisted Living and Board & Care Facilities are included in this section because they serve persons with disabilities, and residents may stay there long-term. However, they typically are not affordable and do not provide independent living arrangements.

Redwood Gardens— includes 11 units for households with a member that has developmental disabilities. Owned and operated by Northern Valley Catholic Social Service (NVCSS), this apartment complex also provides on-site supportive services and referral to community services.

Assisted Living and Board & Care Facilities for Persons with Disabilities— According to the State Department of Social Services, Community Care Licensing Division, there are 181 beds in Assisted Living and Board & Care facilities for disabled persons throughout Tehama County. Some of the residents are formerly homeless individuals that are transitioning out of homelessness. However, these facilities do not exclusively serve homeless persons and use fees are generally not restricted to

affordable levels. Many residents at Assisted Living and Board & Care facilities have disabilities that require them to stay much longer than for a temporary transitional period.

Special Needs Advocacy and Support

National Alliance on Mental Illness (NAMI)— is an advocacy and peer support organization, that also provides support for families of persons with mental illness and caregivers. NAMI also raises awareness about mental illness throughout the community to reduce stigma and foster better understanding.

ParaTransit— is accessible public transit with dial-a-ride transportation within the greater Red Bluff area for persons with disabilities.

Community Services

NVCSS Family Resource Center— a welcoming community hub that strengthens families and fights poverty. The FRC connects visitors to a range of services, including CalWORKs employment assistance, job search assistance, a computer lab, technology classes, First 5 School Readiness, and CAA VITA tax assistance.

Job Training

Red Bluff Job Training Center— a walk-in center with job search and career development services. The center includes education and training for career development and job readiness. It is staffed, with high-speed Internet, computers, printers, and job postings.

Legal Services

Legal Services of Northern California— provides no-cost legal advice to clients throughout the North State, specializing in landlord-tenant law and facilitating access to public benefits.

B.4. Empower

Permanent Affordable Housing

For purposes of this section, Permanent Affordable Housing is defined as publicly subsidized housing with rents restricted to affordable levels by means of covenants or regulatory agreements that are recorded on property title. Each tenant holds a lease and lives independently in their own apartment. In Tehama County, there are 994 units in 19 projects that meet this definition. They are funded by a variety of sources, including HUD, the U.S. Department of Agriculture (USDA), federal Low-Income Housing Tax Credits (LIHTC), federal tax-exempt bonds, and state programs. Most projects serve individuals and families regardless of age, while some exclusively serve seniors.

Financial Planning

Tehama County CAA Financial Literacy Courses— offered by appointment or via the internet, these courses are part of the Money Smart financial education curriculum. The curriculum focuses on enhancing financial management skills and creating positive banking relationships.

Tehama County CAA Volunteer Income Tax Assistance (VITA)— connects low-income families with volunteers who guide them through the income tax filing process with the goal of securing earned income tax credits for the families.

Career Development

Tehama County Department of Education, Adult Learning— offers courses and workshops in earning GED diploma, English as a Second Language, Citizenship Preparation, Workforce Entry/Re-entry, Technical Education, and Pre-Apprenticeship.

Shasta College Tehama Campus— uses a combination of on-line and in-person courses for Associates Degrees and a variety of career paths.

On-site Community Building and Leadership Development

A number of Permanent Affordable Housing Projects have an on-site community building(s) and leadership development workshops and activities. On-site service coordinators also connect residents to community services based on their individual needs.

B5. Social Capital

Tehama County has a strong culture of collaboration among government agencies, nonprofits, churches, and volunteers. This collaborative approach is evidenced by the work of two bodies that have been established to reduce homelessness— the Tehama County Homeless Stakeholder Collaborative, and the Tehama County CoC.

Tehama County Homeless Stakeholder Collaborative

The Homeless Stakeholder Collaborative was formed by Tehama County agencies to address community concerns with rising homelessness. Consisting of a membership of diverse disciplines and jurisdictions, the Stakeholder Collaborative held a series of planning meetings in 2017 to identify the County's greatest needs in addressing homelessness and establish goals to meet those needs. The goals are summarized in the Introduction of this report, and they will be explored more in-depth in the Goals Section.

Tehama County CoC

The Tehama County CoC was established in 2015 to coordinate homeless housing and services more effectively and efficiently, prioritize federal and state funding, and prepare the County to receive additional federal funding. The CoC has set up a Governance Charter, including a decision-making body, a Homeless Management Information System (HMIS), a review and ranking process for CoC and ESG funding applications, a process for submitting a joint application to HUD, and has planned for a Coordinated Entry system. The CoC has been established in accordance with HUD regulations and guidelines, and has positioned the County to receive federal funding in the future.

Volunteerism

The Tehama County effort to reduce homelessness has benefitted from extensive volunteer efforts. Many of the nonprofits that provide shelter and services to people experiencing homelessness are led by volunteers. Their active participation extends the reach and efficacy of nonprofit missions beyond what would otherwise be possible in an area with limited financial resources. Volunteers have also been instrumental in driving forward the collaborative efforts described above.

B6. Financial Capital

Tehama County

As an administrator of multiple federal and state funding streams targeted to low-income and disabled residents, Tehama County is a central financial resource for addressing homelessness. A large portion of the housing and services programs within the County's Continuum of Care are funded through the County. The most significant funding sources for directly addressing homelessness include:

- *Community Services Block Grant (CSBG)—* used by the Tehama County CAA to fund services directed to individuals and families in poverty.
- *Mental Health Services Act (MHSA) Funds—* used by Tehama County Health Services Agency to house and support homeless persons with mental illness, funded through a statewide tax that is then allocated to counties based on need. MHSA funds Full Service Partnerships, and has allocated funds for development of a new Permanent Supportive Housing project for homeless individuals.
- *No Place Like Home (NPLH) Funds—* new program that will allocate State bond funds to counties for the development of permanent supportive housing for homeless persons with mental illness. The funding will be administered by the Tehama County Health Services Agency.
- *Mainstream Benefit Programs—* as described earlier in this section, the County administers nationwide and statewide benefit programs, which can also provide critical assistance for homeless individuals and families.

Local Government

The cities of Red Bluff and Corning are too small to receive annual affordable housing funding allocations directly from the federal government. However, these cities, as well as Tehama County, are eligible to apply to the State. The relevant programs include:

- *Community Development Block Grants (CDBG)—* these funds may be used to build shelters and transitional housing, and fund predevelopment and site costs for permanent affordable housing. In addition, CDBG may fund facilities that house services, and support nonprofit organizations that provide services. Empower Tehama secured a State CDBG grant to build their transitional housing facility.
- *HOME—* provides loans specifically for the development of permanent affordable housing. The housing must predominantly serve Very Low-Income households earning less than 50% of Area Median Income.

Local governments have also allocated general fund dollars to address homelessness over the years. For example, the City of Red Bluff has budgeted $15,000 over the past two years, and $10,000 for 2018-19.

Tehama County CoC

The CoC reviews and ranks grant applications for homeless housing and services, and submits a consolidated application to HUD. By coordinating services and bringing local efforts within HUD's guidelines, the CoC is able to position the County for future CoC funding support. In addition, the CoC reviews and ranks State Emergency Shelter Grant (ESG) applications that will fund projects within the County. ESG provides funding for shelters, transitional housing, and rapid re-housing.

Section 8- Plumas County Community Development Commission and Housing Authority (Plumas CDC)

Plumas CDC administers about 300 Section 8 Housing Choice Vouchers in Tehama County. Currently, these vouchers are not prioritized for homeless individuals and families, nor are any project-based to housing complexes serving homeless people. At the request of the Tehama County Board of Supervisors, the County is exploring options for administering Section 8 within the County, contracting with another housing authority, or continuing their current contract with Plumas CDC. The County Department of Social Services is conducting a financial and organizational assessment of these options, and a recommendation will be presented to the Board of Supervisors later this year.

Private Sector

The Private Sector is an important resource that will be essential to addressing homelessness. Businesses and private foundations can provide funding that is much more flexible and responsive to local needs than government programs. Private sector funding can also effectively leverage additional government funding, as most public funding sources look to the financial commitment of local private parties as an indicator that their funds will be used more effectively and efficiently. Potential sources of private funding include:

- **_Dignity Health—_** hospitals have a vested interest in reducing homelessness. Homeless individuals are frequent users of their emergency room and outpatient services, and can stretch hospital resources as they try to provide support and stability that could be offered at a much lower cost with permanent supportive housing. As a result, Health care providers in the Sacramento area, and across the state, have begun to invest in housing and supportive services for homeless people. Dignity Health recently produced its 2018 Community Health Needs Assessment for St. Elizabeth Community Hospital, which drew on members of its Advisory Council, the County Health Services Agency, and the Elder Services Group, as primary sources of information. Participants in these groups identified homelessness as one of the community's prioritized health needs. Other priority needs included mental health and substance abuse. This document can be a springboard to explore further collaborations between the County and Dignity Health.

- **_United Way—_** a means to fundraise and focus contributions on a common cause for maximum public benefit. United Way chapters are often involved in raising funds to address homelessness, and by doing so also raise community awareness of the problem and proven solutions.

- **_Sierra Health Foundation—_** based in Sacramento and focused on the North State, including rural areas, the Sierra Health Foundation recognizes the link between housing and health. The foundation supported the creation of Butte County's 10-Year Plan to End Homelessness in 2015.

