

The Mayor's Social Work Internship

Section One: Proposal Summary

The City of Riverside Mayor's Social Work Internship (the Program) is a multi-sector collaboration designed to enhance the organizational capacity of nonprofit community-based organizations, educational institutions, and local government to target health disparities for the vulnerable population of homeless and near homeless throughout the city of Riverside, CA. The Program is strategically structured through varied experiences to alleviate systemic barriers and gaps in the delivery of health care and social services. The Office of the Mayor is requesting \$300,000 for 36 months to support this program.

Section Two: Organization Information

Love Your Neighbor Initiative

In 2015, Mayor Rusty Bailey launched the Love Your Neighbor Initiative (LYN), which leverages partnerships with faith leaders, nonprofits, and the business community in the City of Riverside to collectively address the challenge of homelessness. This effort was undertaken to bridge the gap between government and our community partners, realizing our own limitations in the public sector and seeking the help necessary to address this challenge collectively from the faith community. Mayor Bailey challenged the faith community to partner with the City toward a unified strategy to addressing homelessness in the City of Riverside. As a result of the LYN effort and in conjunction with our partners, the City of Riverside has become the only city in California to end veteran homelessness. Seeing this success, Mayor Bailey challenged the city, and its non-profit and faith-based ecosystem to join him to end chronic homelessness in the city of Riverside.

LYN has two signature projects. First, through outreach to the faith community the Office of the Mayor has solidified commitments to build housing on church properties throughout Riverside. In total, the Love Your Neighbor campaign has secured commitments for approximately 250 units at some stage of development. The Grove Village, four 600 square foot houses on The Grove Community Church property, is the first of these projects and was opened on December 20, 2018. It has served as an example of what other faith-based groups can do in the city. Tilden-Coil Constructors, the company who designed the plans for The Grove Village, has donated the plans for the project to the City of Riverside. This will allow other organizations to more easily replicate what was done at The Grove Community Church.

Second, consistent with the Housing First model, LYN hopes to place wraparound services at new developments and strategically at different Religiously-Affiliated Organizations (RAO) in the city. As a compliment to the work that the City of Riverside's Office of Homeless Solutions does with outreach workers and case management, Mayor Rusty Bailey launched the Mayor's Pilot Social Work Internship to increase the City's outreach efforts to the homeless. More details on this program will follow. Recognizing that the LYN initiative needed to be rooted in strong expertise and proven success, Mayor Bailey selected Path of Life Ministries as its primary partner in the work around homelessness, specifically around the Mayor's Pilot Social Work Internship (the Program)

Path of Life Ministries

Path of Life Ministries (POLM) is the largest non-profit homeless service provider in Western Riverside County. They operate a comprehensive and coordinated support system to men, women, and children in a homeless crisis, by providing a permanent exit from homelessness and poverty by integrating support structures and development services addressing the underlying barriers to sustainable success.

POLM has an extensive background in blending services and disciplines toward the success of those they serve. Beginning with emergency shelter in 2004, POLM has created a holistic system of solutions. In 2004, POLM opened a year-round emergency shelter program in Riverside for adults; immediately following the opening of the adult emergency shelter, POLM assumed operations of a 50 bed family shelter also in Riverside. Within a few weeks of that, POLM assumed operations of a three-story housing unit in which it began operating a Transitional Housing program. In 2010, a mobile health clinic program for homeless individuals was created within POLM, and was eventually launched as a separate non-profit, Health to Hope Clinics (FQHC) in 2013. In 2014, POLM started a 90-unit Permanent Supportive Housing Program, 13- and 15-unit Rapid Rehousing Programs, an Employment Pipeline Program, and Mobile Behavioral Health Program. In 2017, POLM partnered with the Coachella Valley Association of Governments and the Desert Healthcare District to create and implement the first regional and multi-dimensional housing first program serving the Coachella Valley which doubled in size from its original conception and brought together additional partners including the Regional Access Project Foundation.

POLM's model implements housing first, trauma informed care, the cognitive approach to personal transformation, and motivational interviewing toward long-term success of their participants through shelter, housing, financial stability, behavioral health, employment and life skills development.

Mission

Mission Statement:

Path of Life Ministries' mission is to enhance the social and economic vitality of their community and people by rescuing, restoring, and rebuilding lives of those affected by homelessness.

Vision:

A whole and healthy community with whole and healthy people.

Objective:

Path of Life Ministries' objective is to build a systematic continuum of care, with an integrated and seamless approach to prevent and end homeless situations.

Areas of Expertise

Path of Ministries (POLM) provides services for homeless individuals and families and those at risk of homelessness in Riverside County. POLM's expertise in meeting participants at their most vulnerable place and connecting them with long term supports is the ultimate goal.

Services include:

- a 50 bed shelter for families

- a 65 bed shelter program for adults
- a 65 bed cold weather shelter
- Outreach, supportive housing, employment supports, and behavioral health/social work support.

The housing programs implement the national best practice of housing first for 142 scattered site households. Outreach programs connect with those on the streets to assist them with their homeless situation. POLM's employment program provides support for those in its shelters and housing programs to prepare for, gain, and successfully maintain employment and incorporates incentivized training and the national best practice of Wellness Recovery Action Planning and supportive employment with employment partners. POLM's Behavioral Health program provides emergency and ongoing behavioral health services including: one on one and group counseling on site at the shelters and in a mobile capacity by providing these services with the outreach team on the streets and for those in our housing programs, in the homes of those we have placed and are supporting.

