



# NorCal Continuum of Care™

**Siskiyou County Advisory Board Meeting  
December 6, 2023  
1:30pm – 3:00pm  
Red Oak Room, Behavioral Health, 2060 Campus Drive, Yreka**

## **Teleconference locations:**

Karuk Tribe  
635 Jacobs Way  
Happy Camp, CA 96039

Partnership HealthPlan of California  
4665 Business Center Drive  
Fairfield, CA 94534  
(Please contact Partnership if you expect to attend from this location)

Northern Valley Catholic Social Services  
2400 Washington Ave.  
Redding, CA 96001

Disability Action Center  
2453 Athens Ave.  
Redding, CA 96001

- 1. Call to Order/Quorum Established/Introductions**
- 2. Approval of Meeting Minutes from November (Attachment A)**  
Board members will review and approve minutes from November 1, 2023.
- 3. Public Comments (limited to 3 mins. per comment)**  
Members of the public will have the opportunity to address the Board on any issue within the jurisdiction of the Board. Speakers will be limited to three minutes.
- 4. Committee Updates**
  - a. Executive Board Update—Dr. Collard
  - b. PIT Committee—Duane Kegg
- 5. New Business**
  - a. Action Item: 2024 Calendar (Attachment B)—Maddelyn Bryan
  - b. Discussion and Possible Action: Proposed HHAP-4 Distribution (Attachment C)—Dr. Collard

## **Advisory Board Members:**

**Duane Kegg, Chair**  
City of Yreka

**Michael Aiuto**  
Homeless Advocate

**Trish Barbieri**  
Social Services Division

**Christina Brown**  
Fairchild Medical Center

**Rachael Clem**  
United Way

**Brittany Collier**  
Siskiyou Co. Office of Ed

**Sarah Collard, Ph.D.**  
Health and Human Services Agency

**Mark Gilman**  
Yreka Police Department

**Michelle O’Gorman**  
Community Resource Collaborative

**Nancy Ogren**  
Siskiyou Co. Board of Supervisors

**Denise Patterson**  
Yreka Food Bank

**Sara Spence**  
Karuk Tribal Housing Authority

**Sarah Springfield**  
Youth Empowerment Siskiyou



- c. **Discussion and Possible Action: Approval of Updated Summary of Budgets and Funding Sources (Attachment D)—Dr. Collard**
  - d. **Discussion and Possible Action: Proposed MOU provided by City of Redding to provide Administrative Entity services (Attachment E)—Dr. Collard**
  - e. **Pet Assistance Program—Duane Kegg**
6. **Old Business**
- a. **Public Engagement—Maddelyn Bryan**
7. **Member Updates**
- a. **Letter to Community Partners for Housing Support Program (Attachment F)—Susan Cervelli**
  - b. **Project Basecamp Shelter—County or NVCSS Staff**
  - c. **Other Updates—All**
8. **Presentation—Mason Marin**
9. **Discussion Items for Next Meeting**
10. **Adjournment**

**Next Meeting**  
**January 3rd, 2023**  
**1:30pm-3:00pm**

If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132), and the federal rules and regulations adopted in implementation thereof. You may contact 530-841-2748 for disability-related modifications or accommodations, including auxiliary aids or services, in order to participate in the public meeting.



**Siskiyou County Advisory Board Meeting  
November 1, 2023  
1:30pm – 3:00pm  
Red Oak Room, Behavioral Health, 2060 Campus Drive, Yreka**

**1. Call to Order/Quorum Established/Introductions**

Duane Kegg, Chairperson, called the meeting to order at 1:30pm. A quorum was established.

**Present:** Members Duane Kegg, Sarah Collard, Chief Gilman, Christina Brown, Supervisor Nancy Ogren, Sarah Spence, Denise Patterson, Sarah Springfield, and Mike Aiuto. Participants/public attendees Jason Ledbetter, Alexandra Argon, Cal Conklin, Father Martinez, Jay Martin, Dawnmarie Autry, Rachael Clem, Jessica Skillen, Wendy Longwell, Eric Parson, Sasha Hight, Amy Diamantine, Lisa O'Connell, Rachelle Callan and Kristina Hargrove.

**2. Approval of Meeting Minutes from September (Attachment A)**

Mark Gilman motioned to approve the minutes from September 6, 2023. Nancy Ogren seconded. A roll call vote was taken. The motion passed:

Ayes: Brown, Collard, Kegg, Ogren, Patterson, Spence, Springfield,  
Nays: None

**3. Public Comments (limited to 3 mins. per comment)**

Jay Martin is looking for a place to feed 100 people for Thanksgiving and was given a few ideas from meeting attendees.

Father Martinez introduced his church, Father's House, to the attendees and explained the church's mission with the homeless.

Jason Ledbetter informed the group that the City of Yreka is looking to temporarily move the encampment located across from the Behavioral Health building so the city can have access to clean up the waste. They will be bringing heavy equipment to clean up the trash, needles, etc. at the current location. They will be looking at options of where to move the residents.

Kegg would like to discuss a pet assistance program at the next meeting.

**4. Committee Updates**

**a. Executive Board Update—Dr. Collard**

Collard reviewed pending grants, funding for COC, and the United Way taking over the HMIS system.



**b. PIT Committee—Duane Kegg**

Kegg reviewed the timeline of the PIT count and the responsibilities between the entities.

**5. New Business**

**a. Action Item: Membership Application from United Way (Attachment B)—All**

Collard motioned to approve the United Way membership application. Ogren seconded. A roll call vote was taken. The motion carried:

Ayes: Brown, Collard, Kegg, Ogren, Patterson, Spence, Springfield, Aiuto

Nays: None

**b. Geographical Distribution of Advisory Board Membership—Trish Barbieri**

This item was tabled.

**c. Presentation from the Disability Action Center—Wendy Longwell.**

Wendy Longwell gave a presentation of the different services provided by the Center. Services provided are classes in budgeting and organization, ALS assistance, general assistance in housing and food, visual and hearing impairment aids, etc.

Action item: Email flyers out to Board Members.

**6. Old Business**

**a. Direction for Maddelyn/Ali RE Public Engagement Materials—Dr. Collard**

This item was tabled.

**b. Resource Fair—Duane Kegg**

Kegg would like to have two fairs per year and would like one of them to be around the same time as the PIT count.