B7. Public Policy Support

Zoning and land availability are critical conditions in facilitating the development of shelters, transitional housing, and permanent housing. The State of California has mandated certain zoning policies through Housing Element Law to create a consistent regulatory environment that is more amenable to affordable housing. The most significant and noteworthy requirements of this law with regard to homelessness include:

- permit emergency shelters by right, without discretionary review, in at least one zoning district (Government Code 65583(a)(4));
- permit residential care facilities (or "shared housing") with six or fewer residents by right, and subject to only those restrictions that apply to other residential dwellings of the same type in the same zone (Health and Safety Code Section 1566.3);
- define "Transitional Housing" and "Supportive Housing" and allow these housing types as a residential use, and subject to only those restrictions that apply to other residential dwellings of the same type in the same zone (Government Code 65583(a)); and
- comply with State Housing Density Bonus Law found in Government Code 65915, which offers density bonuses and other concessions to affordable housing developers.

In addition to zoning mandates, State Housing Element Law requires jurisdictions to demonstrate that they have adequate appropriately zoned land available to meet their RHNA goals. This is demonstrated through vacant land inventories that are included in the Housing Elements (Government Code 65583.2).

Zoning

Tehama County

- Emergency Shelters are permitted by right in the C3/M1/M2 Zoning Districts.
- Density bonus provision as required by State Housing Density Bonus Law.
- Transitional and Supportive Housing is permitted in all districts and is subject only to those restrictions that apply to other residential dwellings of the same type in the same zone.
- Residential care facilities of 6 or fewer clients permitted by right in all residential zones and is subject only to those restrictions that apply to other residential dwellings of the same type in the same zone. Residential care facilities with 7 or more clients require a Conditional Use Permit in zones RE, R-1, and R-2, and are allowed by right in zones R-3 and R-4.
- Single-room occupancy units (SROs) are permitted by right within the R-3, R-4, and C-3 zoning districts.

City of Red Bluff

- Emergency shelters are allowed by right in the General Industrial District M-2, and are allowed with a use permit in the Light Industrial M-1 District. However, there is only one area in town that is zoned M-2 and it is not near any services or transit.
- Single Room Occupancy Hotels (SROs) are permitted by right within the R-4 Residential and all Commercial zoning districts except Freeway Commercial.
- As amended by the City Council on April 17, 2018, residential care facilities of 6 or fewer clients are permitted by right in all residential zones and is subject only to those restrictions that apply to other residential dwellings of the same type in the same zone. Residential care facilities with 7 or more clients require a Conditional Use Permit.
- As amended by the City Council on April 17, 2018, the zoning code incorporates State Housing Density Bonus Law.

City of Corning

- The Alternative Housing Combining Zoning District (AH) permits by right emergency shelters, and transitional and supportive housing. This Zoning District allows up to two persons per bedroom and 10 persons per group quarters room, one bathroom for every two bedrooms, and two bathrooms for a group quarters room.
- The zoning code incorporates State Housing Density Bonus Law.

Vacant Land Inventories

Tehama County

The County completed a vacant land inventory for its 2014-2019 Housing Element utilizing information from the County Assessor's Office and County zoning maps and codes. The potential number of units for each identified site varied depending on zoning, location, lot size, environmental constraints, and availability of infrastructure. The inventory found that there is land available to develop a potential 638 multifamily units for Lower Income (Low, Very Low, and Extremely Low Income) households in the R-3 and R-4 districts, as shown below. The "Potential Units" column is based on the maximum capacity of the sites. The "Realistic Units" column is based on historical county residential densities, not the maximum units allowed.

Table 2: Tehama County Vacant Land Identified for Lower Income Housing

Zoning	Density	Parcels	Acres	Potential Units	Realistic Units
R-3	8 du/ac	12	5.15	43	43
R-4	16 du/ac	3	37.25	595	475

Many of the R-3 identified sites are less than a half-acre in size, which makes them challenging to develop with affordable housing unless they are combined. However, most of them are located in well-developed communities with sewer and water infrastructure, which distinguishes them from most other parts of the County. Two of the parcels included in this inventory are 36 acres in size and were rezoned from AG-2 to R-4 in March 2014. However, these parcels are not currently served by sewer and water infrastructure. A proposal to create an assessment district to fund infrastructure did not move forward due to lack of support from area residents. Further, almost all parcels in the Tehama County jurisdiction have limited capacity for multi-family development due to lack of access to sewer and water infrastructure. This includes the Antelope area adjacent to Red Bluff, which currently does not have a zoning district for high density housing. There is a R-4 zoned 10-acre parcel in Los Molinos that is just east of the Antelope area, but it also does not have water and sewer infrastructure.

City of Red Bluff

The City of Red Bluff completed a vacant land inventory for its 2014-2019 Housing Element that included all land that permits residential development, including vacant sites and sites that could potentially be redeveloped. The number of units that could be developed was assumed by taking 25%-75% of the maximum build-out capacity, as determined by lot size, location, existing zoning, and environmental constraints. The inventory determined that there was a realistic build-out capacity to develop 2,064 units affordable to Lower Income (Low, Very Low, and Extremely Low Income) households, out of a maximum build-out capacity of 2,351 units.

Table 3: Tehama County Vacant Land Identified for Lower Income Housing

Zoning	Density	Parcels	Acres	Max Build-Out Capacity
R-3	15 du/ac	1	15	225
R-4	20 du/ac	19	198	2,126

Almost all of the sites zoned R-3 or R-4 in the inventory are on the periphery of the city, and are not located close to existing services.

City of Corning

The City of Corning is currently in the process of updating the Housing Element for the 2014-2019 period. Therefore, the Vacant Land Inventory from the 2009-2014 Housing Element was reviewed. The inventory identified 36 potential Low Income dwelling units and no potential Very Low Income dwelling units. All but 2 units were in single-family residential zoning districts.

Table 4: City of Corning Vacant Land Identified for Lower Income Housing

Zoning	Density	Parcels	Acres	Max Build-Out Capacity
R-4	20 du/ac	1	0.15	2
R-1-2	10 du/ac	1	0.29	1
R-1	6 du/ac	5	29.51	17
R-1-A	6 du/ac	3	21.41	13
R-1-8	4 du/ac	1	6.99	3

In addition to the potential units that could be developed on vacant land summarized above, the 2009-2014 Housing Element identified additional units that could potentially be developed in General Plan Amendment areas and annexations, as summarized below.

Table 5: City of Corning Vacant Land, Rezones, and Annexations for Lower Income Housing

Income	Existing	City Rezone	Annexation
Very Low	0	102	58
Low	36	254	220

B8. Systems in Place to Collect NPLH Data

The Tehama County Health Services Agency (TCHSA) has systems in place to provide regular reports to its various federal and state funders, as required by regulations and contractual relationships. Within this infrastructure, TCHSA has organized how it will conduct reporting for new State funding sources that address homelessness. For the No Place Like Home (NPLH) Program, the Intensive Case Management Team, under the direction of TCHSA management, will be responsible for completing annual compliance reports. The Intensive Case Management Team will coordinate with lead service providers, property managers, and the CoC's HMIS. The CoC's HMIS uses Clarity Data Services, a certified HUD HMIS vendor. Clarity Data Services collects all HUD required data, and will be set up on all of the data points listed in Section 214(e) of the NPLH Guidelines. The County will incorporate data sharing requirements into its loan and regulatory agreements to facilitate collection of data from NPLH-funded housing providers.

The CoC will also make all efforts to enhance HMIS to track data on health care outcomes and utilization, and incarceration outcomes and utilization, per Section 214(g) of the NPLH Guidelines. This data will be extremely helpful to track the effectiveness of County and CoC efforts to improve health, and reduce incarceration, for homeless individuals. The data will also be an evaluation tool for improving shelter and services. Collection of the data will require close collaboration with local health care providers and the criminal justice system. The CoC is in the very early stages of cultivating these relationships for data sharing. Some of the challenges involved with collecting health care and incarceration data include:

- Differing systems for data collection among health care providers, the criminal justice system, and the CoC, including methodology, terminology, and software;
- HIPAA privacy rules that are closely adhered to in the health care industry; and
- Capacity of all entities involved in data collection to layer an additional data collections system on top of systems that are already in use.

B9. Coordinated Entry System and Referral to NPLH Units

The CoC has set up a Coordinated Entry system in adherence to HUD guidelines for the purpose of efficiently matching homeless individuals to appropriate housing and services, and prioritizing care for individuals with the greatest needs. To this end, the CoC has put in place a preliminary survey, and ViSPDAT form, to understand the needs of homeless individuals. Current entry points to the CoC system through Coordinated Entry are the PATH Emergency Shelter and the annual LIFT event. In addition, the CoC is currently exploring a partnership with Tehama 211 to provide entry point services. PATH Rapid Re-housing, and Empower Tehama Transitional Housing, are currently accepting referrals from the Coordinated Entry system. The Coordinated Entry system is planned for expansion following incorporation of 211 to include more housing providers, and will include all NPLH housing providers.

The CoC's HMIS will incorporate the State NPLH "At Risk of Chronic Homelessness" definition found in the NPLH Guidelines. The Clarity software system is adequately flexible to include this data point for collection and reporting. All referrals to NPLH-funded units will be made on a non-discriminatory basis for all federal and state protected classes, consistent with CoC referrals to all shelter, housing and services. The CoC has established non-discrimination organizational policies that govern all of its work, which includes its policies and procedures for operating Coordinated Entry.

