

## HOMELESSNESS IN RIVERSIDE WORKSHOP

OCTOBER 11, 2016

### *Riverside at Work Program*

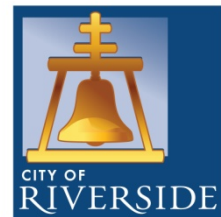
The Program is designed to empower individuals to reintegrate into the workforce, as employment is a catalyst to self-sufficiency. Integration of the Housing First Model of service delivery remains a tenant of the Riverside at Work Program. To ensure Program Participants' most basic needs remain met, Participants will be provided Tenant Based Rental Assistance to secure sustainable housing. The Participants will also be assigned a Case Manager to establish a support system to ensure Program success. The Program will provide daily structure and routines and allow participants to set and achieve meaningful goals.

Through proposed partnerships with Goodwill Southern California and the County of Riverside Workforce Development, Program Participants will have the ability to choose between a wide variety of education, training and job opportunities, including working in conjunction with the Community Response Team and on community beautification projects throughout Riverside, benefitting the community at large. The City expects costs associated with police and paramedic calls for service related to homeless individuals, the utilization rate of hospital emergency rooms; the debris associated with encampments. Draft program guidelines for the proposed Riverside at Work program are attached.

# Riverside at Work Program



Standard Operating  
Policies & Procedures



*City of Arts & Innovation*

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## **Program Summary**

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The Riverside at Work (RAW) Program is a job-readiness and training program for Riverside residents who are both homeless and unemployed. The program is designed to empower individuals to reintegrate into the workforce. As employment becomes a catalyst to self-sufficiency, the program will assist participants in obtaining and sustaining gainful employment, and permanent housing. The program's direct involvement in the community's aesthetic improvements and partnerships with local businesses will stimulate program growth, as stakeholders nurture the project through involvement, promotion, and overall contribution to the success of the initiative. Moreover, this program will provide normalcy that homeless people don't usually experience. The participants will become acclimated to daily structure and routines, setting meaningful goals, stable income and sustainable housing. All of these factors will ultimately enhance quality of life, self-esteem, and self-image, as they embark upon a bridge out of poverty. Additionally, the new opportunities for them to develop social capital, will help them assimilate into their communities, which will greatly enrich their lives as they become productive citizens.

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## **Program Participation**

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The following policy has been established to ensure fair and equitable practices for selecting applicants to participate in the RAW Program. The procedures specifically address the standards set by the City of Riverside and call collaborative partnerships. The City of Riverside maintains strict adherence to non-discriminatory and state/federal labor laws.

### **Non-Discriminatory Policy**

The Riverside at Work Program does not discriminate against any individual wishing to apply for employment due to race, color, creed, national or ethnic origin or ancestry, religion, gender, sexual orientation, age, disability, handicap, military status, source of income, marital status, or any other arbitrary basis. All applicants are considered with impartiality, and information about an applicant is taken into consideration and related solely to the attributes and behavior that could affect employment.

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## **Funding**

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### **Employment**

The City of Riverside has been awarded \$10,000 through the Community Development Block Grant to launch the employment program on October 1, 2016. In addition, Altura Credit Union has committed to a three year sponsorship, with an initial \$25,000 for the first year, \$30,000 for the second year, and \$35,000 for the third year. Furthermore, City staff continues to explore other funding opportunities by way of grants and local businesses throughout the City of Riverside.

A long-term goal of RAW is to collaborate with businesses throughout the community to ultimately invest in and fund the operations of the program, and provide employment opportunities to graduates of the program.

### **Housing**

The housing component of RAW will be funded through City of Riverside Housing Authority's HOME allocation through the Tenant Based Rental Assistance Program. One-hundred and one thousand six hundred ninety-six dollars will be committed to house ten participants for 12 consecutive months. Participants will be responsible for paying 30 percent of their monthly rent and 100 percent of all utilities. They will be provided with utility assistance resources such as Catholic Charities, Community Action Partnership and The Riverside County Housing Authority.

### **Businesses**

Research Work Incentives SDI/SSI Employment Supports (continued cash assistance that is phased out as income increases)

Work Opportunity Tax Credit

Through Riverside County Workforce Development, participating businesses may be eligible to benefit from Business Incentive Programs such as On-the-Job Training (OJT). Businesses willing to hire and train program participants may be eligible to receive up to 50 percent reimbursement of the employee's salary for a maximum of 480 hours of training. Businesses and program participants must meet certain criteria to qualify.

