



2023

PATH PLAZA Navigation Center Proposal



PREPARED BY POOR AND THE HOMELESS

Poor And The Homeless
Tehama County Coalition



Alexis Ross, MPH, MSDA
Assistant Executive Director, Program
Tehama County Health Services Agency
P.O. Box 400
Red Bluff, CA 96080

Dear Ms. Ross,

Enclosed you will find P.A.T.H.'s proposal, submitted in response to the Tehama County Health Services Agency's Navigation Center Request for Proposals for use of Permanent Local Housing Allocation (PLHA) funds. PATH Plaza's facility is currently under construction and slated to open on or before March 1, 2024. The facility is centrally located in Red Bluff, close to amenities and on a primary public transportation line. The facility will feature 64 year-round shelter beds in two dorm-style rooms and one family/youth room, space for up to 12 overflow beds, a commercial kitchen that will serve 3 meals per day, accommodations for pets, on-site self-serve laundry and showers, and space for services brought in by community partners to be provided appropriately in classroom-style, group and one-on-one formats.

Business Legal Name:	Poor and the Homeless Tehama County Coalition
Business Address:	P.O. Box 315 Red Bluff, CA 96080 605 ½ Main St. Red Bluff, CA 96080
Contact Name & Title:	Heather Ledford, Executive Director
Phone Number:	(530) 736-8832
Email Address:	Heather@pathplaza.org
Employer Identification Number:	68-0465095
DUNS Number:	065304540
SAM Registration:	UID: C6B7V3E2EK33 Cage Code: 5SQG3
Site Control:	Ownership of both property and facility

Thank you for your time and consideration.

Sincerely,

A handwritten signature in blue ink that reads "Heather Ledford". The signature is fluid and cursive.

Heather Ledford, Executive Director

2. Organizational Experience and Qualifications

a. Mission, history, number of years in operation, and number of years serving Tehama County

P.A.T.H.'s mission is "to prevent and alleviate homelessness whenever possible in Tehama County, and to provide programs that encourage individuals to become self-sufficient." The organization has served people experiencing homelessness in Tehama County for over 22 years.

P.A.T.H. operated a Winter Shelter from 2000 to 2020 during the winter months at various local area churches, providing two meals daily and a warm, dry place to sleep. The shelter closed in March of 2020 due to COVID-19 restrictions issued by California Department of Public Health (CDPH) and concerns from the local churches regarding the implications of the spread of COVID-19 in the churches if they were used as a shelter. With the closure of the Winter Shelter, an emergency operations plan was put in place and the shelter moved to the Tehama County Fairgrounds expanding its operations to 24/7 and partnered with Tehama County Health Services Agency to provide on-site medical, mental health and substance use recovery services. When regularly scheduled activities resumed at the fairgrounds, local churches were still under COVID-19 public health restrictions and local zoning ordinances made it impossible for P.A.T.H. to identify a subsequent location in which an overnight shelter could be provided. Recognizing the value and impact of the daytime services it had implemented at the fairgrounds shelter location, P.A.T.H. pivoted to offering day shelter services while the PATH Plaza Navigation Center was under development.

Transitional housing was offered in 2008 for women and children and in 2015 a house was opened for men. This was followed by expansion to four additional doors for single women and five additional doors for single men in 2020 with support of Project Homekey 1.0. Each program offers clients up to 24 months of interim housing with coordinated exits to permanent housing, including case management and connections to programs offered by P.A.T.H. and those offered by community partners. This program has successfully assisted over 500 unduplicated individuals in transition from homelessness to stable, permanent housing.

The P.A.T.H. Day Center currently offers people experiencing homelessness a safe place to be from 8:00 AM to 5:00 PM, 7 days per week, with basic needs services such as food, clothing, and showers as well as case management services and connections to programs operated by P.A.T.H. and those offered by community partners provided on-site. The P.A.T.H. Day Center also serves as a headquarters for P.A.T.H.'s Street Outreach Services (SOS) program and offers transportation to the P.A.T.H. Day Center from area encampments and transportation to and from medical care and other essential services for participants. The P.A.T.H. Day Center also hosts space for community partners to provide on-site services, including Tehama County Health Services mobile clinic, and PATH's Rapid Re-Housing and Homelessness Prevention programs are co-located with the Day Center.