Action Item: Set up meeting for Resource Fair

**7. Member Updates**

**a. Project Basecamp Shelter—County or NVCSS Staff**

NVCSS updated on progress of Basecamp Shelter. Showers are being placed inside the building, bathrooms, and laundry plumbing is next step. Looking at options for storage for residents and kennels for dogs. Information on California for All Animals grant was discussed – next grant opening in 2024.

**b. Other Updates—All**



# NorCal Continuum of Care™

Kegg provided an update on Siskiyou Crossroads. Collard provided an update on the shower truck and Homeless Outreach position.

## 8. Discussion Items for Next Meeting

None.

## 9. Adjournment

**Collard motioned the adjourn the meeting at 3pm. Springfield seconded. The motion carried:**

Ayes: Brown, Collard, Kegg, Ogren, Patterson, Spence, Springfield, Aiuto

Nays: None

**Next Meeting**  
December 6 2024  
1:30pm-3:00pm

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## ATTACHMENT B

### 2024 Meeting Calendar:

1. January 3<sup>rd</sup>
2. February 7<sup>th</sup>
3. March 6<sup>th</sup>
4. April 3<sup>rd</sup>
5. May 1<sup>st</sup>
6. June 5<sup>th</sup>
7. July 3<sup>rd</sup>
8. August 7<sup>th</sup>
9. September 4<sup>th</sup>
10. October 2<sup>nd</sup>
11. November 6<sup>th</sup>
12. December 4<sup>th</sup>

# ATTACHMENT C

Attachment D 1, 11-16-23 NorCal CoC Executive Board Meeting - Proposed HHAP 4 Distribution												
HHAP 4			Total CoC \$	7 % Admin	Prop Joint Proj			Total Co \$	7 % Admin			Total HHAP 4
Distrib of CoC per 2022 PIT %			\$2,441,893.41	\$170,932.54	\$500,000			\$2,291,023.98	\$160,371.68			\$4,732,917.39
Proposed distribution, includes \$500,000 for Lead Agency/Admin Entity - System Support						51.59%				48.41%		
						Pct CoC share Joint Proj				Pct Co share Joint Proj		
	2022	pct of PIT	Based on 2022 PIT percentage	7 % Admin	Total CoC & Co share Joint Proj	CoC Cost Share Jt Proj	Bal of CoC Funding	County Allocations	7 % Admin	Co Cost share Joint Proj	Bal Co Funds	Total CoC & County \$
Del Norte	462	25.15%	\$614,128.88	\$42,989.02	\$125,748.50	\$64,878.47	\$506,261.39	\$576,185.67	\$40,333.00	\$60,870.03	\$474,982.64	\$981,244.03
Lassen	102	5.55%	\$135,586.90	\$9,491.08	\$27,762.66	\$14,323.82	\$111,772.00	\$127,209.82	\$8,904.69	\$13,438.84	\$104,866.29	\$216,638.29
Modoc	12	0.65%	\$15,951.40	\$1,116.60	\$3,266.19	\$1,685.16	\$13,149.65	\$14,965.87	\$1,047.61	\$1,581.04	\$12,337.22	\$25,486.87
Plumas	131	7.13%	\$174,136.11	\$12,189.53	\$35,656	\$18,396.28	\$143,550.31	\$163,377.32	\$11,436.41	\$17,259.68	\$134,681.22	\$278,231.53
Shasta	798	43.44%	\$1,060,768.07	\$74,253.76	\$217,201.96	\$112,062.81	\$874,451.49	\$995,229.79	\$69,666.09	\$105,139.15	\$820,424.56	\$1,694,876.05
Sierra	11	0.60%	\$14,622.12	\$1,023.55	\$2,994.01	\$1,544.73	\$12,053.84	\$13,718.72	\$960.31	\$1,449.29	\$11,309.12	\$23,362.97
Siskiyou	321	17.47%	\$426,699.94	\$29,869.00	\$87,370.71	\$45,077.90	\$351,753.04	\$400,336.79	\$28,023.58	\$42,292.81	\$330,020.40	\$681,773.44
	1837	100.00%	\$2,441,893.41	\$170,932.54	\$500,000.00	\$257,969.16	\$2,012,991.72	\$2,291,023.98	\$160,371.68	\$242,030.84	\$1,888,621.46	\$3,901,613.17
			CoC Youth Set Aside				County Youth Set Aside	\$229,102.40				
			Total Youth Set Aside									
			Total 7% Admin CoC & County									
			\$244,189.34									
			\$473,291.74									
			\$331,304.22									

**Attachment D 2 - 11/16/23 NorCal CoC Executive Board Special Meeting****Proposed HHAP4 Distribution – Description**

Note: At the 10/19/23 meeting the EB approved the distribution of the HHAP4 NorCal CoC \$2,441,893.41 allocation to be distributed using the 2022 HUD approved Point in Time Count.

The attached proposed HHAP4 distribution presented in Attachment D is similar to the 2022 HHAP3 approved distribution. The proposed distribution includes a \$500,000 Joint Project, which is funded with distributions from each CoC and each County. The EB should establish the proposed projects to be funded with Joint Project allocations, amount of needed funding and amount to be included in a proposed Joint Project. An HHAP4 Joint Project could be used by the NorCal CoC for system support, including identified costs of HMIS and CE administration, instead of UWNC writing grants at the same time they are implementing the HMIS and CE transition. The funds could also be used to for system support of improved operations of the CoC, and hiring a consultant for the Homeless Action Plan implementation, continued Gap Analysis and the completion of the HHAP5 application.