### **Operating Expenses**

Please see Appendix E.

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## **Participant Selection and Screening Process**

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The purpose of the participant screening process is to help staff determine whether an applicant: (1) is self-motivated and committed to re-entering the workforce; (2) willing to follow program rules; and (3) actively works towards ending his/her homelessness. The participant's cooperation during the screening process is important to ensure successful placement and stable employment. Five participants will be chosen for each six-month program, thus producing a total of ten participants per year (Appendix A and B).

### **Eligibility Requirements**

- Must be able to meet the demands and/or qualifications of the employment assignment;
- Must be a City of Riverside resident;
- Must be actively enrolled, or willing to enroll and reside at the Community Shelter for the duration of the program;
- Enrolled as an Access Center client and has completed all necessary paperwork;
- Committed and dedicated to participating in an extensive six-month employment training program;
- Actively participate in case management;
- Desire to reintegrate into the workforce;
- Submit a resume and complete a self-assessment with assistance from the case manager;
- Must be able to meet all requirements of contracted partnership agencies;

- Successfully complete a physical exam;
- Subject to initial and random drug testing;
- Enroll as Goodwill and Workforce Development Center participant, and;
- Selected participants will be required to complete mandatory paperwork, along with a signed Program Participant Contract (Appendix C).

Outreach staff will complete an initial panel interview to determine if a potential candidate is suitable for RAW. The Homeless Services Coordinator will conduct final interviews to determine whether the candidate(s) are appropriate for program opportunities. Eligible candidate(s) may be placed on a waiting list.

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### **Introduction to Program**

Selected RAW Program participants will be required to attend an orientation that explains the program requirements and the participant's role and expectations. An Outreach Specialist will be assigned as the Case Manager throughout the duration of the six-month program. The Case Manager will work closely with the Community Shelter staff to ensure the participant has secured a program bed while actively participating in the RAW Program.

Participants will be required to enroll as Goodwill and Workforce Development clients and complete intake and assessments with both Goodwill Southern California, and Workforce Development Center. Throughout this process, informational interviews, in-depth employment history, assessment of personal strengths and weaknesses, evaluation of personal needs, observations, inventories, aptitude testing, and assessment tools such as Choices CT and Comprehensive Adult Student Assessment System (CASA) will be administered. A Goodwill Career Service Specialist will work in conjunction with the assigned Case Manager to ensure a seamless, coordinated continuum of care for all participants. The City of Riverside Case Manager will assist the program participant with the employment navigation component as needed.

### **Partnerships** (work in progress)

The City of Riverside Community Economic Development Department is partnering with Goodwill Southern California, Riverside County Workforce Development and Altura Credit Union to increase employment and housing opportunities for vulnerable individuals who are experiencing homelessness and are unemployed throughout Riverside. Through these partnerships, program participants will be equipped and empowered to meet the current and future workforce needs of employers throughout Riverside. The funding for job training programs, providing targeted employment services and collecting local data on workforce trends, in-demand occupations, and high-growth industries is an innovative approach to ensuring sustainability of the program. Further, the social cohesion and willingness of the diverse range of businesses and agencies to partner with RAW serves for the common good of the entire community.

Prospective business partnerships include Louie's Plant Nursery, Parkview Nursery, the University of Riverside California Citrus Grove Agriculturist group, Ace Hardware, The Home Depot, and Lowe's are among other businesses that will provide a level of support for the program. Involving local businesses as partners in this program is an innovative

strategy to help establish essential collaborations needed for community engagement, and program growth and sustainability.

### **On-site Services**

Each participant will be provided with on-site wraparound services, specifically tailored to their needs. On-site services include:

- Case Management--Career Services Specialists will register participants and perform intake and assessment to obtain information and identify barriers to employment. Goodwill will work in collaboration with the City of Riverside's case management team to provide comprehensive support.  
Employment and Training Services--An Individualized Employment Plan will be created to establish short and long-term needs, vocational rehabilitation, skills development, employment, and job retention tactics.
- Employment Readiness and Boot Camp Workshops-- These workshops will assist program participants enhance their soft skills, such as resume preparation, workplace ethic, virtual career exploration, interviewing skills, step-by-step action workshops to finding and maintaining employment, personal accountability, job preparation elective courses, intermediate computer skills, and mock interviewing.
- Financial Literacy--Goodwill and Altura Credit Union will be hosting a series of financial literacy workshops and curriculum such as budgeting, establishing credit/credit repair, opening and maintaining a bank account, etc.
- Establishing a peer support group for participants to obtain information that will help those who are unfamiliar with the workplace continue to develop skills and advance in their vocations. The peer support group will be held in a comfortable atmosphere in which they can share, grow and network with other participants who have recently made the same transition from homelessness into the workforce.
- Transportation assistance for job related activities.
- Employment Fairs, Employer Panel Presentations, Employer Socials, and Customized Recruitments held at the Riverside Access Center.
- City staff is in the process of identifying local food establishments to consider donating for program participants. The goal will be to provide daily lunch at the Riverside Access Center.
- Celebrating employment/housing related milestones such as graduations, new hires, promotions, securing housing.

### **Duration of Program**

The RAW Program has the following two six-month rotations throughout the year: (1) October through March; and (2) April through September.

### **Hiring Process**

The City of Riverside will provide Goodwill Southern California with funds donated from Altura Credit Union. In turn, Goodwill will use the funds to provide participants with monthly stipends while they are enrolled in the program.

### **Compensation**

Program participants will receive a monthly stipend from Goodwill Southern California at \$10.00 per hour for approximately 20 hours per week. Fringe benefits, including paid vacation, sick time, and holidays are not provided.

### **Uniform**

Participants of the program will be required to wear the following uniform:

Work shirt with a RAW logo, tan/khaki pants, and black or brown, non-slip/ slip resistant shoes. Each participant will receive three shirts, three pairs of pants and one pair of non-slip/ slip resistant shoes.

Goodwill Southern California and/or Work Force Development will provide participants with uniforms. The City of Riverside will partner with a faith-based organization within the community to assist with the cost associated with cleaning and maintaining a clean uniform.

### **Field Safety Training**

Before participants begin working independently, they will receive hands-on training on how to appropriately and safely operate landscape and janitorial equipment. Janitorial and landscaping training will be provided by Goodwill Southern California and/or Riverside County Workforce Development. Participants will also receive and review safety checklists. Topics discussed will include general safety precautions and equipment safety. After successful completion of the safety field training, the participants can begin working.

### **Daily Schedule** (day-to-day logistics Goodwill/Workforce Development)

Participants will generally work from 8 a.m. to 12 p.m., Monday through Friday, excluding Holidays as observed by the City of Riverside. Participants will begin their shift at 8 a.m., where they will clock in and report to their assigned Case Manager(s). A daily log/assignment sheet will be provided to the participant, which will identify his/her daily assignments. Participants shall end their work shift at 12 p.m.

### **Major Duties**

*Daily Assignments at Hulen Campus, Massachusetts, and Durahart:*

Wipe down front entrance door, pick-up trash/debris from the sidewalks/curbs/edges along Durahart, Hulen Place, Massachusetts, parking lots (front/back), sweep and ensure sidewalk in front of Access Center is clean and clear of any debris and pick up trash on grass/shrubs/bushes.

*Weekly Landscaping Duties:*

Tuesdays/Thursdays: In addition to completing daily tasks, participants will also mow the lawn, rake; trim bushes, pull weeds and pressure wash the trash enclosure at 2800, 2801, 2840, and 2880 Hulen Place.

*Special Assignments:*

Pressure washing parking lots, cleaning interior/exterior of windows, painting, replacing sprinklers, replacing hinges on trash enclosures, planting flowers and other duties as assigned.

**Supplies Provided**

Lawnmower, weed trimmer, hedge trimmer, blower, pressure washer, rakes, trash bags, brooms, heavy duty gloves, protective eye wear, rolling cart with trashcan, and cleaning supplies will be provided by the City of Riverside, Goodwill Southern California and/or Workforce Development.

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**Case Management**

Once accepted into the RAW program, all participants are assigned to a Case Manager. The Case Manager's main role is to provide comprehensive services in partnership with all contracted agencies, provide ongoing support and assist RAW participant(s) with completing all documentation in a timely manner, provide ongoing support and advocate on the client's behalf.

Case Management is carried out in three phases. Each phase has an individualized case plan that will contain one primary goal and three sub-goals, which are both measurable and obtainable as agreed upon by the participant and Case Manager. While focusing on the positive transition into the next phase, participants are required to meet with their assigned Case Manager at least twice a week for one hour each day and participate in mandatory life skills workshops, and financial literacy classes, such as budgeting and credit building to ensure they successfully sustain housing and employment.