As the PATH Plaza Navigation Center comes online in 2024, activities currently being conducted at the P.A.T.H. Day Center will be integrated with overnight shelter services, with the facility serving as a one-stop resource at which people experiencing homelessness will have access to

both overnight and day shelter along with a comprehensive menu of essential basic needs, stabilization and housing services.

b. Location of office(s):

Administration: 605 ½ Main St. Red Bluff, CA 96080
Navigation Center: 550 Lay Ave. Red Bluff, CA 96080

c. A brief description of experience working in rural communities.

P.A.T.H. began as an idea amongst a group of like-minded individuals scattered throughout the local churches of Red Bluff with the simple goal of serving the needy and homeless. Since 2000, P.A.T.H. has continuously worked to foster community support and organizational partnerships with both city and county offices and with the faith-based community. P.A.T.H. has centralized operations in Red Bluff within Tehama County but has also served the Corning area with Street Outreach Services attempting to engage individuals experiencing homelessness out in the community with the goal of enrolling them in our programs and serving them in a more traditional setting. The Street Outreach Team provides first-contact Case Management and enrollment services to clients at existing encampments and provides food, garbage bags, and garbage pickup services to improve lives and keep our community clean. Outreach also coordinates and facilitates community clean up days where P.A.T.H. staff provide an organized game plan, tools, and oversight, and staff and community volunteers help beautify a predesignated area of Red Bluff that needs trash removal or grass and underbrush clearing.

d. A brief description of experience with Housing First principles, low barrier approaches, trauma-informed care, and other evidenced-based models and practices.

As P.A.T.H.'s 22 years of operation have coincided with the nation- and statewide move towards eliminating barriers to better serve and improve outcomes for people experiencing homelessness, the organization has had the opportunity to grow and evolve its own approaches to eliminate barriers and ensure that it prioritizes access to permanent housing without preconditions for the people it serves. Through utilizing ongoing support and technical assistance from state and federal funders as well as Tehama CoC, P.A.T.H. has successfully implemented low barrier, Housing First approaches across the board in its interim and permanent housing programs. When it was in operation, Winter Shelter operated on a true low-barrier basis, offering shelter and meals to all individuals experiencing homelessness without preconditions, and avoided dismissals from services wherever possible and providing low-barrier processes for re-admittance. P.A.T.H.'s Housing Case Management services, regardless of the project type under which they are provided, prioritize assisting participants resolve barriers to obtaining housing (screening barriers) before transitioning into offering support for resolving barriers to retaining housing (retention barriers).

e. A brief description of experience in coordinating with local CoCs, cities/counties, federally qualified health centers, outreach teams, and other service providers. Include experience

with Coordinated Entry Systems (CES) and Homeless Management Information Systems (HMIS).

P.A.T.H. has coordinated with the Tehama County Continuum of Care by navigating grants such as Project Homekey to bring more available beds for individuals experiencing homelessness to Tehama County. P.A.T.H. also works closely with the COC to facilitate training and provide P.A.T.H. staff with the tools to use the Coordinated Entry System and Homeless Management Information System to its best advantage. The Point-In-Time Count is coordinated by the COC and P.A.T.H. contributes staff and volunteers to help complete the surveys of individuals that come through the P.A.T.H. Day Center and at P.A.T.H. Transitional Homes, as well as in the community and non-traditional locations via the Street Outreach Team.

f. A brief description of experience with operating emergency shelters, navigation centers, and transitional housing. Provide examples, including the names and locations of the projects (where not confidential).