Attachment B-1 11/16/23 NorCal CoC EB Special Meeting - Updated Summary V.3									
2023-2025 NorCal CoC EB Budgets and Funding Sources for Collaborative Applicant, HMIS, Lead Agency/Admin Entity									
		Approved Budgets	8/1/23 to 12/31/24	HUD Applic '23 Match	Total	1/1/25 to 12/31/25	HUD Applic '24 Match	Total	Total Yrs 1 & 2
Approved Budgets	/mo		Yr 1	Yr 1	Yr 1	Yr 2	Yr 2	Yr 2	
CoR Collab Applic Budget (yr 2 est)		\$37,080	\$37,080			\$37,080			\$74,160
HMIS transition 8/1 to 12/31/23 budget		\$121,201	\$121,201			\$0			\$121,201
HMIS yrly lic at \$51,210		\$51,210	\$51,210			\$51,210			\$102,420
Annual HMIS budget		\$166,638	\$166,638			\$166,638			\$333,276
CoR Adm Entity Annual \$274,692, Yr 1 15.5 mo 9/19/23-12/31/24 (+ \$80,118 to Yr 1)	\$22,891	\$274,692	\$354,811			\$194,574			\$549,384
<b>FY '23 HUD Applications</b>									
2023 & 2024 HMIS Applic Match		\$7,500		\$7,500			\$7,500		\$15,000
2023 & 2024 CE Applic Match		\$15,453		\$15,453			\$15,453		\$30,906
2023 & 2024 Planning Applic Match		\$16,497		\$16,497			\$16,497		\$32,994
2023 & 2024 HP II Match		\$74,181		\$74,181			\$74,181		\$148,362
2024 CountingUs Mobile App		\$8,750	\$8,750						\$8,750
Est. 2025 CountingUs Mobile App						\$8,750			\$8,750
		\$773,202	\$739,690	\$113,631	\$853,321	\$458,252	\$113,631	\$571,883	\$1,425,203
		<b>Total Funding</b>	<b>8/1/23 to 12/31/24</b>	<b>HUD Applic Match</b>	<b>Total</b>	<b>1/1/25 to 12/31/25</b>	<b>HUD Applic Match</b>	<b>Total</b>	<b>Total Yrs 1 &amp; 2</b>
			<b>Amount Avail</b>						
<b>Funding sources</b>	<b>/mo</b>		<b>Yr 1</b>	<b>Yr 1</b>	<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 2</b>	<b>Yr 2</b>	
HHAP3 Addit funds/NOFA		\$115,694.33	\$115,694.33		\$115,694.33	\$0		\$0	\$115,694
* HUD '22 HMIS \$37,500, 8/1/23-7/31/24, 7 mo Yr 1	\$3,125	\$21,875	\$10,938		\$10,938	\$0		\$0	\$10,938
HUD '23 HMIS \$37,500, 8/1/24-7/31/25, 5 mo Yr 1, 7 mo Yr 2	\$3,125	\$37,500	\$15,625		\$15,625	\$21,875		\$21,875	\$37,500
Est. HUD '24 HMIS \$37,500, 8/1/25-12/31/25, 5 mo Yr 2	\$3,125	\$15,625	\$0		\$0	\$15,625		\$15,625	\$15,625
HUD '22 CE \$76,521, 12/1/23-11/30/24, \$6,377/mo 11 mo Yr 1	\$6,377	\$76,521	\$55,979		\$55,979	\$0		\$0	\$55,979
HUD '23 CE \$76,521, bal 12/1/24-11/30/25, \$6,377/1 mo Yr 1, 11 mo Yr 2	\$6,377	\$76,521	\$6,377		\$6,377	\$70,144		\$70,144	\$76,521
Est. HUD '24 CE \$76,521, bal 12/1/25-12/31/25, \$6,377/1 mo Yr 2	\$6,377	\$6,377	\$0		\$0	\$6,377		\$6,377	\$6,377
HUD '22 PIng \$40,440, bal 10/1/23-9/30/24, CoR beg 8/15/23		\$40,440	\$40,440		\$40,440	\$0		\$0	\$40,440
HUD '23 PIng \$82,485, bal 10/1/24-9/30/25, CoR beg 8/15/23 \$6,874/mo	\$6,874	\$82,485	\$20,621		\$20,621	\$61,864		\$61,864	\$82,485
Est HUD '24 PIng \$82,485, bal 10/1/25-12/31/25, \$6,874/mo 3 mo Yr 2	\$6,874	\$20,622	\$0		\$0	\$20,622		\$20,622	\$20,622
HHAP3 Jt Proj realloctn 7/31/23		\$320,000	\$320,000		\$320,000				\$320,000
Prop. HHAP3 Jt Proj realloctn 11/6/23		\$109,500	\$109,500		\$109,500				\$109,500
HHIP Shasta \$ UWNC for HMIS		\$250,000	\$146,173		\$146,173	\$103,827		\$103,827	\$250,000
<b>Total Funding Sources</b>			<b>\$841,347</b>		<b>\$841,347</b>	<b>\$300,334</b>		<b>\$300,334</b>	<b>\$1,141,681</b>
Approved Budgets Yr 1					<b>\$853,321</b>				
Approved Budgets Yr 2								<b>\$571,883</b>	
					<b>Bal available for 2024 expenditures</b>	<b>-\$11,974</b>		<b>-\$271,549</b>	
<b>HHAP3 Proposed 2023 Match source</b>							<b>Yr 1 Shortfall</b>	<b>-\$11,974</b>	
2023 HUD Match \$39,450				\$39,450			<b>Yr 2 Shortfall</b>	<b>-\$283,523</b>	
2023 HP II Match \$74,181				\$74,181					
<b>Need to identify 2024 match</b>									
2024 HUD Match \$39,450 (est)							\$39,450		
2024 HP II Match \$74,181 (est)							\$74,181		
			<b>2023 HUD Match</b>	<b>\$113,631</b>		<b>2024 HUD Match</b>	<b>\$113,631</b>		
<b>Additional Available Proj Funding</b>									
HUD '22 HP II 10/1/23-9/30/24			\$290,872						
HUD '23 HP II 10/1/24-9/30/25						\$290,872			
* Portions of HUD FY 2022 to be expended by Shasta HHSA									

Attachment B 2 - 11/16/23 NorCal CoC Executive Board Special Meeting

Updated Summary - Budget and Funding Source Information V.3 – Additional Information

The following is additional information regarding the Updated Summary of the Approved Budgets and Funding Source Options, including changes that have occurred since 10/19/23.

The Summary includes a Yr 1 Shortfall of \$11,974 and a Yr 2 Shortfall of \$271,524 for a combined Shortfall of \$283,523.

A. Funding source update.

UWNC was awarded Shasta County HHIP funding in the amount \$250,000 for operation of HMIS which was approved by the Redding City Council on 11/7/23.