**Phase One – The Orientation Phase.** (Work in progress) This phase focuses on identifying the barriers participants encounter while attempting to obtain housing that align with their initial case plan. The first two weeks of this phase is for planning purposes as well as review and agreement of the case plan. Some items that are addressed during this phase are acquiring legal documents (i.e., state I.D., driver license, birth certificate, etc.), resume building, identifying transferrable skills, opening a bank account and creating a personalized minimal budget. A housing assessment (VI-SPDAT) will be completed and a housing intervention will be identified. The housing navigation will be initiated in this phase. In this phase, participants will be required to enroll as Goodwill and Workforce Development clients and complete intake and assessments with both Goodwill Southern California, and Workforce Development Center. A career coach will be assigned to each participant and employment navigation will begin.

**Phase Two – The Programming Phase.** (Work in progress) This phase focuses on the areas of improvement needed as a direct result of the RAW participants' progress and completion of Phase One. This consists of a 60-day review period to help identify the areas for improvement. This phase will also include participating in life skills workshops such as financial literacy courses offered through Altura Credit Union, Goodwill and Workforce Development. Participants who have identified a career or vocation of interest will be actively participating in that particular curriculum. The Case Manager and Career

Coach will be working collaboratively to ensure each participant is meeting his/her goals identified by the participant and workers.

**Phase Three – The Pre-Graduation Phase.** (Work in progress) This phase focuses on successful implementation, and completion of the program. Participants' case plans will have a primary objective of obtaining stable employment upon completion of the program. During the job search process, RAW program participants are required to apply for at least three jobs per week.

The strategies used to provide case management services to the participants are as diverse as the participants themselves. The main goal of the program is to help participants gain and maintain employment and housing stability. Many, if not all, participants have previous and often chronic experiences with homelessness. The Case Manager offers assistance and intervention, as needed or requested, to help participants identify and change behavioral patterns which threaten their ability to maintain stable employment and sustain housing. Issues addressed may include tardiness, absences, failure to complete assigned tasks, positive drug-tests, insubordination, and other improvements needed in life skills.

### **Case Plan**

After identifying a participant's needs, and their short and long-term goals, the Case Manager will create an individualized case plan which will include housing and employment goals. The participant will fully contribute in the development and implementation of his/her case plan. The case plan includes the following:

- Basic identifying information such as name, age, address, gender, and admission date;
- A list of the participant's strengths as identified by the Case Manager and participant. Utilization of a Likert Scale Assessment;
- A list of the participant's obstacles to employment and housing to develop the participant's needs and objective plans. Utilization of a Likert Scale Assessment;
- A time frame of when the participant is to accomplish each goal and/or task; and
- An evaluation process to provide the participant with feedback on their progress with the case plan.

### **Major objectives of the case plan are:**

- Identify services needed as well as providers with the capacity to offer services;
- Identify and prioritize short-term and long-term participant driven goals;
- Mutually determine specific responsibility for the actions necessary to accomplish the objectives;
- Determine the mechanism to follow-up and monitor that services have been received;
- Develop a list of concerns, barriers and issues;
- Design strategies to address those barriers and assist participant(s) in overcoming them;

- Determine a time-frame for achievement of each goal;
- Establish a date to review the plan to determine progress in interventions and achievement of goals.

Implementing the case plan can involve several elements including service referrals, brokerage of services with other providers, advocacy for participants with providers and institutions, coordination or linkage of services, and monitoring the accomplishments of the participant with his/her case plan. The overall goals of monitoring progress of the case plan are to:

- Ensure that the case plan is being implemented and is adequate to meet the participant's service needs;
- Ensure that the care and treatment which the participant receives from other providers is being coordinated to avoid duplication or gaps of service;
- Ensure any changes that have emerged in the participant's condition or circumstances are being adequately addressed in order to avoid crisis situations;
- To maintain contact with the participant on a regular basis, depending on their need(s) to build communication, trust, and rapport;
- The goal of case management is to cultivate independence on the part of the participants by not enabling, but instead assisting them in being accountable and acquiring the knowledge and skills to reasonably work through their problems and challenges;
- Because of the variety and complexity of the needs of the participants, the Case Manager works in collaboration with agencies and multi-disciplinary groups to offer an array of comprehensive services. These services provide previously homeless adults with the appropriate housing intervention, thus supporting them to end chronic homelessness, stabilize acute and/or chronic health/psychiatric conditions, and live healthier, productive, and more satisfying lives.