Gaps

The needs described in Section A of this report were compared to the existing resources described in Section B. This comparison revealed gaps, where existing resources are not adequately addressing needs. These gaps will be discussed in this Section C. The gaps will then be compared to the goals already established by the Homeless Stakeholder Collaborative in order to establish comprehensive Plan goals.

C1. Street Outreach

Particular statistics of the 2017 Point-In-Time Count show that a significant proportion of homeless individuals are unsheltered or in jail, are difficult to house, and are not receiving financial assistance or services that will help them secure a stable housing situation. Studies show that the longer an individual remains homeless, the more difficult it is for him or her to find housing and participate in programs that develop self-sufficiency. Many of these individuals lack trust in government agencies and other institutions that could provide assistance, and therefore avoid proactively seeking help.

Unsheltered or Imprisoned

The 2017 CoC Point-In-Time Count surveyed 56 unsheltered homeless individuals. The Point-In-Time Count also surveyed 33 homeless individuals in jail, who will face challenges in finding permanent housing when they exit jail. Respondents who are unsheltered or in jail make a majority of the total number of homeless individuals counted.

Table 6: CoC Point-In-Time Count— Where do you sleep?

Where do you sleep?	# of Respondents	% of Total
Unsheltered	56	36%
In Jail	33	21%
Total of Above	89	57%

As another indication of the large proportion of homeless that are unsheltered, the 2017 LIFT Survey reported that 87 respondents (53% of total respondents) spent time over the previous two years living on the street or in a car.

Longtime and Chronically Homeless

A majority of Point-In-Time respondents had been homeless longer than one year, with 56 individuals homeless 1-5 years, 9 individuals homeless for 6-10 years, and 11 individuals homeless for 11-20 years. Of the respondents, 18 did not answer the question, and 51 individuals were homeless less than one year. Over one-third of Point-In-Time respondents (56 individuals) were also Chronically Homeless. Chronically Homeless individuals are defined by the U.S. Department of Housing and Urban Development as individuals with a disabling condition that have been homeless for one year or longer, or with a disabling condition that have had at least four episodes of homelessness in the last three years.

Table 7: CoC Point-In-Time Count— Length of Time Homeless and Chronically Homeless

	# of Respondents	% of Total
Homeless One Year or Longer	76	55%
Chronically Homeless	56	36%

Lack of Income or Financial Assistance

The 2017 Point-In-Time Survey reported that a majority of respondents had no income— a total of 78 individuals, or 61% of all those surveyed. By comparison, there were 42 individuals, or 33% of all those surveyed, with some type of public financial assistance. While most homeless individuals would qualify for a form of public assistance, the majority do not have it, most likely because they are not seeking help in navigating and applying for financial assistance.

Identified Gap: Street Outreach

The high proportion of homeless individuals that are unsheltered or in jail, longtime and/or chronically homeless, and without income or financial assistance, points to the need for proactive street outreach to homeless populations. This form of outreach would take the approach of "meeting homeless individuals where they are", at camps, bridges, and other locations where homeless people congregate, outside of formal or institutional venues. It would involve consistent contact and rapport building in order to form relationships of trust that will encourage homeless individuals to participate in shelter and supportive service programs. Successful outreach strategies often employ a multi-disciplinary team that includes professionals trained in mental health, and also offer practical services and information that meet immediate needs. The outreach team would best coordinate with "welcome centers", such as the One Stop Centers proposed by the Homeless Stakeholder Collaborative, that offer food and access to shelter in a non-threatening environment.

C2. Temporary Shelter

Without a large stock of available affordable housing, it is challenging to immediately house homeless individuals, particularly those that have been homeless for a long period of time or who are Chronically Homeless. This is the case in Tehama County, where permanent supportive housing is almost non-existent and permanent affordable housing is in short supply. As an interim measure, temporary housing is needed to provide immediate relief, and help those who are hard to house to prepare to live independently. This challenge is extenuated by the fact that the County does not have a year-round shelter with on-site supportive services.

Shortage of Temporary Shelter Beds

The data summarized in the Needs Section demonstrates that Tehama County is in need of shelter for homeless persons, particularly those that have disabilities and high service needs. There are a number of shelter and transitional housing facilities in the County that have successfully moved many people out of homelessness. However, a small portion of those beds are targeted specifically to homeless individuals, and very few are dedicated to the Chronically Homeless.

Transitional housing beds targeted to homeless individuals include the following facilities:

Table 8: Year-Round Transitional Housing Facilities Targeted to Homeless Individuals

Facility	Beds
PATH Sale House	13
PATH Pathways	6
PATH Rapid Re-Housing	15
MHSA Gentry and Madison Houses	7
Total	41

The above table does not include the Empower Tehama Shelter or Empower Tehama Transitional Housing because they serve victims of domestic violence, and are not open to all homeless individuals and families. It also does not include the PATH Winter Shelter because it is currently seasonal.

The comparison of year-round transitional housing beds targeted to homeless individuals to the 2017 Point-In-Time Count shows a gap in temporary shelter bed availability (Table 9). There is a smaller gap when including the PATH Winter Shelter in the comparison (Table 10).

Table 9: Year-Round Transitional Housing Beds Targeted to Homeless Individuals Compared to Number of Homeless Individuals

Year-Round Transitional Housing Beds	
Beds Targeted to Homeless Individuals	41
Homeless Individuals (2017 CoC PIT)	157
Difference	116

Table 10: Emergency Shelter and Transitional Housing Beds Targeted to Homeless Individuals Compared to Number of Homeless Individuals

Emergency Shelter and Transitional Housing	
Beds Targeted to Homeless Individuals	86
Homeless Individuals (2017 CoC PIT)	157
Difference	71

These gaps in temporary shelter bed availability are likely low estimates. The Point-In-Time Count is a one-day survey, so while it provides a snapshot of homelessness on one day of the year, it is not a comprehensive count of all homeless individuals living within the County throughout the year. Other surveys and data indicate that the number of homeless individuals in the County is probably larger. The Tehama County Department of Education reported that there are 506 students lacking a regular nighttime residence, and this number is likely under-reported by schools. The TCHSA,

Behavioral Health Division, reported that 185 of their clients were homeless at program registration over a two-year period from 2016-17. These numbers that capture homeless statistics for two sub-populations (students and TCHSA Behavioral Health clients) indicate a larger homeless population than the Point-In-Time Count.

Identified Gap: Temporary Shelter Dedicated to Homeless Individuals

Tehama County is in need of additional temporary shelter beds dedicated to homeless persons, especially Chronically Homeless individuals. The most pressing immediate need is for a year-round emergency shelter that can host on-site services and housing navigators that can match guests with appropriate, individualized resources and housing. In addition, more beds targeted to homeless individuals and families, similar to the PATH Sale House and Pathways House, are needed. Due to the shortage of permanent affordable housing in the community, these facilities can meet immediate shelter needs and prepare guests to transition to permanent housing as more options become available.

C3. Permanent Supportive Housing

A majority of homeless persons in Tehama County have a mental illness. A significant portion also have co-occurring disabilities, and substance use disorders. These individuals require service-enriched housing that helps them manage their disabilities, and live independently. While there are some Board & Care facilities in the County for persons with mental illness, there are no independent living, rent-restricted, publicly subsidized Permanent Supportive Housing projects within the County for this population.

Housing for Homeless Persons with Mental Illness

The 2017 Point-In-Time Count reported that 89 homeless individuals (61% of all respondents) had a mental illness, and that 47 homeless individuals (37% of all respondents) had a serious mental illness. In addition, 56 homeless individuals (39% of all respondents) had co-occurring disorders. Another data set, a TCHSA survey of MHSA Full Service Partnership Clients taken on June 22nd, 2017, found that 30% of their clients were homeless in the past three years. Clearly, mental illness is a significant factor in homelessness, and homelessness tends to make mental illness more difficult to manage, creating additional barriers to finding stable housing.

Overall Housing for Persons with Disabilities

Persons with disabilities, particularly those that do not have strong financial support from their family, are at high risk of becoming homeless due to lack of employment, limited income, and other challenges. According to the U.S. Census, 2012-2016 American Community Survey, there are an estimated 12,442 people with a disability in Tehama County. This is 20% of the population. By comparison, there are 181 beds in Assisted Living and Board & Care facilities that serve persons with disabilities. These facilities are not fee-restricted to be permanently affordable for low-income residents.

Identified Gap: Permanent Supportive Housing

There is a critical need for Permanent Supportive Housing in Tehama County to meet the needs of homeless persons with mental illness, as well as low-income persons with disabilities in general. This type of housing is rent-restricted permanently to affordable levels, accommodates independent living, and provides services, such as mental health care, that help residents enhance quality of life. While there is no Permanent Supportive Housing for persons with mental illness currently available

in the County, TCHSA Behavioral Health is in the process of facilitating development of this type of housing with MHSA funds, and this will be discussed further in the Section D.

C4. Permanent Affordable Housing

While not specialized for homeless families and individuals, the availability of Permanent Affordable Housing is a major impact on homelessness. The shortage of available housing stock relative to need has created long waiting lists for publicly subsidized housing. This is a high barrier to those seeking to exit homelessness, especially when temporary shelter is limited as well. In addition, the limited supply of housing overall creates an upward pressure on rents, and allows landlords to be more selective of tenants.