Poor and the Homeless Tehama County Coalition (P.A.T.H.) has provided emergency and interim housing for people experiencing homelessness in Tehama County for over 22 years. The PATH Winter Shelter began operating in 2000 and served as the only overnight shelter serving all people experiencing homelessness in Tehama County for 20 years. Winter Shelter offered night-by-night accommodations from November to April of each year and rotated locations between several area churches. The shelter was open from 5:00 PM to 8:00 AM 7 days per week and served between 200 and 300 unduplicated individuals each winter. In addition to providing a safe, dry and warm place for people to sleep, Winter Shelter offered two meals per day (dinner and breakfast), limited case management services, and connections to available services, including PATH's interim and rapid rehousing programs and programs offered by community partners. Community partner programs often provided on-site services in the evening at Winter Shelter, including health and mental health screenings and connections to ongoing care.

The P.A.T.H. Emergency Shelter opened March 31st, 2020, at the Tehama County Fairgrounds and was a partnership between P.A.T.H. and Tehama County Health Services during the COVID-19 pandemic. The shelter closed on September 13th, 2020, but served up to 60 individuals experiencing homelessness during a critical health emergency when resources were scarce, and the population was at its most vulnerable.

P.A.T.H. continues to operate three programs over the last combined twenty-seven years at four locations for its transitional housing program:

- Sale House for Women & Children – 22005 Gilmore Ranch Rd. Red Bluff, CA 96080
- Sale Mobile for Single Women – 22045 Gilmore Ranch Rd. Red Bluff, CA 96080
- Pathways for Men – 224 Ash St. Red Bluff, CA 96080
- Mid-Century for Men – 22125 Gilmore Ranch Rd. Red Bluff, CA 96080

g. A brief description of experience with operating programs

The P.A.T.H. Day Center (soon to be the PATH PLAZA Navigation Center) provides initial intake and coordination for individuals experiencing homelessness and provides for immediate access to case management based on the initial assessment of needs. Individuals seeking Homelessness Prevention or Rapid Re-Housing are processed through the Coordinated Entry System and enrolled into P.A.T.H. programs based on need and assessment outcome. The Street Outreach Team engages clients in non-traditional settings and attempts to encourage visiting and enrolling at the Day Center to receive more frequent services and direct case management including referral to the transitional housing programs.

Tehama County Health Services Agency, Mental Health Division's MHS program coordinated a program called "No Place Like Home" which P.A.T.H. participated in to help place clients experiencing homelessness but who also had a mental health condition imposing a barrier to their normal functioning or ability to locate or maintain a habitable environment of their own in the new Olive Grove Apartments in Corning, California established by Rural Communities Housing Development Corporation (RCHDC) – <https://rchdc.org>.

h. A sample of previous contracts with Tehama County and/or other government agencies in the last five years and briefly describe the organization's experience managing and accounting for public funding.

P.A.T.H. has a long history of utilizing funds made available through Tehama County, including Emergency Food and Shelter Program (EFSP) and Community Services Block Grant (CSBG) funding, and most recently, as a subrecipient of Tehama County's Community Development Block Grant (CDBG) funds, which are supporting the development of the PATH Plaza Navigation Center. P.A.T.H. also served as the fiscal agent for the Tehama LIFT (Live Inspired For Tomorrow) event for several years.

P.A.T.H. has also successfully managed a number of contracts that include public funds through contracts with the State of California and Tehama CoC, including successfully completing contracts with the California Department of Housing and Community Development (HCD) for Balance of State Emergency Solutions Grant (ESG) funding for Rapid Rehousing annually since 2017, and contracts with Tehama CoC that included or currently include federal Emergency Solutions Grant – Coronavirus (ESG-CV) funds, California Emergency Solutions and Housing (CESH) funds, and state funds through the Housing Emergency Aid Program (HEAP) and Homeless Housing, Assistance and Prevention (HHAP) funds.

P.A.T.H.'s utilizes a fund-based accounting system which allows the organization to track use of funds to specific sources and to ensure that funds whose use has been limited by the donor, grant authority, governing agency, or statute are expended in compliance with their respective limitations.