A recent independent evaluation of POLM's work with the Coachella Valley Housing First Program by Health Assessment and Research for Communities (HARC) has demonstrated tremendous outcomes including 94% of clients in the program exiting to a permanent destination, 100% of outreach clients entering into housing, and clients doubling their monthly income during their participation in the program. POLM has recently been recognized as a provider of excellence within our field by Bank of America and San Manuel Band of Mission Indians. Bank of America selected POLM as the local recipient of its exclusive Neighborhood Builders award making POLM one of 80 recipients out of 1000s of nationwide applicants. The San Manuel Band of Mission Indians selected POLM as one of four recipients of its' annual YAWA award for excellence in community and economic development – YAWA is the tribal term meaning to act on one's beliefs, and the San Manuel Band of Mission Indians selects four organizations each year who demonstrate excellence in the delivery of services to the community.

Demographics

The 2018 Riverside County Homeless Count reports 1,685 unsheltered and 631 sheltered for a total of 2,316 in the county. In the City of Riverside, 366 were unsheltered.

The following homeless demographics were included in the 2018 Point In Time Count:

- 23.14% noted Mental Health Problems
- 18.23% noted Substance Abuse
- 20.92% noted having a Physical Disability
- 8.08% noted having a Developmental Disability

POLM in 2017-218 served 2,138 individuals and provided 48,201 bed nights in the city of Riverside.

Section Three: Funding Request

UniHealth Funding Request: Mayor's Pilot Social Work Internship

Program Description:

The Mayor's Social Work Internship is a multi-sector strategy to enhance the organizational capacity of the local faith community, nonprofits, educational institutions, and local

government to address the health disparities for the homeless population and near homeless individuals in our city. The Program is strategically structured to identify and alleviate systemic barriers and gaps in the delivery of health and social services to the homeless and near homeless population. Micro, Mezzo, and Macro are terms used in social work to describe the activities that social workers engage in. Micro represents the daily activities of social workers and what they do with individuals and families; Mezzo is the activities that social workers do with groups; Macro is any large scale activities that involve multiple groups. The following three-tiered structure will ask interns to consider the physical, mental, and social well-being of the homeless and near homeless population:

Macro level: Working from the Office of the Mayor and in conjunction with various city departments, interns will have a landscape view of homeless policy and programs through exposure to research, project development, grant writing, communication, community engagement, navigating the legislative/political process, and implementation of policy. Interns will integrate into the city-wide LYN Initiative, which will provide a vantage point to gain a macro level understanding of how policy has an impact on health outcomes for individuals and groups. One policy is the city's newly adapted Housing First Plan. Housing First is a national best practice in addressing homelessness, which prioritizes placing individuals and families quickly into housing and then provides support services needed to maintain stability in their homes. *Mezzo level:* Interns will be placed at one of seven partnering Religiously-Affiliated Organizations (RAOs), serving as a liaison between the larger initiative, the faith community, and a local nonprofit. Programming duties will vary from site to site, ranging from participating in existing programs including feeding and outreach services to beginning their own onsite counseling programs (for qualified interns). Interns will evaluate the effectiveness of homeless-related (and prevention) programs throughout the course of the year and provide recommendations for program improvements to the site preceptors as part of an initial mezzo-level project.

In addition, one notable project in the Program will be piloting a mobile homeless services navigation unit to assist hospitalized patients who have been identified as homeless beginning from their hospitalization and following them post-hospitalization to connect them to existing services via ongoing case management. Calvary Presbyterian Church, a site in our program, shares a parking lot with Riverside Community Hospital where we intend begin this work.

Micro level: Under the supervision of the Field Supervisor, interns will work with all community members regardless of race, ethnicity, and poverty levels seeking assistance for housing, mental health services, medical services, utility assistance, drug or alcohol rehabilitation, and job readiness assistance.

- Health-related needs met?

Through the delivery of the Program, several health-related needs will be met including those related to Mental Health (by providing support and resource connection to those suffering from depression, anxiety, bi-polar disorder, and schizophrenia, Post-Traumatic Stress Disorder, Domestic Violence), Physical Health

(through the connection of people to resources that will help them have a stable home to live in, which in and of itself provides for increased health in individuals, and also from connecting those with diabetes and heart conditions with the resources they need for support), and behavioral health by connecting those suffering from drug-and alcohol abuse and dependency with resources to help.

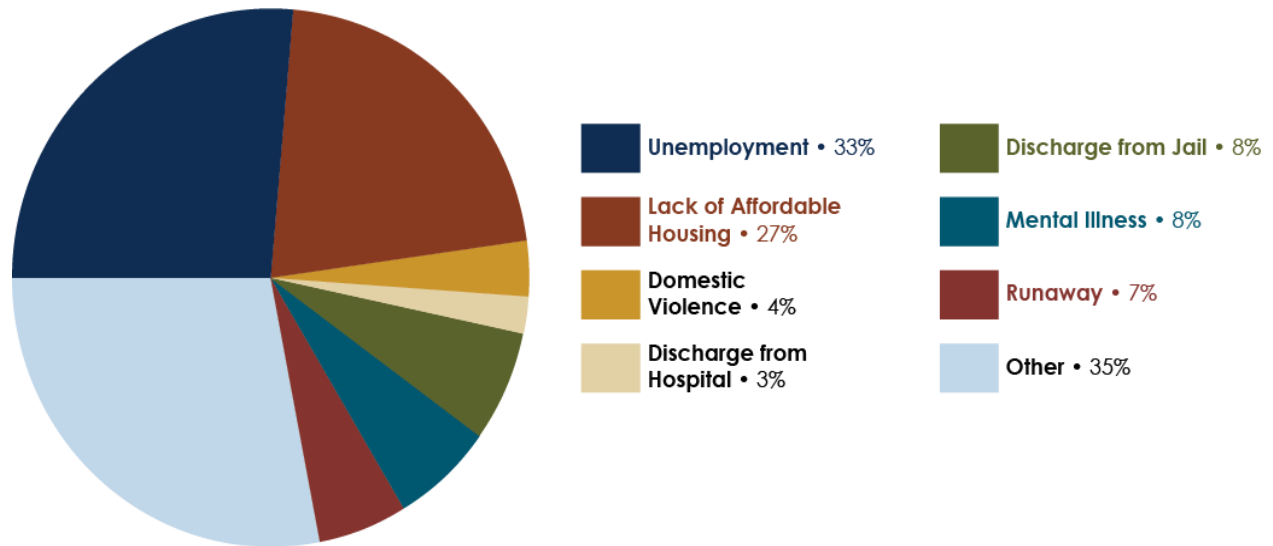
- Needs Assessment and Evidence of Importance