Supply of Publicly Subsidized Affordable Units Relative to Demand

According to U.S. Census 2012-2016 American Community Survey estimates, there are 6,883 households earning less than $25,000 annually in Tehama County. This is roughly equivalent to the level set by HUD for a three-person Low Income Household in the County earning 50% of Area Median Income. As illustrated in Table 11 below, a household at this income level cannot afford Fair Market Rent for a two-bedroom apartment. The majority of these households are renters, and there are about 3,126 renter households that pay more than 35% of income to rent. As shown in Table 11 below, the number of publicly subsidized affordable units in the County falls far short of the need for Low Income Households.

Table 11: Publicly Subsidized Affordable Units Compared to Need

Households Earning less than $25,000 Annually	6,883
Publicly Subsidized Affordable Units	1,319
Gap	5,564

The Publicly Subsidized Affordable Units include HUD, USDA, tax credit, bond, and state program subsidized units, as well as Section 8 Housing Choice Vouchers.

Unaffordable Rent

Limited housing supply relative to demand has pushed rents to unaffordable levels for Very Low Income households. Table 12 below compares household ability to pay to market rents.

Table 12: Market Rent and Ability to Pay

Two-Bedroom Fair Market Rent	$820
Affordable Rent for a 3-Person 50% AMI Household	$673
Affordable Rent for a 3-Person 30% AMI Household	$520
50% AMI Household Gap	$147
30% AMI Household Gap	$300

Waiting Lists

The housing shortage has also driven down vacancies, which in turn drives up waiting lists, especially for rent-restricted housing. The 2017 CAA Landlord Survey found that the average waiting list for subsidized housing units was 68 households. The same survey found that the average time spent on waiting lists for subsidized housing units was 18 months. This extreme demand allows landlords to be more selective of tenants. This creates more barriers to housing for homeless families and individuals with challenging housing histories, poor credit, and little money for deposits. The 2017 CAA Landlord Survey also found that 64% of landlords surveyed, including those that own both subsidized and market rate rentals, would deny a unit to applicants with criminal histories, poor credit, or any evictions within the last 7 years.

Identified Gap: Permanent Affordable Housing

The shortage of publicly subsidized affordable housing, and housing stock overall, has pushed up rents, reduced vacancies, and extended waiting lists in a way that negatively impacts Low Income households. This makes it extremely difficult for homeless families and individuals to move directly out of homelessness into permanent housing without rental assistance or other forms of support. More housing in general is needed in order to loosen up the housing market, and more publicly subsidized permanent affordable housing in particular is needed to serve lower income level households and homeless persons.

Goals

The identification of gaps in housing and services in the previous section provides a framework for setting Plan goals. These gaps will be compared to the Priority Areas already established by the Homeless Stakeholder Collaborative. Based on additional input from the Collaborative after a plan development meeting on April 18th, 2018, additional goals were added to the original Collaborative Priority Areas.

D1. Tehama County Homeless Stakeholder Collaborative Priority Areas

The Homeless Stakeholder Collaborative has been meeting for more than a year, starting in June 2017. A committee has been set up for each Priority Area to lay out goals and work plans associated with the Priority Areas. The Priority Areas, and current progress in implementing goals, are described below.

One Stop Navigation Center

The concept of a One Stop Center is a central location or locations that can offer a wide range of services that are needed by the homeless population in a welcoming environment. The co-location of services will address the challenges homeless people face in securing transportation, and navigating programs. Services could include a laundry room, showers, lockers, mail service, cell phone chargers, bathrooms, computers with wi-fi, information bulletin boards, a mobile library, and offices and meeting rooms to meet with service providers.

The One Stop Committee is currently researching potential sites for the center. Prioritized properties will be characterized by appropriate zoning, accessibility for homeless people, and adequate size. In order to identify feasible sites, the Committee is completing a grid that identifies priority property characteristics, and how each potential property addresses those characteristics.

> **One Year Goal: Acquire a location for the One Stop Day Center.**

Temporary Housing

The Homeless Stakeholder Collaborative identified Temporary Housing as a Priority Area. This is housing that can immediately be made available to homeless individuals, with support services that help them prepare to move into permanent housing. This would include Transitional Housing and temporary housing at licensed facilities such as a Mental Health Rehabilitation Center. Examples of Temporary Housing that are currently in operation in Tehama County include the PATH Sale House and Pathways House, the PATH Winter Shelter, and the Empower Tehama Shelter and Transitional Housing, as described in Section B.

The Temporary Housing Committee is working to build political support for this type of housing. They plan to do this by employing social media, traditional media outlets such as newspapers, PATH volunteers, and service clubs. The desired outcome is to hold meetings with the City and community that will result in commitments to support the development of Temporary Housing. This Committee is currently building a list of supporters as a first step to building political support. The primary purpose of building political support is to develop a permanent year-round emergency shelter. The Committee has set a goal of identifying 3-6 potential locations within the first year

> **One Year Goals: Build a list of Temporary Housing supporters.**
> **Identify potential locations for a year-round emergency shelter.**

Affordable, Sustainable Housing

Affordable, Sustainable Housing is permanently affordable housing that will help homeless individuals stabilize and build self-sufficiency. Examples of this type of housing are HUD-financed developments, tax credit projects, and public housing. This type of housing usually allows the tenant to live independently in an apartment as long as they choose to remain there. The MHSA Housing Committee plans to assist with the development of MHSA-funded housing for homeless individuals with disabilities, as described in Section B. The desired outcome is to have entered into contract with a qualified developer for the project. A longer-term goal is to utilize Section 8 and VASH vouchers to develop more affordable housing.

> **One Year Goal: Start construction on an affordable housing project.**

Awareness Campaign

Community education and raising awareness are key elements of the three Priority Areas described above. Community support is essential to martialing the resources necessary to realize the Homeless Stakeholder Collaborative goals. Therefore, the Stakeholders established Awareness as a critical fourth goal that is integral to implementation of the Priority Area goals. A specific work plan for raising awareness of the need for homeless resources has not yet been established, but this will be discussed in Section E.

D2. Gaps and Stakeholder Priority Areas

Diagram 3 illustrates how Stakeholder Priority Areas align with the Plan's identified Gaps. The Mobile and Permanent One Stop Navigation Centers are goals within the One Stop Concept Priority Area. The Year-Round Emergency Shelter and Additional Transitional Housing Beds are goals within the Temporary Housing Priority Area. The Permanent Supportive Housing Project utilizing MHSA and Utilizing Section 8 and VASH to Develop Affordable Housing are goals of the Affordable, Sustainable Housing Priority Area.

Diagram 3

Gaps and Stakeholder Goals

Gaps	5-Year Goals	10-Year Goals
Street Outreach	Mobile One Stop Day Center	Permanent Location One Stop Day Center
Temporary Housing		Year-Round Emergency Shelter Additional Transitional Housing Beds
Permanent Supportive Housing	Permanent Supportive Housing utilizing MHSA	
Permanent Affordable Housing	Utilize Section 8 and VASH Vouchers to Develop Affordable Housing	

Street Outreach Gap— Stakeholder Goals

In this Plan, Street Outreach has been identified as a critical Gap in services. The One Stop Concept addresses this gap by setting up a welcoming, community-based center with practical services for homeless people. This will foster mutual support among homeless individuals, as well as form relationships of trust with service providers. The One Stop Navigation Centers have the potential to act as "front doors" for homeless individuals to access housing and services by breaking down barriers that currently impede many people from seeking help. They may also be referral points for homeless individuals to register for CoC Coordinated Entry in order to efficiently allocate services to those with the greatest needs. In addition, the One Stop Navigation Centers could play a supporting role in other street outreach efforts.

- **Mobile One Stop Navigation Center—** This would be a more achievable short-term, or 5-Year, goal than a Permanent One Stop Navigation Center. The mobile center could be housed at existing public or nonprofit facilities in Red Bluff, Corning, and perhaps other locations throughout the County. The services could be provided at existing facilities and possibly utilizing a mobile vehicle/trailer for added capacity. In this way, it could fulfill some of the roles of a mobile street outreach unit. While the One Stop Mobile Center would not offer the full array of services offered by a permanent center, trained professionals could counsel visitors and refer them to community services.

- **Permanent Location One Stop Navigation Center—** The permanent center would offer a wide array of amenities and services needed by homeless people, which could include: laundry, showers, computers with wi-fi, phones, phone charging stations, a lounge, bulletin boards, and offices and meeting rooms for on-site services. One of the principal goals of the center is to provide a welcoming community hub that connects people to housing and services.

Temporary Housing Gap— Stakeholder Goals

Temporary Housing can include emergency shelter and transitional housing. The Gap Section discussed how this type of housing is needed for Chronically Homeless and long-time homeless individuals in a market with limited availability of permanent affordable housing. Temporary Housing provides immediate shelter and an opportunity to prepare to live more independently. There is a strong focus on services at Temporary Housing that help individuals stabilize and transition back into permanent housing, including mental health counseling, substance use treatment, management of medications, health services, and access to mainstream benefits.

- **Year-Round Emergency Shelter—** A year-round shelter is currently not in operation in Tehama County, as the only emergency shelter open to homeless persons operates during the winter and the location rotates among partner churches. The principal goal of the Stakeholder Temporary Housing Committee is to establish a permanent Year-Round Emergency Shelter with space for beds, registration, a kitchen, dining room, showers, and on-site services.