3. Community Outreach and Engagement

a. A brief description of how the entity will engage and partner with:

i. The community-at-large, providing opportunities for volunteering and harnessing community goodwill.

The Poor and the Homeless has maintained a robust volunteer program for years which was decimated by the COVID-19 pandemic. With the grand opening of the P.A.T.H. Day Center, it was reinstated, but many of the volunteers did not return and most of the planned events that P.A.T.H. hosted each year were cancelled. Going forward, P.A.T.H. plans to strategize and rebuild the volunteer program and offset some the costs of regular staffing with our great community members and re-open and expand the public events.

P.A.T.H. still works with local schools to perform food and clothing drives and has had an amazing response from the community organized by various teachers and students. P.A.T.H. also donates back to schools in the form when P.A.T.H. receives excessive donations of Personal Protective Equipment (PPE) or art and school supplies.

ii. The neighborhood surrounding the Navigation Center prior to beginning operations or for ongoing operations.

Through the diligent efforts of EC Ross, President of the P.A.T.H. Board of Directors and Clay Parker, Mayor Pro Tem of the City of Red Bluff, strong support was forged with the community at large, in particular the housing development immediately adjacent to the Navigation Center site and both invited and welcomed community members to speak out with their concerns and praises for the proposed Navigation Center.

P.A.T.H. solicited input from local area businesses and invited them to attend P.A.T.H. Board Meetings and share their concerns or ask questions prior to groundbreaking and will continue to re-engage all stakeholders regarding operations and further program or site development.

iii. Governmental agencies such as the Tehama County Continuum of Care, Tehama County, the City of Red Bluff, the City of Tehama, and the City of Corning.

The Tehama County Continuum of Care (COC) has been an integral part of P.A.T.H., their policies, operations, and oversight, providing knowledge, training, and auditing for the organization. P.A.T.H. will continue to work closely with the COC to provide continuity of operations and compliance with the numerous state entities for which P.A.T.H. receives funding for its programs through the COC.

P.A.T.H. has partnered with Tehama County through the Health Services Agency, Department of Social Services, and Veterans Services Office through a grant provided by Dignity Health to offer



medical beds at one of P.A.T.H.'s transitional homes for men allowing up to two individuals to rest and recover from medical treatment for up to six weeks, many of which opt to enroll in the transitional housing program with P.A.T.H. and begin a two year program to resolve barriers to becoming fully self-sufficient.

Clay Parker through the City of Red Bluff also approached P.A.T.H. with providing outreach, engagement and support services for clients who were residing at both City Park and Samuel Ayers (Dog Island) Park. Shortly after P.A.T.H. engaged and started to provide outreach, Tehama County Health Services Agency immediately started providing a wide array of essential services to the homeless at the park through use of their Mobile Clinic and expanded to providing services at the P.A.T.H. Day Center as well. Both were met with success and are greatly appreciated by our clients.

iv. Non-profit and faith-based organizations such as other service providers.

P.A.T.H. has worked with the Presbyterian Church of Red Bluff to provide showers and Thanksgiving meals for those in need and provides a laundry ministry once weekly. Faithworks has also been an integral partner of P.A.T.H. providing services that can only be done with unrestricted funding such as emergency shelter via motel rooms, food other than food donated to P.A.T.H. (prevention boxes), and gas or emergency vehicle maintenance not within the scope of P.A.T.H.'s grants.

v. People with lived experience of homelessness or housing insecurity.

P.A.T.H. encourages individuals experiencing homelessness, formerly homeless individuals, and those that are stabilized in transitional housing, to volunteer or apply for work with P.A.T.H. Many of P.A.T.H.'s current and former employees have real lived experience with homelessness and have a fundamental understanding of our clients' experiences and can more easily relate to and help them on the road to self-sufficiency. P.A.T.H.'s House Monitors which help coordinate the transitional living houses are often selected from previously homeless individuals or come directly from success stories having completed the transitional program.