### **Client File Requirements**

Client files must contain the following data or documentation to provide a basis for review of a case plan, evaluating the RAW program, and for other related purposes:

- A RAW Release of Information form that is signed by the participant;
- Completed Vulnerability Index & Service Prioritization Decision Assistance Tool (VI-SPDAT);
- Relevant historical and demographic information on the participant, their family and significant others;
- Homeless Verification Form;
- The case plan and specified goals, interim objectives and time frames, and schedules and procedures for monitoring progress toward accomplishment of goals and objectives;
- Referrals to service providers, including follow up and feedback from/or recommendations by outside agencies or individuals; and
- Any documentation relative to termination justification and procedures.

Case documentation and the maintenance of updated concise records serve to provide a basis for service planning for the participants, as well as supporting documentation of participant's involvement in the program.

**Work Experience** (Need to work on this section)

TBD: Day-to-day logistics with Goodwill and Workforce Development.

**Graduation/Completion of Program** (Need to work on this section)

A recognition ceremony will take place to acknowledge the successful completion by the participants of the program. Clothing items for graduation ceremony will be provided to each participant by Dress for Success. City staff will publically recognize participants at a City Council meeting where they will receive a Certificate of Completion. A letter of recommendation will also be provided to the participant, highlighting his/her strengths and skill set. The participant will conduct an exit self-evaluation as well as an exit interview survey with the Homeless Services Coordinator regarding the success of the overall program and any suggestions the participant may have. Business partners will also be required to complete an exit evaluation of the program.

**Aftercare Services** (work on this section-how long will Goodwill and WFD be involved after 6 month period?)

The City of Riverside will continue to monitor participant progress for 6 months upon graduation from the program. Case management services will support retention of employment and housing. The Case Worker will continue to case manage the participant as well as conduct home visits to ensure the participant is maintaining his/her housing responsibilities, as well as ensure mainstream benefits are being utilized, if needed. Goodwill and Workforce Development will provide up to six months of follow-up services upon completion of the program to ensure job retention. In addition to linking participants to appropriate supportive services, City staff will identify and connect them to community mentors who have chosen to make a life-long commitment to be involved in their lives.

**Future Program Expansion** (work on this section)

The program utilizes feedback from participants, staffing agencies, externship experiences and City staff to further develop and expand upon the program. Through positive outcomes, the program will duplicate successes to allow for a greater number of participants per rotation. Also, the programs geographical area can be expanded to include areas such as the Main Street Mall and other "hot spot" areas throughout the City. In addition, after achieving noticeable improvements in the area in and around the Hulen campus, neighboring businesses may have the opportunity to adopt or sponsor an individual or portion of the program to include program services in cleaning the street(s) or area(s) closest to them, which helps eliminate blight while promoting community, business and stakeholder relationships.

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**Failure to Comply with Program Guidelines and Termination from the Program**

The Case Manager is committed to supporting the employment stability of the participants; however, at times termination is unavoidable. When the decision is made to terminate a participant from the program, the participant is notified, along with the staffing

agency. The Case Manager will notify the Community Shelter of the termination and make appropriate arrangements.

In the event a participant should be found in non-compliance with one or more of the following program guidelines/regulations, which are not limited to the RAW Program Participant Contract:

1. The Homeless Services Coordinator will be informed of the violation;
2. A meeting will take place between the participant and Case Manager. The Case Manager will discuss the issue(s) with the participant in an attempt to achieve an immediate resolution;
3. If no resolution is found at the initial meeting, a team-decision meeting will immediately occur between the Case Manager, Homeless Services Coordinator, Housing Authority Manager, and the Community Economic Deputy Director;
4. The Riverside at Work program reserves the right to terminate program participation in the event of non-compliance. A formal letter of termination of the program will be issued to the participant. Upon delivery of the notice to terminate the participant from the program, the participant shall have one week to file a grievance for further review of termination, depending on the severity of the violation of the program.

Before a decision is made to terminate, the Case Manager shall exercise judgment upon consultation with the Homeless Services Coordinator, Housing Authority Manager, and the Community Economic Development Deputy Director to take into consideration extenuating circumstances so that participants are only terminated for irreparable violations.