- **Additional Transitional Housing Beds—** Transitional Housing Beds are needed for populations that are not ready to immediately transition into permanent housing. This type of housing helps residents stabilize and prepare for independent living by repairing credit and housing history, and connecting with essential services and mainstream benefits. Transitional Housing Beds are especially needed for Chronically Homeless individuals and homeless individuals with mental illness and co-occurring disorders.

Permanent Supportive Housing Gap— Stakeholder Goal

The Needs and Gaps Sections emphasized the housing needs of homeless persons with disabilities, especially Chronically Homeless individuals, and homeless persons with mental illness and co-occurring disorders. Many of these individuals are not able or prepared to enter the private housing market, and would most appropriately be housed in long-term housing with on-site services that provide the necessary support to help them live independently. Currently there are no Permanent Supportive Housing projects in Tehama County for persons with mental illness.

- Permanent Supportive Housing Utilizing MHSA— The TCHSA Behavioral Health Division is in the process of reviewing proposals to use MHSA funds to develop Permanent Supportive Housing for homeless persons who meet medical necessity requirements for mental health services. Development of this project will be an important first step for addressing Permanent Supportive Housing needs in the County. The Sustainable Housing Committee has identified this project as their primary goal in the immediate future.

Permanent Affordable Housing Gap— Stakeholder Goal

Tehama County has a shortage of permanently affordable housing, and housing for all income levels in general. Expansion of the housing stock helps relieve pressure on rising rents, and opens up opportunities for all residents, including those with the lowest incomes. Operating subsidies facilitate the development of affordable housing as they fill the gap between what renters can afford, and the cost to debt service and operate the apartment complexes.

- Utilize Section 8 and VASH Vouchers to Develop Affordable Housing— The Sustainable Housing Committee has recognized that the Section 8 and VASH programs are important resources that can be targeted for the development of new affordable units. The value of these rental assistance programs is that policies can be put in place that leverage their value for multiple projects by underwriting debt for development, and covering operating costs.

D3. Gaps and New Goals

Diagram 4 illustrates the Gaps, with the Stakeholder goals described above in black, and new goals that fill the remaining Gaps in orange. These new goals were identified by the Homeless Stakeholder Collaborative in a 10-Year Plan meeting on April 18th, 2018. The selection of these goals was based on a review of the Needs and Gaps identified and described in the Plan.

Diagram 4

Gaps and Goals		
Gaps	**5-Year Goals**	**10-Year Goals**
Street Outreach	Mobile One Stop Day Center Mobile Crisis Unit Sobering Center	Permanent Location One Stop Day Center
Temporary Housing	Mental Health Rehab Facility (16-24 beds)	Year-Round Emergency Shelter 20-40 Additional Transitional Housing Beds (including for families)
Permanent Supportive Housing	Permanent Supportive Housing utilizing MHSA	Permanent Supportive Housing Project utilizing NPLH and/or VHHP
Permanent Affordable Housing	Utilize Section 8 and VASH Vouchers to Develop Affordable Housing	Implement Policies that will Incentivize the Development of More Housing Overall

Street Outreach Gap— New Goals

Proactive street outreach is an outstanding need that had not yet been directly addressed by the Stakeholder Priority Areas. This is needed to engage homeless individuals, including those that have avoided participating in housing and service programs. Consistent contact, and meeting people where they are, is key to building relationships of trust between service providers and homeless individuals.

- **Mobile Crisis Unit—** In the 10-Year Plan Stakeholder Meeting, the TCHSA Behavioral Health Division shared that they have plans for mobile crisis services, staffed by mental health professionals, that will respond to mental health crises out in the community. It is recommended that the Mobile Crisis Services is a primary Stakeholder goal to be achieved in the first five years of the 10-Year planning period. The Mobile Crisis Services should work closely with Coordinated Entry partners, the One Stop Navigation Centers, St. Elizabeth's Hospital, the County Sheriff's Office, and local police. Mobile Crisis Services will be able to access individuals and refer them to ongoing intensive services as appropriate. These ongoing services will help individuals access housing and reduce the need for intervention by law enforcement and emergency medical services over time, thus reducing the level of care needed over time.

- **Sobering Center—** The TCHSA Substance Use Recovery Division would like to find a way to develop the resource for a Sobering Center, where homeless individuals under the influence of drugs or alcohol can be safe and sheltered, and receive the help they need to successfully manage substance use challenges. It is yet to be determined whether Tehama County has the economy of scale to develop a sobering center, or if they will need to join with other counties and develop a regional Sobering Center project. While a licensed detox facility

would be prohibitively expensive at this time, a lower service level Sobering Center would fill an important gap within the County. This is another key access point for homeless individuals with substance use challenges to connect with services and transition out of homelessness. It is anticipated that the Sobering Center could be realized within the first five years of the 10-year Plan period.

Temporary Housing Gap— New Goals

Establishing a year-round emergency shelter is a central goal in addressing temporary housing needs, as discussed above. Other forms of transitional housing, with more intense and sustained levels of service for special needs guests, are also needed to fill remaining Temporary Housing gaps.

■ **Mental Health Housing –** The County Health Services Agency–Behavioral Health and the County Public Guardian would like to see a continuum of housing in Tehama County that is available to those with mental health issues. These include a Mental Health Rehabilitation Center, Mental Health IMD, a psychiatric skilled nursing facility, and increased board and care facilities as needed. These would provide a continuum of levels of care that would allow individuals to live in a place that could provide for their specific needs while they remain close to their homes in Tehama County. Having these facilities locally allows the transition to lower levels of care to take place seamlessly.

■ **Transitional Housing Beds for Families—** Transitional housing facilities currently in operation predominantly serve individuals. Stakeholder participants emphasized the need for more transitional housing for families as well. This is supported by the Department of Education statistics cited in the Section A.

Permanent Supportive Housing— New Goal

In addition to MHSA funds that are allocated to counties throughout California, other new programs are opening funding streams for Permanent Supportive Housing. Tehama County is currently preparing to utilize these funds to address the critical need for permanent, service-enriched apartments.

■ **Permanent Supportive Housing Project utilizing NPLH or VHHP—** The No Place Like Home program will be launched within the next year and will provide funding for counties to build Permanent Supportive Housing for homeless persons with mental illness. The Veterans Housing and Homeless Prevention Program (VHHP), has been operating for a few years now, and funds the construction of housing and supportive services for homeless veterans. These programs open up exciting opportunities to address the County's unmet needs for this housing type. A NPLH or VHHP funded project should be planned for development soon after development of MHSA housing that is currently in process.

Permanent Affordable Housing— New Goal

The Stakeholders have set a 5-Year goal to utilize Section 8 and VASH Vouchers for the development of affordable housing. To build on these efforts, the County and cities should implement other policies that will cultivate an environment that is friendly to the development of housing overall.

■ **Implement Policies that Will Incentivize the Development of More Housing Overall—** As detailed in the Needs and Gaps Sections, Tehama County residents struggle to find housing due to the shortage of supply for all income levels. Local governments have the power to address this shortage with incentives and regulatory relief. Implementation of these strategies will lead to an increased supply of housing stock, and a more affordable residential market. Potential policy strategies are discussed in more detail in the New Resources Section.

Securing New Resources

Section B

described a variety of resources that currently exist in Tehama County. These resources have been developed and strengthened by a strong network of agencies and volunteers, demonstrating that an ethic of collaboration has been foundational to the County's successful initiatives. The County's strengths in collaboration and volunteerism can be employed to secure new resources that will be needed to achieve the 10-Year Plan goals.

E1. Private, State and Federal Resources

The goals laid out in the previous section cannot be realized without securing new resources from outside Tehama County. The resources most pertinent to the development of shelters and housing are outlined below.

Private Resources

Development Expertise— Partnership with nonprofit and for-profit firms that are experienced in developing shelters and affordable housing is essential to achieving Plan goals. Competitive funding programs require that the developer involved in a proposed project meets minimum thresholds for experience, performance and capacity. Because they have deep knowledge of funding program requirements and the development process, developers can also help localities strategically identify and prepare the most feasible properties for construction.

Financial Equity— Investors provide financial equity to projects in exchange for receiving tax credits. The most commonly used tax credit program for investing in affordable housing is the Federal Low Income Housing Tax Credit (LIHTC). Some investors also access the New Markets Tax Credit (NMTC) program for housing and community development projects. Most affordable housing projects require an investor to make them financially feasible.

Debt— Most affordable housing projects will require loans provided by banks or community development lenders. While public lenders are more patient about when loans will be repaid, commercial lenders will typically require monthly payments on a loan, with interest amortized over a predetermined period of time.

State Resources

State Resources listed below include programs that are directly funded by the State of California, and programs that are funded by the federal government and administered by the State of California. There are three State agencies that administer shelter and housing funds: the California Tax Credit Allocation Committee (CTCAC), the California Debt Limit Allocation Committee (CDLAC), and the State Department of Housing and Community Development (HCD).

Federal and State Low Income Housing Tax Credits (LIHTC)— The California Tax Credit Allocation Committee (CTCAC) manages the State's allocation of federal LIHTC. CTCAC also manages an annual allocation of State tax credits. They administer a competitive and non-competitive program in which allocations of tax credits are committed to specific projects. The projects can then offer the tax credits to investors who provide cash equity for their construction.