The bylaws of the P.A.T.H. Board of Directors also stipulate that two members who served on the Board of Directors should be individuals that have experienced homelessness.

4. Operations

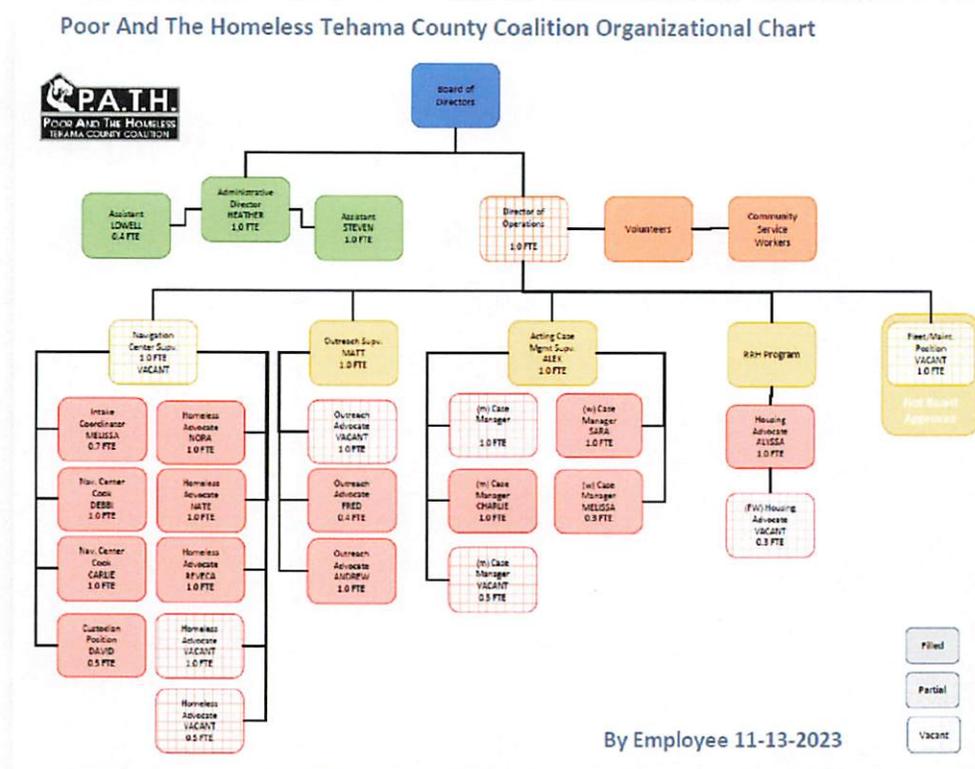
a. A brief description of peer support, community building, and inclusion of people with lived experience to the Navigation Center's operations.

Many of P.A.T.H.'s staff have a lived experience with homelessness and that will continue at the PATH PLAZA Navigation Center because employing successful formerly homeless individuals helps maintain objectivity for our clients. P.A.T.H. staff and volunteers with previously lived experiences are able to better establish a connection with our clients and develop a rapport that is both honest and supportive.

P.A.T.H. would like to build programs that extend opportunities to more of its clients whether volunteer or employment and provide occupational programs that help educate and provide essential job skills to its clients such as food preparation and serving, carpentry and cabinet making, or landscape management, especially those clients in transitional housing.

By rallying organizational partnerships around the Navigation Center as a Community Hub, P.A.T.H. will be able to integrate more services to its model and offer clients additional resources with which to coordinate and effectively focus on their service plans. While P.A.T.H. primary focus is housing and homelessness, partners will be able to offer additional tools through referrals to break down barriers that have historically been major obstacles for clients such as establishing medical care through a primary care provider, obtaining documentation that assists clients with establishing baseline incomes through government benefits or employment, or enrolling in Substance Use Recovery and Behavioral Health Services. Clients will be able to build upon their case plans and pursue definitive and realistic goals and case managers will track milestones, encourage progress, and assist clients to review or revise their case plans to ensure success.

b. An organization chart identifying key personnel/roles.



c. Draft budget – projections for use of the \$1,055,654.50 in PHLA formula funding for Navigation Center Operations. There is no expenditure deadline for these funds.