In 2018, the City received 2,340 total calls for service related to homelessness, which was the major topic discussed on the City's call 311 service. During the year, the city of Riverside has:

- Identified 366 homeless individuals in the annual Point in Time Count,
- Housed 44 formally homeless individuals and is on track to place approximately 60 clients by the end of 2018,
- Prequalified 71 homeless individuals and families for rental assistance; 15 have a home connection,
- 553 Housing First units have been identified,
- 34 Housing First units have been entitled among 140 affordable housing units,
- 160 beds are available between Hulen Place and POLM
- Housing Search Program – City staff is identifying available housing units on the open market as a critical component to quickly produce permanent supportive housing opportunities,
- Landlord Incentive Program – this program helps recruit available housing units to serve as a permanent supportive housing function.

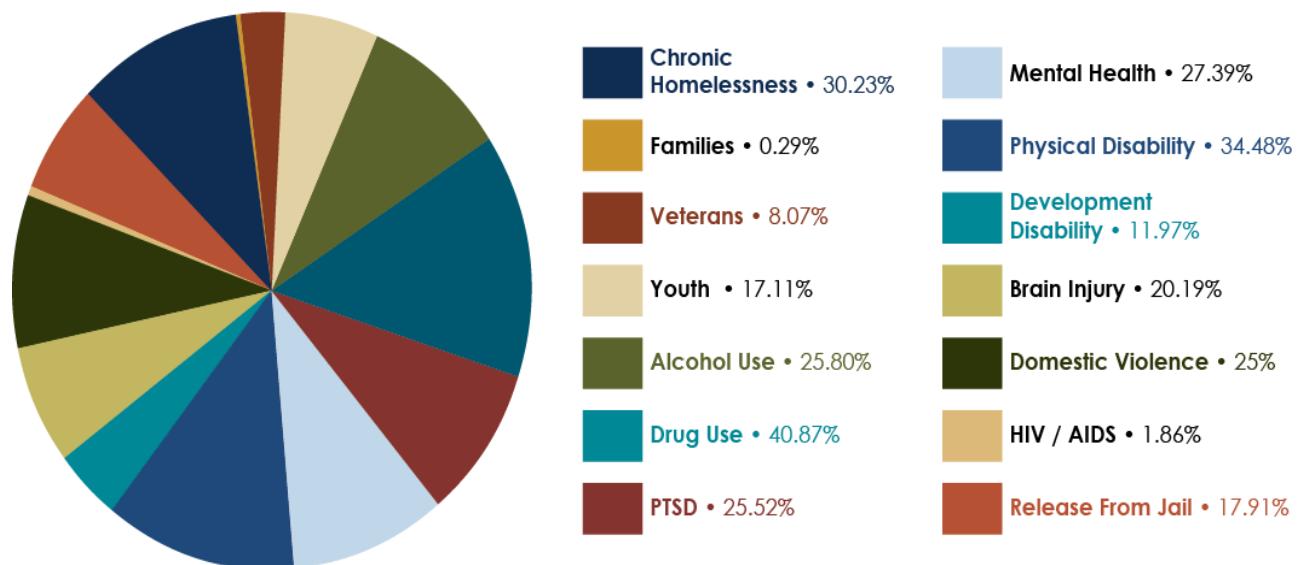
Path of Life was also the third most referred to agency by the County of Riverside's 211 service.

Primary reasons for becoming homeless



*Other represents respondents who did not answer the question

Homeless Subpopulations



All data was from the 2018 Point in Time Count.

Section Four: Measurable Objectives, Key Activities and Evaluation Indicators

A. What do you ultimately hope to accomplish through your program/project?

To reduce and prevent homelessness by building a coalition of RAOs, academic institutions, and nonprofit organizations to work collaboratively with the City of Riverside to create a stronger, more integrated collective effort resourcing those who are in homeless situations or at risk of losing their home through collaborative projects and capacity building.

B. What are the measurable objectives of your program/project?

The Program has 3 overarching objectives that will be tracked over the course of the grant. Each of these objectives has associated activities and measureable objectives that will be used to monitor and measure our progress annually.

1. **Resourcing** homeless and near homeless individuals and families
2. **Collaborating** between partners in the program
3. **Capacity** building at RAOs

Year	Measurable Objective
Pilot Year	<ol style="list-style-type: none"> 1. 80% of clients receiving case management for 6 months or longer will be housing-ready by being placed in the City's By-Name list (Resourcing) 2. 100% of participating RAOs will receive at least one capacity building training (Capacity Building) 3. Appropriate referrals will be provided for 85% of needs identified by clients on the pre-engagement survey. (Resourcing) (Collaboration) 4. Appropriate referrals will be provided for 85% of health related needs identified by clients on the pre-engagement survey it concerns unmanaged diabetes, heart conditions, and diagnosed mental illness (Collaboration) (Resourcing) 5. 100% of participating RAOs will complete a capacity inventory and receive a proposal for program development (Capacity) 6. 90% of all organizations involved in the Program will note improved communication and understanding amongst the partner organizations at the end of the year (Collaboration)

Year 2 & 3	7. Increase total RAOs by 25% (Collaboration)
Year 3	8. Increase the participation of local hospitals (Collaboration)

C. What are the key activities of your program/project?

The following activities are categorized by overarching objectives to ensure that all activities in the program are focused and intentional toward meeting our end goals.