B. Expenditure updates, and some included in 11/16/23 Action Agenda items.

1. 3.5 months of the City of Redding Admin Entity contract was added to Yr 1 budget (added \$80,118) Reduced Yr 2 budget by \$80,118 to account for period of contract 9/19/23 to 9/19/25.
2. The Summary includes additional estimated FY 2024 HUD funding in the amount of \$42,624 in Yr 2 that would be eligible to be expended the later part of 2025.
3. Allocated \$250,000 HHIP funding for HMIS - Yr 1 funding at \$146,173 and Yr 2 funding is \$103,827.
4. Added 2025 CountingUs Mobile App at \$8,750 for Yr 2 as this is a likely need and should be included in a Yr 2 budget.
5. After our 10/19 EB meeting we learned that the HHAP funding proposed for the FY 2022 HUD application match in the amount of \$30,608 was actually Shasta County portion of HHAP 2 funding and not HHAP3 funds. The 11/16/23 agenda includes an action item to rescind our 10/19 vote to allocate HHAP3 funds as match for the FY 2022 HUD applications.
6. Additional HHAP3 funds from Modoc and Plumas were reallocated in the amount of \$117,584.61. However, the amount should have been \$115,694.33 which is shown in the attached spreadsheet. Attachment C. The 11/16/23 agenda includes an item to approve the revised amount to be used for NorCal CoC system support for both HMIS and Collaborative Application (City of Redding paid consultant).
7. The City of Redding as Admin Entity has calculated the amount of HHAP3 funds owed to Shasta County (County allocation) and included the payment of \$100,000 for the Joint Project budgeted staffing for one year. That leaves a balance of \$109,500 of the Joint Project to reallocate. The 11/6/23 agenda includes an item to approve the reallocation of \$109,500 for NorCal CoC system support. Attachment C lower left section accounts for Shasta County allocation and the lower middle section accounts for the distribution of the HHAP3 Joint Project funds.
8. The City of Redding committed \$113,631 of their HHIP funding to cover the match for the FY 2023 HUD HMIS, CE, Planning and Housing Partners II applications as the timeline of when the final amount of match became known occurred after the last EB meeting on 9/21/23 and a commitment was needed to be included in the FY 2023 HUD applications for approval by the EB on 9/25/23 and filing of the applications on 9/27/23. The 11/6/23 agenda includes an item to confirm match for FY 2023 HUD applications is HHAP3 funds.

C. Information previously provided as a recap of the EB activities since 6/27/23:

1. The EB defined roles and responsibilities for: 1) Collaborative Applicant, 2) HMIS and Coordinated Entry Administrator, and 3) Lead Agency/Administrative Entity.

2. The EB determined and approved budgets for each of the three operations of the NorCal CoC and approved the City of Redding and United Way of Northern California to provide the three operations. (top of Summary)
3. The bottom of Summary includes available funds for each of the operations, by eligible source, and timeline for use.
4. Descriptions of available funding sources is provided, including determining amount available, eligible uses and timeline for usage (see attached 1)Summary, funding identified so far, 2)HUD funding & match contributions and 3)HUD Collaborative Application funding 2021-2023, by date and eligible entity)
5. The attached Summary includes the current approved budgets for a two year period of time:
  - Year 1 is 8/1/23 through 12/31/23 and 1/1/24 to 12/31/24 for UWNC HMIS/CE transition and 8/15/23 to 9/19/24 for City of Redding.
  - Year 2 is 1/1/25 to 12/31/25 for UWNC HMIS and CE and 9/19/24 to 9/19/25 for the City of Redding
6. The current listed proposed funding sources do not include HHAP4.
7. County Participation Payments have been removed as proposed funding sources no formal commitment or EB approval has occurred.

Attachment B 3 11/16/23 EB Special Meeting Assign fund source document							
2023-2025 NorCal CoC EB Budgets and Funding Sources for Collaborative Applicant, HMIS & Admin Entity							
Yr 1 8/1/23 to 12/31/24	Yr 1 Fund Source						
	HHIP	\$146,173					
	HUD HMIS/CE	\$88,919					
	HUD - Planning	\$61,061					
\$570,000 total HHAP3 JT Proj	Total HUD	\$149,980					
\$140,500 exp	HHAP3 Addit	\$115,694.33	\$115,694.33				
\$429,500 bal avail fr JT Proj	HHAP 3 Jt Prj	\$429,500	\$429,500				
	total avail	\$841,347	\$545,194	total HHAP3			
Approved Budgets	Yr 1 Budgets	HHIP Shasta \$ UWNC for HMIS	yrly HMIS lic fee	bal avail	HUD HMIS/CE	HMIS 8/1/23 to 12/31/24	bal to be funded w/HHAP3
HMIS yrly lic at \$51,210	\$51,210	\$146,173	\$51,210	\$94,963	\$88,919	\$121,201	
HMIS transition 8/1 to 12/31/23	\$121,201				\$94,963	\$166,638	
Annual HMIS budget	\$166,638				\$183,882	\$287,839	\$103,957
	\$339,049						
						CoR	
CoR Collab Applic Yr 1 Budget	\$37,080					\$37,080	
CoR Adm Entity Yr 1 budget	\$354,811				HUD Planning	\$354,811	
	\$391,891				\$61,061	\$391,891	\$330,830
2024 CountingUs Mobile App	\$8,750						\$8,750
<b>FY '23 HUD Applications</b>							
2023 HMIS Applic Match	\$7,500						
2023 CE Applic Match	\$15,453						
2023 PIng Applic Match	\$16,497						
2023 HP II Match	\$74,181						
	\$113,631						\$113,631
						total bal proj funding	\$557,168
<b>Total approved Yr 1 Budgets</b>	<b>\$853,321</b>					<b>total avail HHAP3 funds</b>	<b>\$545,194</b>
						<b>Yr 1 Shortfall</b>	<b>-\$11,974</b>
<b>Additional Available Proj Funding</b>							
HUD '22 HP II 10/1/23-9/30/24			\$290,872				
Yr 2 1/1/25 to 12/31/25	Yr 2 Fund Source						
	HHIP	\$103,827					
	HUD HMIS/CE	\$114,021					
	HUD - Planning	\$82,486					
	Total HUD	\$196,507					
	Total Avail	\$300,334					
Approved Budgets		HHIP Shasta \$ UWNC for HMIS	yrly HMIS lic fee	bal avail	HUD HMIS/CE	HMIS 1/1/25 to 12/31/25	bal funded ? or HHAP4
HHIP Shasta \$ UWNC for HMIS		\$103,827	\$51,210	\$52,617	\$114,021		
HMIS yrly lic at \$51,210	\$51,210				\$52,617		
Annual HMIS budget	\$166,638				\$166,638	\$166,638	\$0
HMIS Yr 2 budget	\$217,848						
						CoR	
CoR Collab Applic Yr 2 Budget	\$37,080					\$37,080	
CoR Adm Entity Yr 2 budget	\$194,574				HUD Planning	\$194,574	
	\$231,654				\$82,486	\$231,654	\$149,168
Est 2025 CountingUs Mobile App	\$8,750						\$8,750
<b>FY '24 HUD Applications</b>							
2024 HMIS Applic Match	\$7,500						
2024 CE Applic Match	\$15,453						
2024 PIng Applic Match	\$16,497						
2024 HP II Match	\$74,181						
	\$113,631						\$113,631
						Yr 2 Shortfall	\$271,549
<b>Total approved Yr 2 Budgets</b>	<b>\$571,883</b>					<b>Yr 1 Shortfall</b>	<b>\$11,974</b>
						<b>Total Shortfall</b>	<b>\$283,523</b>
<b>Additional Available Proj Funding</b>							
HUD '23 HP II 10/1/24-9/30/25			\$290,872				