P.A.T.H. intends to utilize funds made available through this application to support staffing costs for PATH Plaza’s primary services. The below draft budget represents annual staffing projections.

PATH Plaza Staffing - Projected Budget				
Position	FTE	Wage	Benefits	Salary & Benefits
Intake Coordinator - Front Desk/Reception	3.85	\$ 20.00	10%	\$ 176,176.00
Homelessness Advocate	9.80	\$ 20.00	10%	\$ 448,448.00
Custodian	1.40	\$ 20.00	10%	\$ 64,064.00
Security	1.40	\$ 20.00	10%	\$ 64,064.00
Housekeeping	1.40	\$ 20.00	10%	\$ 64,064.00
Kitchen Manager	1.40	\$ 20.00	10%	\$ 64,064.00
Cook	4.20	\$ 20.00	10%	\$ 192,192.00
Case Manager A	1.00	\$ 23.00	10%	\$ 52,624.00
Case Manager	3.00	\$ 21.00	10%	\$ 144,144.00
Navigation Center Manager	0.80	\$ 32.00	10%	\$ 58,572.80
Navigation Center Supervisor	0.80	\$ 24.00	10%	\$ 43,929.60
Executive Director	0.80	\$ 32.00	10%	\$ 58,572.80
Assistant to Executive Director	1.10	\$ 24.00	10%	\$ 60,403.20
Total:				\$ 1,491,318.40

- d. Operations and services plan – include the scope of services to be offered, hours of operation, description of the approach to working with clients, inclusion of the Housing First model, and plan for bilingual services/language access.***

PATH Plaza services are in operation 24 hours per day, 7 days per week, 365 days per year, however, certain services are available only during limited hours of the day, on specific days of each week or month, or even as one-time events. Additionally, when a participant can access a particular service may depend on the service track under which a participant is enrolled.

Service Schedules are updated no less than weekly and include information on which services are currently being offered and when they can be accessed. Service Schedules are posted at PATH Plaza in the lobby, the day room and may also be posted in other locations throughout the facility. Hard copies of the Service Schedule are available for take-away by participants and distribution by PATH Street Outreach Services (SOS) staff. Participants and community partners can also access Service Schedules on PATH's website at www.redbluffpath.org or through calling PATH Plaza directly.

Primary Services: PATH Plaza's primary services include Shelter, Basic Needs Services, and Navigation Services. People experiencing unsheltered homelessness upon entry or whose current primary nighttime residence is another emergency shelter, including motel voucher shelter programs, are eligible to participate in primary PATH Plaza services through enrollment in one of two primary "tracks": Overnight Shelter (OS) or Day Shelter (DS). OS participants are assigned a shelter bed and sleep at the PATH Plaza facility overnight, while DS participants access services only during daytime operating hours and do not sleep at the facility overnight. Participants enrolled in either track can access Basic Needs and Navigation services.

Co-located Services: Additional PATH programs are co-located at the PATH Plaza facility and operate in parallel with the OS and DS service tracks. Co-located programs include PATH Rapid Rehousing (PRRH) and PATH Homelessness Prevention. Other permanent or shorter-term programs may also be co-located at the PATH Plaza facility from time to time and may even include programs operated primarily by community partners. Participants enrolled in co-located programs can access primary PATH Plaza services where needed and where comparable services are not already provided through the co-located program in which they are enrolled. Each co-located program is subject to its own policies and procedures that describes the services offered under the co-located program and may include eligibility criteria that differ from those that apply to primary PATH Plaza services.

All services will be provided at PATH Plaza in a manner consistent with Housing First practices. PATH Plaza Navigation Center will pair low barrier, overnight emergency shelter services for people experiencing homelessness with immediate assistance to meet basic needs and individualized case management services designed to assist participants in identifying and resolve barriers to obtaining and maintaining permanent housing, including facilitating connections to housing assistance and supportive service programs operated by PATH and those operated by community partners.