Resourcing	Capacity Building	Collaboration
<ol style="list-style-type: none"> 1. Outreach, psychosocial support, referral to homeless services (Interns) 2. Case management services during RAO food distribution and meal programs, and via individual appointments (Interns) 3. Psychoeducational groups (Life Skills, Grief Support, Celebrate Recovery) (Interns) 4. Health related activities: General Health Screenings and Biopsychosocial assessments leading to appropriate connections to resources and managed care. (Interns) 	<ol style="list-style-type: none"> 1. Provide training opportunities: Crisis Intervention and Trauma-Informed Services (Professor Lepale), Mental Health First Aid (Professor Castello), Motivational Interviewing Mandated Reporting, HIPAA/confidentiality (Michelle Green-Leary, Director of Behavioral Health, Path of Life) HMIS/VI-SPDAT training (Marcus Cannon, Riverside University Health System and Joshua Coda, County Behavioral Health) Safety Training (Lt. Townsend, Riverside Police Department), SBIRT (Screening, Brief Intervention, and Referral to Treatment), SOAR (SSI/SSDI Outreach, Access, and Recovery), (Online training/Interns) Poverty Simulation (La Sierra University, Social Work Department), Helping without Hurting, Financial Peace. (Interns) 2. Conduct key stakeholder interviews, strengths and needs assessments, focus groups, surveys, asset maps, program evaluation and consultation, and procedure manuals (Interns) 3. Educate via volunteer orientations and community presentations about local initiatives and available resources and services (Interns) 4. Conduct assessment of existing programs - inclusive of policy and procedures creation, identification of strengths and need, and evaluation (Interns) 5. Interns complete field internship in LYNC program (Interns) 	<ol style="list-style-type: none"> 1. Host monthly meetings to encourage focused collaboration (Office of the Mayor/Preceptors) 2. Facilitate cross sector and cross agency training and education. (Interns/Field Instructor) 3. Pilot a mobile homeless services navigation unit to assist hospitalized patients who have been identified as homeless beginning from their hospitalization and following them post-hospitalization to connect them to existing services via ongoing case management. (Field Instructor)

D. What evidence supports the efficacy of the proposed intervention?

- Council on Social Work Education (2008). Educational Policy and Accreditation Standards. Alexandria, VA: Author
 - The Council on Social Work Education (CSWE, 2008), the national association representing social work education in the United States, has identified social work field placement as the signature pedagogy of social work education.
- Gaynor Yancey, and Diana Garland. "Congregational Social Work." North American Association of Christians in Social Work, 2014
 - Based on comprehensive studies of congregational social work, the authors of this book advocate for social workers within church communities as leaders of congregational life, of ministry to local neighborhoods and as social justice advocates.
- Poole, J., Rife, J., Pearson, A., Moore, L., Moore, W., & Reaves, A. (2013) Innovative social work field education in congregational and community-based settings serving persons fifty five+: An interdisciplinary training initiative for BSW and MSW students. *Social Work and Christianity*, 40(4), 404-21.
 - This article presents results from an innovative social work field education program which prepares BSW and MSW students to work in interdisciplinary teams with congregational nurses as they serve members of religiously affiliated organizations (RAOs) and persons who are homeless, age 55+.
- Ebear, J., Csiernik, R., & Béchard, M. (2008) Applying the Generalist Model of Social Work Practice for a Catholic Church Parish Team, *Journal of Religion & Spirituality in Social Work: Social Thought*, 27:1-2, 105-121, DOI: [10.1080/15426430802113988](https://doi.org/10.1080/15426430802113988)
 - The value of social workers in Parish teams is presented using the tenets of the generalist model of social work practice, which consists of seven components: engagement, assessment, planning, implementation, evaluation, termination, and follow-up.
- Housing First Methodology: Housing First is a national best practice in addressing homelessness, which prioritizes placing individuals and families quickly into housing and then provides support services needed to maintain stability in their homes.
- La Sierra University Church's Community Services has been serving at risk individuals and families for over 40 years providing food boxes and low cost clothing and household items in the 92505 area of Riverside. They serve approximately 150 families per week and are solely run by volunteer church members (mostly retirees). Due to an increase in the needs of the individuals and families they were servicing, in 2015 they partnered with La Sierra University's Social Work Department and developed a field placement site for BSW social work interns. Through this project, individuals and families have been connected to local resources, provided gas cards or bus passes to get to vital appointments, provided utility and rental assistance, financial education and short term crisis intervention counseling. Over the first three years of the project, the church office has consistently

increased the amount of individuals helped. Social work interns worked to fill the gap between needs and services, and assist individuals in finding long-term solutions. In addition, they have assisted this faith organization in developing a structure for assisting their community without enabling abuses to their altruism.

E. What are your evaluation indicators and benchmarks for success? How will you determine if your project has accomplished its ultimate objective?

The charts below indicate how we intend to measure the overarching goals annually. Each of the evaluation indicators has an associated activity (data point) that will be collected over the course of the year.