**Atchmt C-1 11/16/23 NorCal CoC EB Special Meeting 2022 HHAP 3 Distribution**

**2022 HHAP 3 NorCal CoC, County & \$570,000 Joint Project Distribution**

		A	B	C	D	E	F	G	H	I	J
		Total CoC \$					Total Co allocations	7 % Admin		Total CoC & County HHAP 3	Balance CoC + County
		\$2,019,036.87	\$141,332.58	\$570,000	51.72%		\$1,884,434.42	\$131,910.41	48.28%	\$3,903,471.29	
		Based on 2019 PIT percentage		Joint Project Cost	Pct CoC share Joint Proj				Pct Co share Joint Proj		
2019	pct of PIT	Total CoC Funding at % 2019 PIT	7 % Admin	Total CoC & Co share Joint Proj	CoC Cost Share of Joint Project	Coc Remaining Funds	County Allocations	7 % Admin	County Cost share Joint Proj	Bal County Funds	
Del Norte	184 13.64%	\$275,391.24	\$19,277.39	\$77,746.48	\$40,213.70	\$215,900.16	\$257,031.82	\$17,992.23	\$37,532.78	\$201,506.81	\$417,406.97
Lassen	46 3.41%	\$68,847.81	\$4,819.35	\$19,436.62	\$10,053.42	\$53,975.04	\$64,257.96	\$4,498.06	\$9,383.20	\$50,376.71	\$104,351.75
Modoc	5 0.37%	\$7,483.46	\$523.84	\$2,112.68	\$1,092.76	\$5,866.85	\$6,984.56	\$488.92	\$1,019.91	\$5,475.73	\$11,342.58
Plumas	46 3.41%	\$68,847.81	\$4,819.35	\$19,436.62	\$10,053.42	\$53,975.04	\$64,257.96	\$4,498.06	\$9,383.20	\$50,376.71	\$104,351.75
Shasta	827 61.30%	\$1,237,763.89	\$86,643.47	\$349,436.62	\$180,743.08	\$970,377.34	\$1,155,246.30	\$80,867.24	\$168,693.54	\$905,685.52	\$1,876,062.86
Sierra	12 0.89%	\$17,960.30	\$1,257.22	\$5,070.42	\$2,622.63	\$14,080.45	\$16,762.95	\$1,173.41	\$2,447.79	\$13,141.75	\$27,222.20
Siskiyou	229 16.98%	\$342,742.36	\$23,991.97	\$96,760.56	\$50,048.57	\$268,701.83	\$319,892.87	\$22,392.50	\$46,712.00	\$250,788.37	\$519,490.20
	1349 100.00%	\$2,019,036.87	\$141,332.58	\$570,000.00	\$294,827.59	\$1,582,876.70	\$1,884,434.42	\$131,910.41	\$275,172.41	\$1,477,351.60	\$3,060,228.30
CoC Youth Set Aside		\$201,903.69					County Youth Set Aside	\$188,443.44			\$3,903,471.29
Total Youth Set Aside		\$390,347.13									
Total 7% Admin CoC & County		\$273,242.99	\$68,310.75	adm per yr							
Per Shasta HHSA - HHAP 3 Additional fund NOFA											
Modoc & Plumas CoC funding \$117,584.61 voted 7/31 to be reallocated HMIS (\$58,792.31) & CA (\$58,792.30)											
Amount of reallocation should have been											
		CoC \$	7% Adm	CoC share Jt Proj	Co \$	7% Adm	Co Share Jt Proj				
Modoc & Plumas CoC funding		\$76,331.27	\$5,343.19	\$11,146.19	\$71,242.52	\$4,986.98	\$10,403.11	\$115,694.33			

Shasta Co retention of funding during transfer from Shasta Co to City of Redding			HHAP 3 \$570,000 Joint Project Budget & Expenditures				HHAP 3 CoC Allocations		
			4 Yr budget	Expenditures			County	Original	Revised
Shasta Co orig allocation	\$1,155,246.30			\$570,000	budget		Del Norte	\$219,427.68	\$215,900.16
adj 7% adm	-\$80,867.24						Lassen	\$54,856.92	\$53,975.04
adj Co share Joint Proj	-\$168,694		\$50,000	-\$40,500	exp Housing Tools Hap		Modoc	\$5,962.71	\$5,866.85
bal Shasta Co Portion	\$905,685.52		\$40,000	\$0			Plumas	\$54,856.92	\$53,975.04
			\$30,000	\$0			Shasta	\$986,232.00	\$970,377.34
credit 1 yr admin	\$68,310.75		\$400,000	-\$100,000	exp Jt Proj Additional Staffing 1 Yr		Sierra	\$14,310.50	\$14,080.45
credit HHAP 3 staffing budget	\$100,000		\$50,000	\$0			Siskiyou	\$273,092.05	\$268,701.83
credit Housing Tools pymt	\$40,500			-\$320,000	reallocated 9/11/23 for system support			\$1,608,738.78	\$1,582,876.71
	\$208,810.7		\$570,000	\$109,500	bal available to reallocate for system support			\$25,862.07	difference
Amount owed to Shasta Co	\$1,114,496.27						Original based on \$520,000 Jt Proj distribution		
overpayment	\$40,750.03						Revised based on \$570,000 correct Jt Proj distribution		

**Attachment C 2 - 11/16/23 NorCal CoC Executive Board Special Meeting**

**2022 HHAP3 Distribution**

Previously there have been multiple HHAP3 spreadsheets with distributions for 1) 7% administration costs and 2) distribution of costs for the approved \$570,000 HHAP3 Joint Project.