This proven approach meets people experiencing homelessness where they are and offers immediate and easy access to shelter and a wide array of essential services without other pre-conditions. Services, including shelter, will be offered based on a Participant Choice model that promotes individualized case planning and does not require participation in any one service to access any other service. To promote lasting stabilization for participants, overnight shelter at PATH Plaza will operate on an enrollment basis rather than a night-by-night basis. Once assigned a shelter bed, a participant retains access to that bed each night until they have been connected to permanent housing or have otherwise chosen to exit shelter.

P.A.T.H.'s Housing First approach includes:

- Ensuring low-barrier, easily accessible assistance without preconditions to all people, including, but not limited to, people with no income or income history, and people with active substance abuse or mental health issues;
- Helping participants quickly identify and resolve barriers to obtaining and maintaining housing;
- Seeking to quickly resolve the housing crisis before focusing on other non-housing related services;
- Allowing participants to choose the services and housing that meets their needs, within practical and funding limitations;
- Connecting participants to appropriate support and services available in the community that foster long-term housing stability.

In keeping with this philosophy, PATH Plaza will offer assistance without preconditions such as employment, income, absence of criminal record, sobriety, or mental health issues.

PATH Plaza services follow the Progressive Engagement model, a nationally recognized best practice in addressing homelessness. This model provides customized levels of assistance to participants based on their specific needs, reserving the most intensive interventions for households with the most severe barriers to housing success. Progressive engagement is a strategy that enables service delivery systems to effectively target resources on an individualized basis to ensure that participants can achieve housing stability while also making responsible and efficient use of resources to ensure that as many households as possible can be served.

The type, duration, and amount of assistance offered at PATH Plaza is based on assessment of each household's needs and the availability of other resources or support systems to resolve their housing crisis and stabilize them in housing. PRRH will offer financial assistance and supportive services in a manner that initially offers the minimum amount of assistance needed to resolve a participant's homelessness and assistance will be increased as needed based on ongoing assessment of needs.

P.A.T.H. will help reduce language barriers by providing more staff that are bilingual for target populations and when needed use of the AT&T Language Line to provide translation services.

- e. Staff management plan – include brief job descriptions/qualifications for roles, hiring policy, screening and acceptance procedures, and policies for staff training, emergency procedures, and safety conduct.***

The PATH Program Manager oversees day-to-day operations of all PATH Plaza programs and services. Except where Leads or Supervisors have been appointed within specific areas of service or duty groups, all staff at PATH Plaza report to the PATH Program Manager. The PATH Program Manager reports to the Executive Director and the PATH Board of Directors.

PATH Plaza Case Management staff provides Navigation Services to all participants enrolled in the OS and DS tracks. Case Managers are on shift during daytime and evening operating hours. Case Managers meet with participants on a walk-in basis for Intakes and to address urgent or emergent participant needs and by appointment for ongoing case management services. Each Case Manager typically carries a caseload of between 30 and 40 participants at any given time. Where a Lead Advocate has been appointed for a shift, other Advocates assigned to that shift report to the Lead Advocate, who reports directly to the PATH Program Manager.

PATH Plaza Advocates coordinate and provide Basic Needs, Overnight Shelter and Day Shelter services. Duties assigned to a particular Advocate are based on shift assignment, staffing level and schedule of services. Advocate sub-positions include: Front Desk Advocate, Overnight Shelter Advocate, and Day Shelter Advocate. Where a Lead Advocate has been appointed for a shift, other Advocates assigned to that shift report to the Lead Advocate, who reports directly to the PATH Program Manager.

In addition to direct services staff, PATH Plaza's staff includes positions charged with conducting activities necessary to service provision and general operations. These positions include Kitchen Manager, Kitchen Staff and Security Staff.