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## **Participant Safety**

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### **Participant Emergencies**

Emergencies include accidents, personal injuries, medical emergencies, etc. Should an emergency arise, the participant must immediately notify the Case Manager. If the Case Manager cannot be contacted, the participant will immediately contact the Homeless Services Coordinator to address the emergency in a timely and appropriate fashion.

### **Incident Reports**

If an incident occurs while the participant is working, Access Center staff will proceed with the appropriate protocol. Both staff and participants document incidents on an incident report, describing the circumstances in detail. If a participant is unable to document an incident, a staff person may assist in writing the incident report for her/him and ask the participant to sign the report. The Homeless Services Coordinator will follow up with all incidents as necessary, and send a copy to the Case Manager. The Homeless Services Coordinator and Case Manager will meet together with the participant to address the related incident report. The Homeless Services Coordinator, Case Manager and Housing Authority Manager will discuss appropriate action. The Homeless Services Coordinator will then take suitable action with regards to issuing verbal and/or written warnings relative to a termination, depending on the frequency and severity of the incident.

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## **Grievance Procedures**

It is the goal of City Staff to provide services of the highest level of quality to its program participants. As such, the well-being of RAW participants is a priority. The RAW program strives to ensure that every participant is treated with fairness and consideration at all times. However, occasional problems or misunderstandings may occur and a participant may choose to file a grievance.

If a participant has a complaint or grievance about their participation in the RAW program, they will be provided with a copy of the grievance form and assistance as needed. All grievances will be strictly confidential and grievance hearings (when necessary) will be held in a confidential setting. The following is a breakdown of the grievance process.

Participants who feel that they have a grievance shall first attempt to resolve the situation directly with the Case Manager. Participants are encouraged to schedule a special meeting to discuss the issue(s) and make every attempt to reach a resolution.

1. If a resolution cannot be reached, participants will be asked to describe their grievance in writing and forward it to the Homeless Services Coordinator;
2. The Homeless Services Coordinator will inform the Housing Authority Manager of the filed grievance;
3. The Homeless Services Coordinator will schedule a meeting with the participant within 72 hours of receiving the grievance. Following the meeting, the Homeless Services Coordinator will investigate the grievance and respond in writing within one week to the participant, and then submit a copy of the grievance response to the Housing Authority Manager;
4. If a resolution is not reached, the participant may appeal to the Housing Authority Manager. The Housing Authority Manager will investigate the appealed matter and respond in writing within one week. A copy of the written response will be provided to both the Community and Economic Development Department Deputy Director and the Homeless Services Coordinator;
5. If the participant is not satisfied with the response to the appeal, the participant may request a meeting with the Community and Economic Development Department Deputy Director to seek a final resolution to the matter.

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## **Office Hours and Staff Structure**

Riverside Access Center office hours are from 8:00 am – 5:00 pm Monday-Friday. The telephone number is (951) 826-3938.

The Homeless Street Outreach team is available from 7:30 am – 5:30 pm Monday-Friday. The main line telephone number is (951) 826-2200. Participants will have direct numbers to their assigned Case Managers upon acceptance into the program.

## **Homeless Services Coordinator**

Monica Sapien, Homeless Services Coordinator, business office hours are from 7:30 am - 5:30 pm Monday-Thursday, every other Friday from 8 am – 5 pm. Ms. Sapien can be reached at: (951) 826-3931 or via email at [MSapien@riversideca.gov](mailto:MSapien@riversideca.gov).

**Housing Authority Manager**

Michelle Davis, Housing Authority Manager, business office hours are from 8:00 am -5:00 pm Monday-Friday. Mrs. Davis can be reached at: (951) 826-5743 or via email at [MDavis@riversideca.gov](mailto:MDavis@riversideca.gov).

**Community Economic Development Deputy Director**

Emilio Ramirez, Community Development Deputy Director, business office hours are from 8:00 am – 5:00 pm Monday-Friday. Mr. Ramirez can be reached at: (951) 826-5350 or via email at [ERamirez@riversideca.gov](mailto:ERamirez@riversideca.gov).

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**APPENDIX A**  
**PROGRAM FLOWCHART**

**APPENDIX B**  
**PROGRAM TIMELINE**

**APPENDIX C**  
**PARTICIPANT CONTRACT**

**APPENDIX D**  
**PARTICIPANT ASSIGNMENT SHEET**

**APPENDIX E**  
**HULEN/MASSACHUSETTS AERIAL MAP**

**APPENDIX F**  
**OPERATING COSTS**

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