1. The attached HHAP3 spreadsheet accounts for all allocations and all deductions in one spreadsheet. CoC allocations are listed, 7% admin, CoC cost share of Joint Project, and CoC remaining funding. County allocations are listed, 7% admin, County cost share of Joint Project, County remaining funding and total combined CoC and County funding for each of the seven counties.
2. Previously Lead Agency determined CoC allocations based on accounting for the Joint Project at \$520,000 instead of \$570,000. The correct CoC Allocations can be found lower right of the HHAP3 spreadsheet Attachment C to the 11/6/23 agenda. The original allocations are listed side by side to the corrected allocations.
3. On 9/11/23 the EB voted to reallocate \$320,000 of the \$570,000 allocated for the Joint Project for system support of the UWNC HMIS administration and system support for the City of Redding Lead Agency/Admin Entity operations.

# ATTACHMENT E

Attachment E 11-16-23 EB Special Meeting

## **NORCAL CONTINUUM OF CARE ADMINISTRATIVE ENTITY MEMORANDUM OF UNDERSTANDING**

### 1. Preamble

The NorCal Continuum of Care (the “NorCal CoC”) is a membership-based organization comprised of a variety of stakeholders from service providers, government entities, research institutions, etc., who are committed to preventing and ending homelessness through the design and implementation of plans, which are consistent with local, state, and federal policies.

In the spirit of collaboration, the NorCal CoC and The City of Redding (the “City”), acting as the designated NorCal CoC Administrative Entity (“Administrative Entity”), have agreed to enter into this Memorandum of Understanding (“MOU”) to document each party’s duties and responsibilities and to ensure that the same are successfully executed.

The NorCal CoC and the Administrative Entity (collectively, “the parties”) will work together to ensure that the NorCal CoC achieves its strategic goals and to provide the support mutually agreed by the parties as required for various committees, workgroups, and the like bodies defined in the NorCal CoC Governance Charter or requested by the NorCal CoC Executive Board.

The parties commit to timely responses, open communication, and collaborative work strategies, in the completion of tasks necessary to ensure efficient operations of the NorCal CoC and the Administrative Entity.

### 2. Purpose

This MOU sets forth the terms, conditions and expectations the NorCal CoC has for the City in the performance of its duties and responsibilities as the Administrative Entity.

### 3. Key Stakeholders and Terminology

- A. Department of Housing and Urban Development (HUD). HUD is the federal government agency that implements and regulates the Continuum of Care program under the terms of 24 CFR Part 578 (Interim Rule).
- B. NorCal Continuum of Care (NorCal CoC). The NorCal CoC is a membership-based organization comprised of a variety of stakeholders committed to preventing and ending homelessness through the design and implementation of plans, which are consistent with local, state, and federal policies.
- C. Administrative Entity. The Administrative Entity is an eligible applicant designated by the NorCal CoC to carry out the responsibilities listed in section 4 below.
- D. City of Redding. The City of Redding is a local municipality selected by the NorCal CoC to serve as the Administrative Entity.

E. NorCal CoC Executive Board (Board). The Board is the governance body of the NorCal CoC under the terms of its Governance Charter. The Board may delegate specific responsibilities under this MOU to its Executive Committee or other committees and workgroups.

4. The Administrative Entity will assume responsibilities consistent with Exhibit A, attached and incorporated herein, and for the following activities:

- Enhance the knowledge of the services providers to address housing needs;
- Maintain an updated web page to share Agendas, Minutes, Recorded Meetings, Policies and Procedures, resources, training curriculum, reports, and other related documents;
- Act as Secretary to the Board and facilitate monthly meetings, Special Meetings (as needed), and all member meetings twice per year;
- Conduct the Annual Gap Analysis;
- Facilitate the administration of an annual Point-In-Time (PIT) and Housing Inventory Count (HIC) of homeless persons with Advisory Board assistance;
- Set baseline for system performance based on funding;
- Build community awareness inclusive of the needs of all homeless populations;
- Ensure consistent participation in the Homeless Management Information System (HMIS) by recipients and subrecipients and establish a monitoring schedule;
- Complete NorCal CoC-wide funding applications, prepare Resolutions and staff reports (as needed and as directed by the Board and the City of Redding), oversee the Rating and Ranking processes pertaining to funding, process consultant applications, invoices and requests for support materials, services and supplies, and monitor the performance of projects in accordance with the funding contract;
- Perform all duties required by HUD and the City of Redding;
- Develop and provide continuum-wide trainings, including HUD mandated training topics;
- Design, operate and follow a collaborative process for development of applications for funding;
- Report the results of the evaluation outcomes of projects funded under the Emergency Solutions Grant (ESG) Program;
- Provide information required to complete the Consolidated Plan(s) within the NorCal CoC's geographic area;



- Assist the NorCal CoC Advisory Boards with Policies and Procedures, implementation of housing and services systems within its geographic area that meets the needs of the homeless individuals and families; and
- Act as the Fiscal Agent for the NorCal CoC to include applying for grants, receiving grants, subrecipient agreements, tracking of funding, reporting of funding and monitoring subrecipients.

## 5. Performance Reporting and Oversight

The Administrative Entity will submit reports as follows:

- A. The Associate Project Coordinator will provide verbal reports to the Executive Board on progress on or barriers to achieving objectives identified in Exhibit A, as required, at each working group meeting.
- B. Written reports will be submitted no less frequently than semi-annually. Written reports will follow the agreed upon template and will be prepared by the Administrative Entity. These written reports will be posted to the NorCal CoC website for public transparency and will be sent directly to all funders.

## 6. Term

- A. The parties acknowledge that this MOU authorizes the Administrative Entity to enter into Grants with HUD and the City during the term of the MOU.
- B. This MOU shall commence on date of September 19, 2023, and shall continue for two (2) years until September 19, 2025, unless this MOU is terminated sooner as permitted under this MOU.
  - i. On or prior to one year prior to the MOU expiration date, the Board must provide written notice to the existing Administrative Entity if it elects to conduct a competitive process to determine the next Administrative Entity.
  - ii. If the Board through its oversight process determines that the Administrative Entity has not satisfactorily corrected material performance deficiencies under a written corrective action plan within the specified timelines, the Board may terminate this MOU with written notice to the Administrative Entity.
  - iii. Should this MOU be terminated before the expiration date by the Board, the Administrative Entity will be allowed to fulfill its obligations under its existing HUD Grant. The MOU termination date will coincide with the expiration date of the HUD Grant occurring immediately following the date of notice of termination.
  - iv. The Administrative Entity may terminate this MOU for any reason by giving the Board 90 days' prior written notice. In this case, the termination date will coincide with the expiration of the Planning Grant occurring immediately following the date of the notice plus one year.