Year	Evaluation Indicator
Pilot Year	1. # of clients actively receiving case management and for how long. Housing-ready status. Names on City's By-Name list, a list used to indicate who is ready to be housed (Resourcing) 2. # of clients actively receiving case management and for how long (Resourcing) 3. # of clients who take advantage of services offered (Resourcing) 4. Partner communication surveys (Collaboration) 5. # of training and workshops (Capacity Building) 6. Insights from key capacity building activities (Capacity Building)
Year 2	7. The total number of participating RAOs will increase by 2 as a result of our outreach activities (Collaboration) (Resourcing)
Year 3	8. Addition of another hospital (Collaboration)

F. What is the timetable for implementation of your program/project?

- Pilot Year will focus on learning. In the first six months, the Program will develop a program identity, mission, vision, purpose, and focus on resource and coalition building. Throughout the first year, the Program will focus on development of relationships, learning about RAO culture, the identification of RAO and community strengths and needs. Interns will engage in asset-based community development by working with homeless and near-homeless individuals and communities. Interns will also engage in research about community development, homeless solutions, and connect with key stakeholders. By the end of year one, each participating RAO will have received an individualized assessment report, program development consultation, policy and procedures manuals, a HIPAA-compliant documentation process, and multiple training opportunities for clergy, staff, congregants, volunteers, and community members. Interns will provide invaluable psychosocial support, psychoeducational groups, case management, and critical resources, referrals, and linkages. Interns will address the bio-psycho-social-spiritual needs of this vulnerable and difficult to reach population through partnership with multi-sector interdisciplinary organizations. Year one will focus on learning and collecting data associated with the measureable objectives. By the end of year one the Program will have individual needs assessments for participating ROAs.

- Year 2 will focus on implementation of practices discovered in year one with the practices learned in year one to be refined to produce better results. The Program will evaluate whether social work interns should be placed in the same RAO, and also consider the addition of RAO, hospitals, clinics, non-profits, and other resource partners. The Program will continue to engage individuals and families in need of housing to identify community assets, empower and collaborate with target populations. Interns will work to document eligibility and work flows for existing homeless services offered by partner organizations to improve service delivery, identify gaps, and inform the community. Interns will be given specific liaison responsibilities within the Program to improve communication and collaboration between RAO, universities, medical providers and institutions, and local government. By the end of year two, a guide to homeless network services will be created and made available to partner organizations. The Program will create and conduct volunteer orientations and community presentations about vulnerable and transient populations, city, county, RAO, and local hospitals' collaborative efforts, and provide information about available resources and services. In partnership with Riverside Community Hospital, the Program will propose and pilot a mobile homeless services navigation unit to assist hospitalized patients who have been identified as homeless beginning from their hospitalization and following them post-hospitalization to connect them to existing services via ongoing case management. The Program will undergo development to increase staff to at least 1.5 FTE. The Program will undergo continual evaluation of current programs to assess for efficacy and consider modification based on data collected and new evidence-based practice literature.
- Year 3 will focus on scaling up collaborative health care-related activities. The addition of more interns and more RAOs to the Program will allow us to aim to increase our activities by 30% over the course of the year. The Program will continue to engage in research of evidence-based practice and learn from best practices. The field navigation team will grow to accommodate referrals from additional community health partners. The Program will work with target populations, RAO, universities, local government, and hospitals, in order to document the need for recuperative care services for the most vulnerable and fragile. Interns will engage in proposals for recuperative care for the homeless population recently discharged from higher level medical care. Year 3 will also focus on macro-level work by offering interns an opportunity to provide policy recommendations to on given local, state, or national policy that impacts the work the Program has done over the last two years.

G. Discuss the program/project's risks and limitations. What are the obstacles to success?

- Risks and limitations include placing social work interns in site where there hasn't previously been any social work presence or staff on board,
- Interdisciplinary variations in professional ethical standards, goals, and training will create work relationship challenges to be overcome,
- Limited hours when interns are available on site (14-20 hours/week); length of internships limited to university academic calendars; limiting by having one Social Work Field Instructor/Program Supervisor.
- Funding needs as we continue our growth; for example funding for another social worker for year 2 and 3.

- The Program is innovative and will likely experience in the pilot year some of the challenges that come with innovation, including course correcting, staffing limitations, lack of resources, and defining our value proposition.

H. Describe any agencies with which you may be collaborating.

City of Riverside, Office of the Mayor: Through the Love Your Neighbor Initiative, Mayor Bailey has committed his office to working together with the faith community to finding creative public/private solutions to ending chronic homelessness.

City of Riverside, Office of Homeless Solutions: Through a Housing First approach, the Office of Homeless Solutions is committed to the wellness of every person living in poverty in the City of Riverside by reducing the number of individuals living on city streets through the development of quality affordable housing, temporary housing, and the provision of emergency shelter beds for individuals and families in need of housing options. Through our work we aim to increase client engagement and responsibility while promoting self-sufficiency and housing stability.

Path of Life Ministries: A non-profit provider of homeless services including shelter, housing, behavioral healthcare and employment with 15 years of experience and an excellent track record.

Loma Linda University, Social Work Department: The mission of the Master of Social Work program at Loma Linda University is to provide graduate level education that prepares competent, ethical and compassionate social work professionals who possess the knowledge, values, attitudes and skills necessary for a life dedicated to whole person care in advanced practice and leadership in behavioral health institutions and agencies.

California Baptist University, Social Work Department: The program offers many options for completing the 900 field hours required for graduation, many of which include partnering with organizations that serve marginalized populations throughout the Inland Empire—including schools districts, foster care agencies, and inmate services. Strong community connections, a community presence and community service are all central to the program. From helping with Riverside County's Adoption Day, to collecting and delivering coats for vulnerable children, and serving as table facilitators at the Mayor's Faith Summit, CBU's MSW students are engaged in their community.