Federal Tax-Exempt Bonds— The California Debt Limit Allocation Committee (CDLAC) manages the State's allocation of federal tax-exempt bonds. Public entities called "Bond Issuers" apply for an allocation of tax exempt bonds for specific projects that can then be purchased by banks. The banks then use the tax-exempt status of the bonds to loan funds to projects at below-market interest rates.

Federal Funds Administered by the State to Localities Competitively

- *Community Development Block Grant (CDBG)—* may fund shelters, transitional housing, and community facilities.

Federal Funds Administered by the State to Nonprofits and Developers Competitively

- *HOME Investment Partnership Act (HOME)—* awarded to developers to fund permanent affordable housing.

- *Emergency Solutions Grant (ESG)—* awarded to nonprofits for the development and operation of emergency shelters, and for Rapid Re-Housing programs.

State HCD Funds Allocated to Counties Noncompetitively

- *MHSA—* funds permanent supportive housing and Full Service Partnerships for homeless individuals with mental illness.

- *NPLH (Noncompetitive Portion)—* funds permanent supportive housing for homeless individuals with mental illness within mixed population projects.

- *SB 2 Funds—* SB 2 was legislation passed last year that establishes a permanent source of funding for affordable housing. In the first year of funding in 2019, half of the projected $250 million will be allocated to local governments for planning and technical assistance to streamline housing development, and half will be allocated to programs targeted to homelessness. At this point, it is unknown how the homeless funding will be allocated. After the first year, 70% of the funding will be allocated to local governments for homeless rapid re-housing, rental assistance, navigation centers, shelters, and transitional and permanent housing.

State HCD Funds Awarded to Counties Competitively

- *NPLH (Competitive Portion)—* additional NPLH funds that are awarded on a competitive basis.

State HCD Funds Awarded to Developers Competitively

- *VHHP—* funds permanent supportive housing for Extremely Low Income veterans, and homeless veterans with disabilities.

- *Multifamily Housing Program—* funds permanent affordable housing, including Extremely Low Income households. This program is not currently funded, but may be funded in the next two years if Statewide Ballot Initiative SB 3 passes this November.

- *Affordable Housing and Sustainable Communities Program (AHSC)—* uses cap and trade fees to fund the production of affordable housing and infrastructure projects that reduce greenhouse gas emissions. Developers apply for these funds in partnership with local governments.

Federal Resources

Federal housing and community development funding is administered by the Department of Housing and Urban Development (HUD) and the Department of Agriculture (USDA). These federal funding programs include resources for construction, operating subsidies, and tenant rental assistance.

Federal Funds Allocated to Local Housing Authorities Noncompetitively

- Section 8 Housing Choice Vouchers (HCV)— Rental assistance provided directly to tenants that pays the difference between 30% of their income and Fair Market Rent to the landlord. Section 8 can be "project-based", meaning that the rental assistance can be attached to a unit rather than a tenant family, which allows the project to underwrite more debt.

- Veterans Affairs Supportive Housing (VASH)— Rental assistance similar to HCV that is provided to homeless veterans.

Federal Funds Awarded to CoCs Competitively

- Continuum of Care (CoC) Program— formerly "McKinney-Vento", provides rental assistance, capital grants, supportive services grants, and operating subsidies to nonprofits for the purpose of eliminating homelessness, with an emphasis on assisting Chronically Homeless individuals.

Federal Funds Awarded Developers Competitively

- HUD 811, 202, 236, 203K, 221d3 Loans— for the development (rehabilitation and new construction) of permanent affordable housing.

- USDA 514, 515, 516, 521, 524 Loans— for the development (rehabilitation and new construction) of permanent affordable housing in rural areas.

E2. Building the Foundation

The funding sources listed above can only be secured in localities with a strong foundation of local support. Even programs that provide noncompetitive allocations set minimum thresholds that localities must meet. Developers, private and public lenders, and investors competitively select communities to work in based on their perceived ability to get projects built efficiently. This can only be accomplished through partnerships with effective local partners.

Diagram 5 illustrates the critical role of a countywide "Foundation" in attracting new resources that will help Tehama County achieve the Plan goals. Without this foundation, resources will be inadequate to meet the scale of the homeless problem. Below is a description of the Foundation elements, and how they work together with Partners, State Funding, and Federal Funding.

Diagram 5

Securing New Resources

Federal Funding   HUD   USDA

State Funding   Tax Credits   Tax Exempt Bonds   HCD Programs

Partners   Developers   Investors   Lenders

Foundation

Local Support	**Developable Land**
Funding Regulatory Relief Technical Support Political Support	Available Land Appropriate Zoning
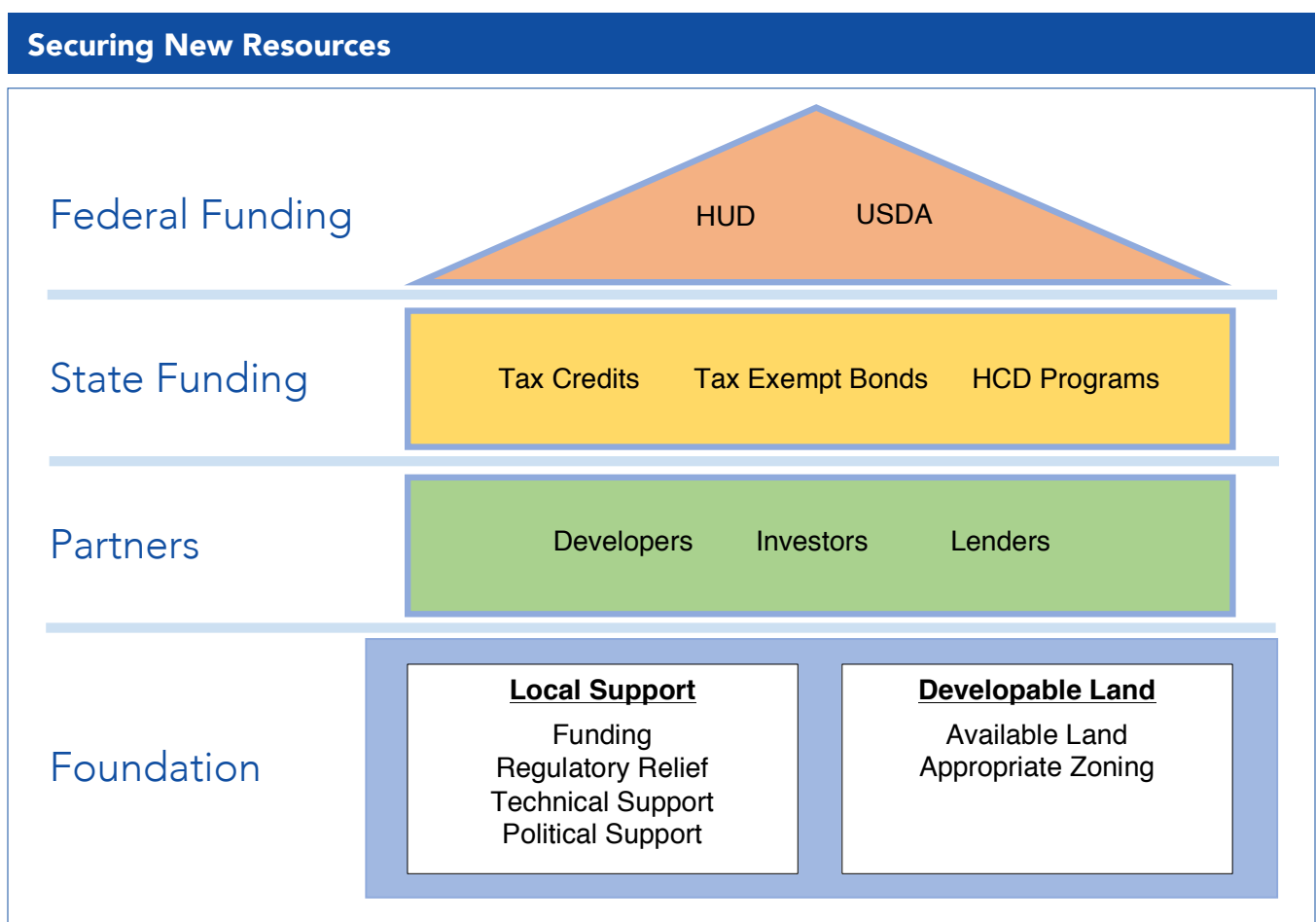
Local Support

Funding— Local funding is key to leveraging the additional State and Federal funding that is needed to produce shelters and housing. The County and localities must strategically direct the funding under their control in order to make this happen. In addition, local governments must also marshal their collaborative networks and expertise to apply for additional funding that will allow them to control expenditure decisions in line with local needs, planning objectives, and strategy.

- *Noncompetitive Allocations to Counties—* Noncompetitive allocations of funding include MHSA and a portion of NPLH funds, which are both allocated to Tehama County government. These funding sources are important resources for filling funding gaps for construction, operating subsidies, and supportive services. The County is currently using MHSA to attract development partners, and plans to do the same with NPLH.

- *Noncompetitive Allocations to Cities and Counties—* Last year, the State Legislature passed SB 2, which will provide an estimated $250 million in grants to cities and counties to reduce homelessness. The funding notice is anticipated to be released in the Spring of next year.

- *Noncompetitive Allocations to Housing Authorities—* Housing Authorities administer the Section 8 HCV and VASH programs, which provides rental assistance to tenants in the form of vouchers paid to landlords.