Administrative services, including fiscal management, grant compliance and information technology duties are provided by PATH's organizational administrative staff, including the Executive Director and Assistant to the Executive Director. The Executive Director reports directly to the PATH Board of Directors, and the Assistant to the Executive Director reports directly to the Executive Director.

- f. Volunteer management plan – if proposed to use volunteers, describe policies such as volunteer roles, tasks, selection, screening, background checks, orientation, training, and supervision.***

P.A.T.H. is in the process of re-establishing its volunteer program to bolster the Navigation Center resources and reduce overall salaries and benefits where applicable. P.A.T.H. has used volunteers in the past in virtually every aspect of the business and services it provides, from meal preparation and services to monitoring clients during dorm hours after lights out for security purposes.

Volunteers will have their own designations and must meet all requirements for the duties they perform on behalf of P.A.T.H. as established in the P.A.T.H. Employee & Volunteer Handbook.

Both volunteers and staff will require a written application for volunteering or employment and a resume may be attached. Each will participate in a multi-tier recruitment process consisting of a first and second interview or a single-tier recruitment process consisting of a single interview but inclusive of both the Executive Director or designee and an area supervisor. Both will be required to pass a background check and pre-employment physical and drug-screen. All new staff, whether paid or unpaid, must attend New Staff Orientation provided by P.A.T.H. before beginning any regular shifts where they will receive a P.A.T.H. Employee & Volunteer Handbook. All staff will be given a badge clearly identifying their name and position within the organization. Training will be provided commensurate with the duties that the individual fulfills for P.A.T.H. Supervision will be provided by the on-site supervisor during night shifts or by the Navigation Center Supervisor or Food Services Supervisor or Assistant depending on the role of the volunteer or staff person.

5. References

First Presbyterian Church of Red Bluff

<https://www.pcrb.net>

838 Jefferson St. Red Bluff, CA 96080

Jan Combs, Deacon

secretary@pcrb.net

+1 (530) 527-0372

2000 to present: P.A.T.H. has maintained a working relationship with the Presbyterian Church of Red Bluff since its inception as one of P.A.T.H.'s founding members and current Treasurer of the Board, C. Allene Dering is a member. The church has offered gracious use of its showers for P.A.T.H. to allow clients to bathe three times per week. P.A.T.H. has coordinated with the church to provide a Thanksgiving meal to anyone in the community in need, and has provided paid staff and volunteers to assist in preparation, setup, and clean up.

Dignity Health – St. Elizabeth Community Hospital

<https://www.dignityhealth.org>

2550 Sister Mary Columba Dr. Red Bluff, CA 96080

Laura Acosta, MPH – North State Market Director

Laura.acosta900@commonspirit.org

+1 (530) 225-6114

2018 to present: P.A.T.H. has partnered with Dignity Health to provide a specialty program utilizing the Pathways Transitional Living facility operated by Poor and the Homeless Tehama County Coalition to provide a six-week program for adult males discharged by St. Elizabeth Community Hospital that are experiencing homelessness and have no suitable place to recover. P.A.T.H. and Dignity Health coordinate care through case management and provide community referrals, transportation, housing search and preparedness, food, and an individualized case plan for each patient to promote stability and ensure a reduction in hospital usage and an enhancement to patient outcomes with improved health.

The McConnell Foundation

<https://www.mcconnellfoundation.org>

1335 Arboretum Dr. Ste. B Redding, CA 96003

Megan Conn, Program Officer

megan@cfnorthstate.org

+1 (530) 224-1219

The McConnell Foundation has been instrumental in helping P.A.T.H. to maintain several of its transitional living homes through generous grants to provide essential maintenance and significant improvements. In recent years, P.A.T.H. has been able to improve living conditions for clients by providing a new HVAC system for the Pathways home for men and a new roof for the Sale House for women and children. The transitional houses largely run based on nominal program fees collected from the clients, so grants have been a welcome addition to the budget and ensure that P.A.T.H. can continue to operate these programs for our community.