La Sierra University, Social Work Department: U.S. News & World Report named La Sierra University the most diverse university in the western United States the past five years. And in early 2008 the Corporation for National and Community Service selected La Sierra for the Honor Roll with Distinction, part of the 2007 President's Higher Education Community Service Honor Roll program. The Seventh-day Adventist denomination established La Sierra University in 1922 on acreage formerly part of the Rancho La Sierra Mexican land grant. Today the institution provides more than 120 bachelors, masters, and doctoral degrees for about 2,300 students. "To Seek, To Know, and To Serve" is the key to the mission that drives La Sierra University, with all areas of campus encouraging students to develop a deeper relationship with God. Social Work Department Mission: To prepare students to be ethically principled, culturally responsive generalist practitioners, who value activism, yet are sensitive and responsive to the individuals' rights to self-determination.

Corona Community AME Church: The mission of the African American Methodist Episcopal Church is to minister to the spiritual, intellectual, physical, emotional, and environmental needs of all people by spreading Christ's liberating gospel through word and deed.

Faith Lutheran Church: Faith Lutheran Church a Christ-centered church (LCMS) in Riverside, California, carrying out a Gospel Ministry of sharing Jesus since 1937. Our mission is to share the Gospel of Jesus to all of God's children and connect them to the Body of Christ (1 Corinthians 12:12).

Calvary Presbyterian Church: Since 1887, Calvary Presbyterian Church has been sharing the light of Christ to the City of Riverside through ministry programs and community mission projects like Hot Meals which feeds 150 people each week; Habitat for Humanity building projects; and support of programs for at-risk youth; runaway teens and emancipated foster youth.

Hope Community Church: Making Disciples by... gathering, growing, and going. Vision: transforming our community.

Sandals Church (Palm Ave.): Located in the heart of central Riverside at one of the oldest churches in our area. We are incredibly honored to be able to carry on the incredible work that Palm Baptist has been doing since 1941. Mission: Real With Ourselves, Real With God, and Real With Others.

Riverside Community Church: A community of faith that is deeply rooted in communicating the message of God through connection. We believe in learning the word of God. Understanding His great purposes for us and in living that message out in our lives daily. One step at a time.

La Sierra University Church: La Sierra University Church is a diverse Seventh-day Adventist Church community situated between two campuses: La Sierra Academy and La Sierra University. They are active in their ministry to the next generations as well as to those living in the 92505 neighborhood of western Riverside. One of the ways they love their community is to offer a bit of extra assistance to families and individuals who might be in need on Wednesday mornings by providing a box of supplemental food (gently used clothing and other household items are available at via the church's thrift store).

Riverside Community Hospital: Mission: Riverside Community Hospital is committed to providing compassionate care and improving the overall health of our community. Vision: Leading with innovation and serving with compassion. Values: Passion for excellence, Integrity, Dignity, Teamwork, Diversity, Community Partner, and Financial Responsibility.

- I. Provide the following information in chart form: (1) measurable objectives; (2) key activities (3) evaluation indicators; (4) timeline.

Overarching Program Objectives

Below is a chart summarizing annually the measurable objectives we aim to achieve though the course of the Program. These objectives follow the Program's ultimate goal:

To reduce and prevent homelessness by building a coalition of ROAs, academic institutions, and nonprofit organizations to work collaboratively with the City of Riverside to create a stronger, more integrated

collective effort **resourcing** those who are in homeless situations or at risk of losing their home through **collaborative projects** and **capacity building**.

Annual Measureable Objectives

Measurable Objective	Key Activities	Evaluation Indicators	Timeline
80% of clients receiving case management for 6 months or longer will be housing-ready by being placed in the City's By-Name list (Resourcing)	Case management, Interfacing with City staff and POLM DMV appointments Housing navigation Housing Location	Case management data, including: # of clients actively receiving case management and for how long, housing-ready status names on City's By-Name list, a list used to indicate who is ready to be housed	Ongoing (monthly) with quarterly reviews.
100% of participating RAOs will receive at least one capacity building training (Capacity)	RAO trainings and workshops, for example but not limited to: Trauma Informed Service Provision, Poverty Simulation, Helping without Hurting, Financial Peace, Mental Health First Aid	# of RAOs attending/receiving training.	12 months
Appropriate referrals will be provided for 85% of needs identified by clients on the pre-engagement survey. (Collaboration) (Resourcing)	Outreach and relationship building Case management	# of referrals made compared to # of requests for resources made.	Ongoing monthly with quarterly reviews.
Appropriate referrals will be provided for 85% of health related needs identified by clients on the pre-engagement survey it concerns unmanaged diabetes, heart conditions, and diagnosed mental illness (Collaboration) (Resourcing)	General Health Assessments, and Case Management	# of referrals made compared to # of unmanaged health conditions identified on Assessment.	Ongoing monthly with quarterly reviews.

100% of participating RAOs will complete a capacity inventory and receive a proposal for program development. (Capacity)	Conduct key stakeholder interviews, strengths and needs assessments, focus groups	# insights from key activities	12 Months
90% of all organizations involved in the Program will note improved communication and understanding amongst the partner organizations at the end of the year. (Collaboration)	Quarterly meetings Surveys Group emails and check-ins	Surveys	In month 12 of each year
Increase total RAOs by 25% yearly (Collaboration)	Outreach to other RAOs about program Hold meetings at City Hall about the program	The total number of participating RAOs will increase by 2 as a result of our outreach activities	Years 2 and 3
The Program will aim to have one more participating medical partner in Year 3 (Collaboration) (Resourcing)	Partner outreach to local hospitals	Addition of one more hospital	Year 3

*In addition to the above mentioned evaluation indicators, and in order to determine the effectiveness of the Program and the interventions used, a longitudinal study will be conducted to guide, inform and validate the work being conducted throughout Mayor's Pilot Social Work Internship.