- **Section 8 HCV—** This program is a powerful tool to unlocking housing opportunities for homeless families and individuals. For example, the vouchers can be prioritized for homeless applicants, and for persons with disabilities. In addition, the vouchers can be "project-based", or dedicated to housing units. This allows projects with this commitment to raise additional funding for construction, and it makes project operations more sustainable.

- **VASH—** This is a tenant-based voucher program similar to Section 8 HCV that is dedicated to homeless veterans. Housing Authorities must collaborate with their local Veteran's Affairs (VA) office to secure these funds. After receiving a funding commitment, the Housing Authority manages the housing assistance operations, and the VA office manages the delivery of supportive services.

- **Competitive Allocations—** Competitive allocations for which counties, cities, CoCs, and nonprofits are eligible to apply for include:
  - NPLH (competitive portion)— counties, with developers
  - CDBG— counties and cities
  - ESG— nonprofits
  - Federal CoC NOFA— CoCs

Regulatory Relief— When local governments identify affordable housing as a high priority community asset, they put in place regulatory reforms that facilitate its development. These reforms create an environment that reduces risk and cost for affordable housing developers by providing a predictable, efficient, less expensive path to receiving development approvals, otherwise known as "entitlements." Below are examples of regulatory relief that can be helpful in enabling more efficient affordable housing production.

- **Impact Fee Reductions, Waivers and Deferrals—** Impact Fees are a significant portion of the cost to develop housing. They generally cost a developer $12,000 to $20,000 per newly constructed residential unit. Reductions or waivers to impact fees can make housing more affordable to produce. Certain impact fee schedules may have been formulated for larger single-family residential units, and may not directly correlate to affordable multifamily development, particularly SROs, studios, and one-bedroom apartments. In these cases, impact fees charged on a per-square-foot basis, rather than a per-unit basis, may be more appropriate for smaller, more affordable units. Deferral of the payment of impact fees from the time of pulling a building permit until after a project is constructed, can save money by reducing finance costs during the construction period.

- **Expedited Permit Review—** Extended permit review timelines can cause unplanned delays for developers. Delays add additional costs and unpredictability to the development process, resulting in greater risks to its completion. Some localities shorten the review timeline for affordable housing projects. Permit review timelines can be shortened by reducing staff review periods, and by eliminating the number of public hearings or discretionary review meetings.

- **Improved Communication and Collaboration—** When developers can meet with local government staff prior to submitting a permit application, it can make the process more efficient for all parties involved, and remove much uncertainty for the developer. In this pre-application meeting, some local governments involve staff members from all departments that will be involved in reviewing a project in order to share information and better coordinate the process moving forward.

Technical Support— Tehama County businesses and government agencies have expertise in the local characteristics of their communities. This includes the real estate market, the political environment and decision-making processes, and a general understanding of the area's culture and values. This is valuable information for housing developers as they try to navigate critical aspects of the real estate development process, such as community acceptance, entitlements, and securing local funding. In addition, local professionals such as real estate brokers, attorneys, architects, engineers, general contractors, and property managers can use their local knowledge to facilitate the development of housing and improve outcomes for the community's benefit.

Political Support— Political support is a key factor in facilitating affordable housing development, especially in communities where affordable housing has been opposed in the past. Political support drives the other forms of local support described in this Section. It can fuel the implementation of funding programs and policies described above, and it can be called upon to support discretionary review entitlements in places where such decisions are closely contested. The growth of political support is dependent on the strength of local collaborations and associations such as those listed below, and described in other parts of this Plan.

- **Tehama County Homeless Stakeholder Collaborative—** composed of government, nonprofit, and faith-based leaders that are focused on taking concrete action steps to eliminate homelessness.
- **Tehama County Continuum of Care—** government agencies and nonprofits that are coordinating the delivery of housing and services.
- **Tehama Together—** a collaboration of key stakeholders in Tehama County seeking to improve their community by identifying and seeking solutions for unmet needs.
- **PATH Organization, Volunteers and Partner Churches—** energized by community volunteers and partner churches to house the homeless.
- **LIFT Event Collaborators—** brings together a wide variety of entities and interests in a collaborative effort to offer services to low-income residents under one roof.
- **Tehama 211—** provides a widely valued service to the community, and interacts with a large portion of the community.
- **United Way of Northern California—** a collaboration of citizens, businesses, nonprofits, and government agencies to improve life in Northern California.

Developable Land

Developable land is an obvious element of facilitating the production of affordable housing. This is a variable that can be strongly influenced by local government actions. While the amount of land in a jurisdiction is fixed, public policies can be employed to more efficiently utilize available land. These policies include annexations, expansion of public infrastructure, and the zoning code. In addition, local governments can share information about housing opportunities of which developers may not be aware.

Adequate Availability of Land— Housing development is constrained by its access to public infrastructure and compatible services. This is especially true for multifamily and supportive housing because they have higher densities, and residents are more dependent on public transit and walking to services. Annexations and public infrastructure expansion can open access to more housing production. While development in areas outside town centers may be less appropriate for affordable housing, expanding these areas may relieve development pressure in other areas more optimally

located for multifamily construction. In many instances, land appropriate for affordable housing is available but developers are unaware of it. Tools such as the vacant land inventories described in Section B may be used to make this information more available.

Appropriate Zoning— Housing development is also constrained by zoning that does not allow multifamily and other more affordable forms of residential construction. Zoning standards that significantly impact the feasibility of affordable housing include:

- Use Restrictions
- Density Limits
- Open Space Minimums
- Parking Requirements
- Setback Standards

State Housing Element Law has mandated that localities implement some specific zoning policies over the years, as detailed in Section B. An important tool to incentivize affordable housing development are density bonuses, such as the State Housing Density Bonus law that Tehama County localities have adopted. Density bonuses permit developers with a minimum proportion of rent restricted units to build more units per acre than would otherwise be allowed. Beyond compliance with the State Housing Element and Density Bonus Laws, Tehama County localities should consider additional changes to address the housing shortage. Recommendations include:

- ***Increase the Number of Parcels that are Zoned Multi-Family in Appropriate Locations—*** Many of the Multi-Family zoned properties identified in the Housing Element Land Inventories are not near services, and have inadequate infrastructure. Local jurisdictions should zone more land as R3 or R4 near bus lines, retail, schools and other amenities, that are also served by sewer and water infrastructure.

- ***Expand Zoning Districts that Permit Emergency Shelters by Right—*** State Law requires localities to permit Emergency Shelters by right in at least one zoning district. Unfortunately, emergency shelters are sometimes assigned to zoning districts that have limited land availability and are far from services and public transit, such as industrial districts on the outskirts of town. Because guests usually depend on walking, biking, or taking public transit to get around, emergency shelters should be permitted in zoning districts that are within walking distance of bus stops and services. For example, emergency shelters should be permitted in some commercial districts.

- ***Expand Zoning Districts that Permit Smaller Units by Right—*** Smaller units are in short supply in Tehama County. One of the benefits of smaller units is that they tend to be more affordable than larger units. They include SROs, studios, one-bedrooms, manufactured or mobile homes, and tiny houses. Most localities are very restrictive of where they allow smaller units and there is usually an inadequate land supply to meet demand. As a positive example, the City of Red Bluff permits SROs by right within the R-4 Residential District and all Commercial zoning Districts except Freeway Commercial.

- ***Reduce Parking, Open Space, and Setback Requirements in Appropriate Areas—*** Parking requirements, minimum open space thresholds, and setbacks reduce land that is available for housing, and makes development more expensive. In many cases, these standards can make a property infeasible for development. Most studies show that Low-Income households tend to own fewer cars and drive less than higher income households. As a result, affordable housing complexes are often under-parked, wasting valuable space. Allowing some flexibility in these standards may make sense in certain areas, such as on public transit corridors and downtown/main street corridors.

Objectives

The previous section provided a general overview of a community's Foundation elements that can be strengthened to secure new resources. This Section F identifies specific Objectives that will strengthen the Foundation in Tehama County. The purpose of these Objectives is to attract targeted resources necessary to achieve the goals laid out in Section D.

The Objectives are more specific than the Goals, but they are not action steps that assign responsibilities and schedules. These details are left to local entities that have better information about how to implement initiatives. Rather, the Objectives provide a framework for moving forward that is adequately flexible to adapt to changing conditions and evolving local priorities over time.

F1. Street Outreach Gap

One Stop Navigation Centers

Objective SO1. Start small by setting up mobile One Stop Centers in Red Bluff and Corning at sites currently used for similar services. Employ currently available resources. Consider using a mobile shower trailer. Track results and share success stories to raise awareness, build political support, and raise funds.

Goal: Mobile One Stop Navigation Center
Foundation Element: Technical Support, Political Support, Funding
Timeframe: 0-5 Years

Objective SO2. Work with the Cities of Red Bluff and Corning to apply for State CDBG funds that can be used for the construction (or rehabilitation) and operation of the One Stop Navigation Centers. Explore combining the Permanent One Stop Navigation Center with the Year Round Emergency Shelter.

Goal: Permanent One Stop Navigation Center
Foundation Element: Funding
Timeframe: 5-10 Years

Objective SO3. Position the County, Red Bluff, and Corning to secure SB 2 homeless funds for the One Stop Centers. Track funding program guidelines and notices, and make necessary preparations and investments so that the proposal is competitive.