- v. Upon termination for any reason, the Administrative Entity will participate in an expedient and professional transition of knowledge, documents, grants and all other relevant information (even if not identified by name in this document) to the successor entity. This transition will also include a formal training period, term of which will be negotiated by the parties involved, to facilitate the successful transfer of information with the minimal disruption to the NorCal CoC.

## 7. Modifications and Other Provisions

- A. **Modifications.** Either party may request modifications to this MOU. Any changes, modifications, revisions, or amendments to this MOU which are mutually agreed upon by and between the parties to this MOU shall be incorporated by written instrument, and effective when executed and signed by all parties to this MOU.
- B. **Compliance with Applicable Laws.** The parties shall at all times comply with all applicable laws, federal, and state, county, municipal statues, ordinances, and regulations relating to this MOU or which may affect the performance of this MOU.
- C. **Indemnification.** Each party shall be responsible for and indemnify, defend, and hold harmless the other party, from and against any third-party claims arising out of or in connection with (a) the negligent acts or omissions of its respective officers, agents, directors, and employees to the extent allowable by law; and (b) its breach or alleged breach of this MOU.
- D. **Liability.** No officer, member, official, or agent of the NorCal CoC or the Administrative Entity shall be personally liable in connection with this MOU.

In Witness Whereof, City and NorCal CoC have executed this Memorandum of Understanding on the days and year set forth below:

Dated: \_\_\_\_\_, 2023

CITY OF REDDING,  
A MUNICIPAL CORPORATION

\_\_\_\_\_  
BARRY TIPPIN, CITY MANAGER

ATTEST:

APPROVED AS TO FORM:

\_\_\_\_\_  
SHARLENE TIPTON, CITY CLERK

\_\_\_\_\_  
BARRY E. DeWALT, CITY ATTORNEY

Dated: \_\_\_\_\_, 2023

\_\_\_\_\_  
KRISTEN SCHREDER, NORCAL COC  
EXECUTIVE BOARD CHAIR

NORCAL CONTINUUM OF CARE  
ADMINISTRATIVE ENTITY MOU

EXHIBIT A – SCOPE OF SERVICES

Term of contract: Two years – September 19, 2023 through September 19, 2025  
Administrative Entity Contact Information: City of Redding – Housing Division  
Mailing Address: 777 Cypress Avenue, Redding, CA 96001

**Deliverables & Activities**

(This section will be in force for the full term of the MOU)

The Administrative Entity is responsible for the activities and deliverables outlined in this section. The NorCal CoC Governance Charter may establish processes that the City of Redding must follow when carrying out these activities:

○ Facilitate monthly Board meetings with published agendas, Special Meetings as needed and including All-Member meetings twice a year (578.7(a)).
○ Provide access to participate remotely in Lead Agency hosted meetings.
○ Enhance the knowledge of the service providers to address housing needs.
○ Conduct annual gap analysis.
○ Facilitate the administration of an annual Point-In-Time Count (PIT) and Housing Inventory Count (HIC) of homeless persons with the Advisory Boards.
○ Set baseline for system performance based on funding.
○ Build community awareness inclusive of the needs of all homeless populations.
○ Inform the Executive Board of county program needs based on Gap Analysis.
○ Ensure consistent participation of recipients and sub-recipients in the HMIS; including meetings with HMIS contractors.
○ Complete CoC wide funding applications.
○ Develop and provide Continuum-wide trainings including HUD mandated training topic and other requested trainings.
○ Monitor performance of funding projects in accordance with the funding contract.
○ Design, operate, and follow a collaborative process for development of applications for funding.
○ Prepare resolutions and reports to the City of Redding as needed per needs of Executive Board and City requirements.
○ Oversee the Rating and Ranking processes.
○ Process Consultant applications, invoices and request for support materials, services and supplies.
○ Update, maintain and monitor the NorCal CoC website.
○ Report the results of the evaluation outcomes of projects funded under the Emergency Solutions Grants program (State Program) and the Continuum of Care program to HUD.
○ Ensure the HMIS is administered in compliance with requirements prescribed by HUD and monitor accordingly.
○ Provide information required to complete the Consolidated Plan(s) within the Continuum's geographic area.

<ul style="list-style-type: none"> <li>○ In consultation with recipients of ESG program funds within the geographic area, establish and consistently follow written standards for providing Continuum of Care assistance. At a minimum, these written standards must include: <ul style="list-style-type: none"> <li>➤ Policies and procedures for evaluating individuals' and families' eligibility for assistance under this part;</li> <li>➤ Policies and procedures for determining and prioritizing which individuals and families will receive transitional housing assistance (these policies must include the emergency transfer priority required under Sect. 578.99(j)(8));</li> <li>➤ Policies and procedures for determining and prioritizing which eligible individuals and families will receive rapid rehousing assistance (these policies must include the emergency transfer priority required under Sect. 578.99(j)(8));</li> <li>➤ Standards for determining what percentage or amount of rent each program participant must pay while receiving rapid rehousing assistance;</li> <li>➤ Policies and procedures for determining and prioritizing which eligible individuals and families will receive permanent supportive housing assistance (these policies must include the emergency transfer priority required under Sect. 578.99(j)(8));</li> <li>➤ Where the Continuum is designated a high-performing community, policies and procedures set forth in 24 CFR 576.400(e)(3)(vi), (e)(3)(vii), (e)(3)(viii), and (e)(3)(iX).</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>○ Assist the Advisory Boards with county-wide policies and procedures.</li> </ul>
<ul style="list-style-type: none"> <li>○ Act as the Secretary for the Executive Board Meetings.</li> </ul>
<ul style="list-style-type: none"> <li>○ Determine equitable distribution of funds using framework identified under "Funding" when funds are required to have an equitable distribution.</li> </ul>
<ul style="list-style-type: none"> <li>○ Act as the Fiscal Agent for the Continuum; this includes applying for grants, staff reports for city council, receiving grants, subrecipient agreements, tracking funding, reporting funding, monitoring subrecipients.</li> </ul>
<ul style="list-style-type: none"> <li>○ Coordinate, with Advisory Boards, the implementation of a housing and service system within its geographic area that meets the needs of the homeless individuals (including unaccompanied youth) and families. At a minimum, such system encompasses the following: <ul style="list-style-type: none"> <li>➤ Outreach, engagement, and assessment;</li> <li>➤ Shelter, housing, and supportive services; and</li> <li>➤ Prevention strategies.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>○ Environmental reviews for all contracts either NEPA or CEQA.</li> </ul>
<ul style="list-style-type: none"> <li>○ Assist with public invitation for new members to join the NorCal CoC; ensure Board adheres to the Governance Charter; act as a resource; assist with the appointment of subcommittees; assist with the update of the Governance Charter; (578.7(a) maintain a website.</li> </ul>
<ul style="list-style-type: none"> <li>○ Establish and monitor performance targets, collaborate with HMIS and Coordinated Entry Lead, Coordinate and implement a housing and service system; provide information to Consolidated Plan administrators.</li> </ul>