Section Five: Staff

- **Key staff:** roles, experiences, expertise
 - **Mayor Rusty Bailey:** 7 years as Mayor of the City of Riverside. During his term the City of Riverside has become the only city in California to end veteran homelessness. Through his Love Your Neighbor Initiative, Mayor Bailey hopes to end chronic homelessness in the city.
 - **Cheryl-Marie Hansberger:** Chief of Staff to Mayor Rusty Bailey, Office of the Mayor. Responsible for managing the daily operations in the Office of the Mayor, from strategy through implementation. She holds a Doctor of Education in Organizational Leadership from the University of La Verne and is passionate about mentoring first generation and under-represented students, because everybody deserves a break in life.

- **Michelle Davis:** Housing Authority Manager, has over 10 years of experience working with affordable housing developments and 5 years overseeing homeless service programs.
- **Tonna Lee:** Field Instructor for the Mayor's Pilot Social Work Internship, Steering Committee member. 5 year of experience in a variety of macro social work interventions including organizational development, program management, leadership development, community networking, training and consultation.
- **Talolo Lepale:** Social Work Professor and Field Director, Loma Linda University, Steering Committee member. He has is a Licensed Clinical Social Worker in the State of California with over 20 years of professional experience as a clinical social worker. He has worked in the areas of, forensic psychiatric social work, child welfare, medical social work, oncology social work, palliative care, and academics. He has spent over 15 years as either a preceptor or supervisor to bachelor and masters level social work interns, Ph.D. psychology interns, masters and Ph.D. Marriage and Family Therapy interns. He also provides clinical supervision for behavioral health professionals seeking state licensure in California. Mr. Lepale has also had his own private practice in the City of Riverside where he provided psychotherapy to middle and low income communities in the Inland Empire area of Southern California.
- **Daphne Thomas:** Social Work Professor and Field Director, La Sierra University, Steering Committee member. 30 years experienced working with children and families to foster thriving relationships. Collaborating with community partners by matching volunteer resources with needs to improve the well-being of the populations served. Certified Olweus Bullying Prevention Program trainer.
- **Marni Straine:** Assistant Professor of social work at La Sierra University and Ph.D. candidate at the University of Southern California, Steering Committee member. Interested in macro work academically, Marni has also provided supervision for social work interns at La Sierra University Church.
- **Jennifer Castello, LCSW:** Social Work Professor, Field Director, California Baptist University, Arizona State University Doctoral Candidate, focus on integrated behavioral health, Steering Committee member. 10 years' experience working with military, veterans, and vulnerable, at-risk families, providing trauma informed therapeutic interventions. Expertise in program evaluation, grant writing and capacity building for organizations. Currently provides mental health services in the Veterans Administration Emergency Department, Loma Linda, California.
- **Damien O'Farrell:** CEO, Path of Life Ministries, Steering Committee member. 10 + years of experience building, running, and directing homeless services and community organizing. Damien provides oversight and support for the Field Instructor to ensure that she has the knowledge of the local homeless service system she needs to direct and train the interns and so that the work of the program is integrated into the larger system of care.
- **Steve Hemenway:** CFO, La Sierra University Church, Steering Committee member. Steve is the Director of Finance at La Sierra University Church where he oversees operations, capital projects, and implements strategic financial objectives for the organization, and is an Adjunct Instructor for the Zapara School of Business, the Division of General Education.

- **Luke Villalobos:** Assistant to the Mayor, Office of the Mayor, Steering Committee member. A former urban educator who is passionate about finding creative ways to help society's most vulnerable, whether they be students in the classroom or adults without a home.
- **Volunteer roles:** Below is a chart of current interns, their placements and schools they're attending:

Morgan Spurlock	California Baptist University	Faith Community Church
Lauren Kruzel	California Baptist University	Corona AME Church
Rachel Rivette	California Baptist University	Riverside Community Church
Erika Shelton	California Baptist University	Corona AME Church
Guadalupe Buitron	California Baptist University	Hope Community Church
Ashely Robinzine	California Baptist University	Faith Community Church
Kaycee Cannon	California Baptist University	Riverside Community Church
Stephanie Stamper	California Baptist University	La Sierra University Church
Tori Dinkfield	Loma Linda University	Sandals Church, Palm Ave.
Cecilia Fabe	Loma Linda University	Calvary Presbyterian Church
Krystal Brodie	Loma Linda University	Sandals Church, Palm Ave.
Daniel Pabustan	Loma Linda University	Hope Community Church
Michelle Kim	Loma Linda University	Calvary Presbyterian Church
Amanda Wilber	Loma Linda University	Calvary Presbyterian Church
Katherine McGill	La Sierra University	La Sierra University Church

- **Evaluation:** Path of Life Ministries will perform evaluation of the program annually using the measurable objectives for each of the years.
- Staffing requirements and strategy:

Though many partners are involved in helping shape and guide this program forward, the one dedicated staff member on this project is the field instructor, who spends half of their time providing clinical supervision to the interns and the other half of their time managing and developing the program as described below. Additionally, we are seeking funds from other sources that will cover the cost of a part-time administrative assistant to aid the field instructor in managing schedules, data collection, reporting, and communications. If additional funding beyond what is shown in our budget is secured from other sources, we will scale the program by adding additional field instructors.

The field instructor has a MSW degree from a CSWE accredited program and a minimum of two years full-time post-master's social work practice experience. Field instructors monitor and are responsible for the overall tasks and duties performed by the students. The emphasis of practicum instruction is on the development of sound educational experiences for the student, based on reaching their identified educational outcomes. The field instructor assumes three functions: (A) administrative, (B) educative, and (C) supportive.

- **Administrative Functions of the Field Instructor**
 - Assigning tasks that meet the educational needs of each student that can be developed into the student's capacity to carry out the function of the agency.