Goal: Permanent One Stop Navigation Center
Foundation Element: Funding
Timeframe: 5-10 Years

Mobile Crisis Services

Mobile Crisis Services are in the planning stage and will begin with on-call clinician services by July 1, 2018. Implementation should be coordinated with Coordinated Entry partners, the One Stop Navigation Centers, the County Sheriff's Office, and local police. Data regarding these services will be reviewed and used to refine and modify services to meet the needs of Tehama County.

Goal: Mobile Crisis Services during peak non-business hours
Funding: MHSA CSS
Timeframe: 0-5 years

Sobering Center

TCHSA-SUR will work with the Homeless Stakeholder's group to identify how to assess the need for a sobering center and specifically whether or not Tehama County has the economy of scale to develop a sobering center exclusively for Tehama County. If it is not feasible to develop a sobering center exclusively for Tehama County a regional approach will be explored by contacting surrounding counties and identifying funds for a sobering center.

Goal: A Sobering Center that can be used by Tehama County Residents
Funding: Unknown
Timeframe: 0-5 years

F2. Temporary Housing Gap

Continuum of Mental Health Housing Options

TCHSA-MH will work with Homeless Stakeholder's group to approach businesses that operate Mental Health Rehabilitation Centers, Mental Health IMDs, psychiatric nursing facilities, and increased board and care facilities with the idea of opening such facilities in Tehama County.

Goal: A Mental Health Rehabilitation Center with 16-24 beds operating in or within 30 minutes of Tehama County.
Funding: Private Business
Timeframe: 0-5 years

Year-Round Emergency Shelter

TH1. Organize the Political Support associations and collaborations listed on page 51 to raise community awareness about the need for a Year-Round Emergency Shelter, its positive impact, and personal success stories that showcase its value.

Goal: Year-Round Shelter
Foundation Element: Political Support
Timeframe: 0-5 Years

TH2. Persuade the City of Red Bluff to expand the Zoning Districts where Emergency Shelters are permitted by right, without further discretionary review.

Goal: Year-Round Shelter
Foundation Element: Appropriately Zoned Land
Timeframe: 0-5 Years

TH3. Work with the City of Red Bluff to identify potential sites for the Emergency Shelter. Utilize the City's Vacant Land Inventory. Consider combining the Year-Round Emergency Shelter with the Permanent One Stop Navigation Center.

Goal: Year-Round Shelter
Foundation Element: Adequate Availability of Land
Timeframe: 0-5 Years

TH4. Work with the City of Red Bluff to apply for State CDBG funds to support Emergency Shelter acquisition and predevelopment costs.

Goal: Year-Round Shelter
Foundation Element: Funding
Timeframe: 5-10 Years

TH5. Apply for State ESG and SB 2 funds to support Emergency Shelter construction costs.

Goal: Year-Round Shelter
Foundation Element: Funding
Timeframe: 5-10 Years

Transitional Housing (20-40 additional beds, including for families)

TH6. Collaborate through the Stakeholders and the CoC to identify the highest priority need for Transitional Housing in terms of population served, housing type, and services. Form a partnership of entities that will work together to own and operate the project.

Goal: Transitional Housing
Foundation Element: Technical Support
Timeframe: 0-5 Years

TH7. Work with the County, the City of Red Bluff, and the City of Corning to identify potential sites for Transitional Housing. Utilize the Vacant Land Inventories prepared for Housing Elements as tools.

Goal: Transitional Housing
Foundation Element: Adequate Availability of Land
Timeframe: 5-10 Years

TH8. Form a public/private partnership with Dignity Health and St. Elizabeth's Hospital to provide financial, technical and political support for building Transitional Housing.

Goal: Transitional Housing
Foundation Element: Funding, Technical Support, Political Support
Timeframe: 0-5 Years

TH9. Position the County, City of Red Bluff, and City of Corning to secure SB 2 homeless funds for Transitional Housing. Track funding program guidelines and notices, and make necessary preparations and investments so that the proposal is competitive.

Goal: Transitional Housing
Foundation Element: Funding
Timeframe: 0-10 Years

F3. Permanent Supportive Housing Gap

Permanent Supportive Housing Project Utilizing MHSA

PSH1. Form a political support task force from among the Political Support associations and collaborations listed on page 51 to advocate for project permitting approval and any necessary local funding.

Goal: Permanent Supportive Housing Utilizing MHSA
Foundation Element: Political Support
Timeframe: 0-5 Years

PSH2. Provide local technical support as described on page 51 to the developer selected to receive MHSA funding.

Goal: Permanent Supportive Housing Utilizing MHSA
Foundation Element: Technical Support
Timeframe: 0-5 Years

Permanent Supportive Housing Utilizing NPLH and/or VHHP

PSH3. Position the County to receive NPLH noncompetitive and competitive allocations.

Goal: Permanent Supportive Housing Utilizing NPLH and/or VHHP
Foundation Element: Funding
Timeframe: 0-5 Years

PSH4. Outreach to potential NPLH and VHHP developers. Present the benefits of working in Tehama County.

Goal: Permanent Supportive Housing Utilizing NPLH and/or VHHP
Foundation Elements: Technical Support, Funding
Timeframe: 0-5 Years

PSH5. Provide local technical support as described on page 51 to the developer selected to receive NPLH or VHHP funding.

Goal: Permanent Supportive Housing Utilizing NPLH and/or VHHP
Foundation Element: Technical Support
Timeframe: 5-10 Years

PSH6. Work with the CoC to apply for Permanent Supportive Housing funding through the annual CoC NOFA.

Goal: Permanent Supportive Housing Utilizing NPLH and/or VHHP
Foundation Element: Funding
Timeframe: 5-10 Years

PSH7. Position the County, City of Red Bluff, and City of Corning to secure SB 2 homeless funds for Permanent Supportive Housing. Track funding program guidelines and notices, and make necessary preparations and investments so that the proposal is competitive.

Goal: Permanent Supportive Housing Utilizing NPLH and/or VHHP
Foundation Element: Funding
Timeframe: 5-10 Years

F4. Permanent Affordable Housing Gap

Utilize Section 8 Vouchers and VASH to Develop Affordable Housing

PAH1. Collaborate with the Plumas Community Development Commission (CDC) to identify opportunities to expand the Section 8 program to serve more homeless families and individuals.

Goal: Utilize Section 8 Vouchers and VASH to Develop Affordable Housing
Foundation Element: Funding
Timeframe: 0-5 Years

PAH2. Work with the local VA Office and Plumas CDC to identify opportunities to apply for VASH Vouchers. Organize political support from Veterans Groups.

Goal: Utilize Section 8 Vouchers and VASH to Develop Affordable Housing
Foundation Elements: Funding, Political Support
Timeframe: 0-5 Years

Implement Policies that Will Incentivize the Development of More Housing Overall

PAH3. Coordinate with the Political Support associations and collaborations listed on page 51 to organize a public awareness campaign about the need for more housing options throughout the County. Advocate that local governments provide some of the regulatory relief measures described on page 50, make more land available for residential development, and adopt some of the changes to the zoning code described on page 52.

Goal: Implement Policies that Will Incentivize the Development of More Housing Overall
Foundation Elements: Political Support, Regulatory Relief, Adequate Availability of Land, Appropriately Zoned Land
Timeframe: 5-10 Years

PA4. Work with local governments to make information about development opportunities and incentives more available to developers. Update Vacant Land Inventories.

Goal: Implement Policies that Will Incentivize the Development of More Housing Overall
Foundation Elements: Adequate Availability of Land, Technical Support
Timeframe: 5-10 Years

PA5. Provide local technical support as described on page 51 to affordable housing developers that work in Tehama County. Identify a contact person or group from the Stakeholders to collaborate with developers and refer them to technical support.

Goal: Implement Policies that Will Incentivize the Development of More Housing Overall
Foundation Element: Technical Support
Timeframe: 5-10 Years

Conclusion

This 10-Year Plan provides a framework that will inform the funding, budgeting, workplans and schedules of Tehama County, the Homeless Stakeholder Collaborative, and the CoC in their efforts to end homelessness. The next steps will be for these entities to identify responsible parties and timelines for each of the Objectives.

Tehama County has made significant and impressive progress in addressing homelessness over the last five years. In that time period, the CoC and Stakeholders were organized, and the CoC governance charter and infrastructure were established. The process of forming these entities has demonstrated and enhanced the community's unique capacity to collaborate around a shared vision. These initiatives have laid the groundwork for a vibrant and sustainable 10-Year Plan. The County, Homeless Stakeholder Collaborative, and the CoC can build a solid foundation of local resources upon that groundwork. These entities can now capitalize on their efforts to attract new resources that will help them realize their goals.

Rural Indoor Objective (RIO) Encampment Resolution Project - Prioritized Encampment Sites

Prioritized Encampment Sites:

1. Walnut St./Baker
2. Red Bluff River Park
3. Dog Island/Samuel Ayer Park
4. Forward Park
5. I-5/East Sand Slough

Services/Housing Sites:

6. PATH Day Center
7. PATH Plaza Navigation Center*
8. Sale Transitional
9. Moving Forward*
10. The Bluffs Community Housing*
11. Palm Villas at Red Bluff*

*Coming Soon

Red Bluff

Legend

- Prioritized Encampment Site
- Portions of Encampment Site in State Right-of-Way
- Interim Housing/ Services Site
- Permanent Housing Site

1 mi