# **SISKIYOU COUNTY**

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## **Health and Human Services Agency**

**SARAH COLLARD, PH.D.**  
*Director of Health and Human Services Agency*  
**TRISH BARBIERI**  
*Director of Social Services Division*  
**SUSAN CERVELLI**  
*Deputy Director of Social Services Division*  
**COREY WATSON**  
*Deputy Director of Social Services Division*

**Letter to Community Homeless Service Providers  
CalWORKs Housing Support Program FY 2023-24**

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### **SOCIAL SERVICES DIVISION**

Eligibility and Temporary Assistance Services  
818 South Main Street  
Yreka, CA 96097  
(530) 841-2700 / Fax (530) 841-4399

Adult and Children's Services  
2060 Campus Drive  
Yreka, CA 96097  
(530) 841-4200 / Fax (530) 842-6277

November 9, 2023

Dear Siskiyou County housing, homelessness, health, benefit advocacy and social service network providers:

Siskiyou County Health & Human Services Agency (HHSA), Social Services Division (SSD) has accepted an allocation from the California Department of Social Services in the amount of \$447,995. We have respectfully requested an additional \$400,000 from the California Department of Social Services and if awarded the additional funds, the total allocation will be \$847,995. This funding is for the purpose of operating a CalWORKs Housing Support (HSP) Program. HHSA has administered the HSP program since 2016. The HSP is expected to be renewed annually. This letter is to provide local housing, homelessness, health, and social service networks with information regarding the HSP.

**Program Eligibility:**

Eligibility for HSP is broadly defined in Welfare Institution Code (WIC) sections 11330 through 11330.5 and as enumerated in WIC section 8255.

The HSP identifies and targets the whole population of families in the CalWORKs Program experiencing homelessness regardless of housing and income barriers, including families at-risk of homelessness, and allows for prioritization of serving customers with the highest service needs and vulnerabilities.

**Program Benefits:**

HSP services and supports are varied and can include any preventative measure that will save a tenancy, help families regain stability in their current housing, or move and achieve stability in a new housing location.

Direct services may include but are not limited to costs associated with interim housing, including hotel/motel stays or master-leased units, emergency shelter costs, rental and move-in assistance payments, application fees, utility payments, payments in arrears, late fee payments, security deposits, time-limited transportation vouchers necessary to obtain or maintain housing stability, costs associated with moving or relocating, including storage fees for a reasonable period of time, if needed, and costs associated with supportive housing.

Other services may include the cost of conflict mediation with landlords and neighbors, landlord recruitment, landlord incentive payments, necessary repairs or habitability/accessibility improvements, housing identification/housing navigation, and basic housing items and resources to make the home habitable to obtain/maintain housing stability including purchase of furnishings and appliances.

HHSA SSD provides housing stabilization support services such as ongoing tenant engagement, case management, public systems assistance, legal services, credit repair assistance, and life skills training.

**Targeted Population:**

In order to be eligible for HSP, an individual or family must:

1. be a recipient of CalWORKs assistance; or
2. have children which are considered temporarily absent from the home due to removal by Child Welfare Services; and
3. be homeless or at risk of homelessness.

**Program Overview:**

The CalWORKs Housing Support Program (HSP), established by Senate Bill (SB) 855 (Chapter 29, Statutes of 2014), is intended to foster housing stability for families experiencing or at-risk of homelessness in the CalWORKs program. Per Welfare and Institutions Code (WIC) Section 11330.5(c), HSP funding must be used to support projects that follow evidence-based housing interventions, including homelessness prevention services and/or the core components of rapid rehousing. Further, WIC Section 8256 requires that all state-funded housing programs, including HSP, operate in accordance with the core components of Housing First as enumerated in WIC Section 8255 and further outlined in All County Letter (ACL) 19-114.

**Integration within the Homelessness System of Care:**

We will endeavor to coordinate services and supports with the broader local homelessness response system, including the local homelessness Siskiyou County Advisory Board and the NorCal 516 Homeless Continuum of Care (CoC). Through participation in the NorCal 516, HHSA SSD utilizes the Homeless Management Information System (HMIS) and resulting Coordinated Entry System (CES) for prioritization of service access.

Services provided must also be in coordination with other services being provided including but are not limited to the local housing authority, other community housing partners, educational and family resource networks, behavioral health services, public health services, protective service departments including child and adult protective services, domestic violence agencies, local law enforcement departments, legal aid organizations, and other partners critical to local outreach and collaboration to maximize available funding and connect participants to additional resources and supportive services.

When appropriate, HHSA SSD utilizes the existing Homeless Multidisciplinary Team (MDT) as authorized under AB210. The MDT is comprised of persons who are trained in the identification and treatment of homeless adults and families who are qualified to provide a broad range of services related to homelessness.

**Racial Equity:**

HHSA SSD is committed to addressing racial disproportionality for people experiencing homelessness and ensuring equitable provision of services for all people of color who are disproportionately impacted by homelessness.

Per Government Code Section 8899.50, we operate HSP in a manner that affirmatively furthers fair housing. It is our goal to operate HSP in a manner that takes meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics.

Respectfully,

Patricia Barbieri, Social Services Division Director  
Siskiyou County Health and Human Services Agency