- Meeting MSW Program requirements (i.e., attending meetings for field instructors, writing evaluations on student performance, and submitting recommended grades).
- Keeping the field faculty liaison informed about the student progress and raising questions as needed.
- Providing feedback to the Department regarding components of the curriculum and the appropriateness of the placement in helping plan the future use of the placement.
- Advocating for student access to learning experiences within the agency and the professional community.
- **Education Functions of the Field Instructor**
 - Assuming overall responsibility for developing the student's practicum assignment.
 - Assessing the educational needs of the student.
 - Establishing student learning objectives including specific needs and interests.
 - Providing appropriate student learning experiences in each type of educational outcome.
 - Assisting the student to learn and integrate theoretical knowledge based on the field instructor's knowledge and experience.
 - Providing a challenging educational climate to expand professional skills, knowledge, and values.
- **Supportive Functions of the Field Instructor**
 - Orienting the student to the agency, including history, function, policies and procedures, and target populations.
 - Providing the student with information about the agency's strengths and limitations and the community's service delivery system.
 - Working closely with the student in the delivery of service.
 - Integrating the student's work with agency personnel.
 - Scheduling the student's work week and assisting the student in meeting professional responsibilities and time management techniques.
 - Providing one hour of scheduled weekly student supervision as time for teaching, and emotional support, if needed.
 - Giving regular feedback to the student about practicum performance.
 - Supplying quarterly feedback through the Educational Outcome Assessment form at the end of each term.

Section Six: Budget

Note: The budgets below identify “other funding needed” to add non-essential elements to the program. The program can run without these elements but it is our goal to add them either by securing funding from additional sources or by finding ways to cover them in kind.

Year 1:

March 2019-February 2020

Line Item	Other Secured Funding	Other Funding Needed	Organization's In-kind Contribution	Requested from UHF	Total
PERSONNEL					
Field Instructor (1.0 FTE)				88,358	88,358
Administrative Assistant (0.5 FTE)		19,635		0	19,635
University Field Placement Directors (1 FTE)			139,950	0	139,950
On-Site Preceptors (7 FTE)			277,753	0	277,753
Social Work Interns (2.8 FTE)			93,184	0	93,184
Subtotal Personnel:		19,635	510,887	88,358	618,880
OTHER DIRECT					
Transportation		6,000			6,000
Office Space			6,750	0	6,750
Equipment and Office Supplies	5,000	1,300			6,300
Assessment Tools, Curriculum, & Training Materials/Support	2,400	9,958		1,642	14,000
Subtotal Other:	7,400	17,258	6,750	1,642	33,050
TOTAL DIRECT:	7,400	36,893	517,637	90,000	651,930
Indirect Costs (up to 10%)	822	4,099	57,515	10,000	72,436
Total	8,222	40,992	575,153	100,000	724,366

Year 2:

March 2020 – February 2021

Line Item	Other Secured Funding	Other Funding Needed	Organization's In-kind Contribution	Requested from UHF	Total
PERSONNEL					
Field Instructor (1.0 FTE)				88,358	88,358
Administrative Assistant (0.5 FTE)		19,635		0	19,635
University Field Placement Directors (1 FTE)			139,950	0	139,950
On-Site Preceptors (7 FTE)			277,753	0	277,753
Social Work Interns (2.8 FTE)			93,184	0	93,184
Subtotal Personnel:		19,635	510,887	88,358	618,880
OTHER DIRECT					
Transportation		6,000			6,000
Office Space			6,750	0	6,750
Equipment and Office Supplies		6,300			6,300
Assessment Tools, Curriculum, & Training Materials/Support		12,358		1,642	14,000
Subtotal Other:		24,658	6,750	1,642	33,050
TOTAL DIRECT:		44,293	517,637	90,000	651,930
Indirect Costs (up to 10%)		4,921	57,515	10,000	72,436
Total		49,214	575,153	100,000	724,366

Year 3:

March 2021 – February 2022

Line Item	Other Secured Funding	Other Funding Needed	Organization's In-kind Contribution	Requested from UHF	Total
PERSONNEL					
Field Instructor (1.0 FTE)				88,358	88,358
Administrative Assistant (0.5 FTE)		19,635		0	19,635
University Field Placement Directors (1 FTE)			139,950	0	139,950
On-Site Preceptors (7 FTE)			277,753	0	277,753
Social Work Interns (2.8 FTE)			93,184	0	93,184
Subtotal Personnel:		19,635	510,887	88,358	618,880
OTHER DIRECT					
Transportation		6,000			6,000
Office Space			6,750	0	6,750
Equipment and Office Supplies		6,300			6,300
Assessment Tools, Curriculum, & Training Materials/Support		12,358		1,642	14,000
Subtotal Other:		24,658	6,750	1,642	33,050
TOTAL DIRECT:		44,293	517,637	90,000	651,930
Indirect Costs (up to 10%)		4,921	57,515	10,000	72,436
Total		49,214	575,153	100,000	724,366

Narrative budget

We are requesting \$300,000.00 for 36 months to cover the following items annually:

- 1 FTE field instructor (MSW) at an annual salary of \$72,453 and fringe at 18%.
- \$1,642.00 to cover the costs of basic training and capacity building materials for the interns and RAO's such as seminar workbooks, assessment tools, and resource guides.
- Indirect costs incurred by Path of Life associated with administering the program including IT and printing expenses, the costs of general materials, office expenses, Accounts Payable Staff and activities, Accounts Receivable Staff and activities, data storage, program monitoring.

Sustainability:

The partners will pursue grants to support the Program's growth and sustainability with the eventual aim to establish a Love Your Neighbor Health Clinic that will hire interns in the Program upon graduation. The

Love Your Neighbor Clinic will bill private medical insurance as well as Medical/Medicare for services rendered by social workers as a way to establish financial model for sustainability.

Section Seven: Attachments

- Partnerships and collaboration (chart)
- Board of Directors
- Audited Financial
- Tax Return
- Tax Exemption Documentation
- Supporting Materials