



# GRANT FUNDING APPLICATION

To ensure that your complete response appears on the printed application, please limit your responses in all fields to the visible space provided. **Do not change font type or size; do not cut and paste your response into the text boxes.** Save this application to your desktop and work off that saved document rather than off the web application version.

## APPLICANT INFORMATION:

Legal Name of Organization: True North Housing Alliance

Executive Director/CEO/Department Head: Taylor Bunch

Executive Director/CEO/Department Head Phone # and email: 530-891-9048 taylor@truenorthbutte.org

Application Contact Person/Title: Taylor Bunch/Executive Director

Application Contact Phone # and email: 530-891-9048 / taylor@truenorthbutte.org

Address: 101 Silver Dollar Way

City/State/Zip: Chico, CA 95928

E-Mail: taylor@truenorthbutte.org Website: https://truenorthbutte.org

Is this Organization or fiscal receiver a California non-profit corporation?  Yes  No

Does your agency employ 15 or more individuals?  Yes  No

If yes, name of Section 504 Coordinator: Jacque Lewkowicz

\* Tax ID # 64-0440819 Unique ID # 10-464-5630 \*

\*Required Information (To obtain a UniqueID, visit [www.sam.gov](http://www.sam.gov))

Name of Program (within your agency) applying for CDBG Funds:  
Torres Community Shelter Support Program

Is the organization faith based?  Yes  No

If yes, explain how the funded program will be separate from religious activities/requirements:

\_\_\_\_\_

Is this request for: (check one)  On-Going Support  New Program

**For Staff Use Only:** Complete Application received by deadline: \_\_\_\_\_ Yes \_\_\_\_\_ No

**THRESHOLD QUESTIONS:** (Note: Application must be signed and questions 1-5 below must be answered completely to determine if your application meets threshold requirements to be considered for funding.)

1. City CDBG Public Services Funding Request: \$ 40,000.00 (no less than minimum of \$20,000)
2. Is this Organization a non-profit, public benefit corporation?  Yes  No
3. Will 100% of the CDBG funds be used to serve low-income clients or households within the city limits of Chico?  
 Yes  No
4. a. Does your Program assist people experiencing homelessness?  Yes  No
4. b. Does your Program assist people to prevent homelessness?  Yes  No
5. Select the primary service your Program provides from the priorities listed below (**select one**):
- A. Assist people experiencing homelessness, including getting them into/maintaining stable housing
- B. Support and improve the well-being of seniors
- C. Support and improve the well-being of people with disabilities
- D. Provide legal services
- E. Provide meals for homebound people
- F. Provide childcare so that parent(s) may work or receive education

**PROGRAM/ACTIVITY:**

6. a. Describe your proposed Program (services) to be provided with the requested City CDBG funding. Provide the name of the program and how it addresses the need or problem you've identified and aligns with at least one of the priorities listed above.

The Torres Community Shelter serves as the City of Chico's largest provider of low-barrier, congregate 24-hour emergency shelter. The shelter operates within the Butte Countywide Continuum of Care system and under the umbrella of True North Housing Alliance, Inc. True North provides a full spectrum of services including homelessness prevention, outreach, emergency shelter, transitional housing, rapid rehousing, rental assistance and permanent supportive housing. True North employs seven full-time case managers, two housing navigators, and a service coordinator who provide comprehensive support to help individuals progress towards self-sufficiency and improve their overall health, well-being, financial and housing stability.

The Torres Shelter has operated 24 hours a day since January 2019. Funds from the Homeless Emergency Assistance Program (HEAP) and the Homeless Inter-agency Council at the State of California helped with making this necessary and needed shift. Funds from the CDBG grant will be applied to sustain the Torres Shelter Support Program by helping to cover essential utilities costs and day service programming. Day services in a shelter are extremely important, as they allow for respite time, continuity of care with service providers, and increased safety, especially for our most vulnerable guests over the age of 50--which now make up over 30% of the shelter population, with disabled adults accounting for 63% of the population served. A bed, three meals, a hot shower, laundry service, and hygiene items are available to all guests. A computer lab, safe storage of medication (not distribution), vocational training programs, counseling services, digital

6. a. Continued

Every individual is offered case management and the opportunity to develop a housing support plan. Plans address core strengths and barriers to housing and are informed by progressive engagement techniques while working at the client's pace. In 2025, TNHA provided services to over 1,200 individuals, with over 850 at the Torres Shelter alone, and successfully housed nearly 170 individuals. Of those served, 68% reported a physical disability, 30% reported substance use disorder and nearly 42% reported experiencing mental illness. With a focus on empowerment, True North Housing Alliance provides the direct and indirect services necessary for those with mental health conditions, substance use disorders, and disabilities to improve their quality of life and reach their housing goals. Our supportive and individualized approach has helped us to achieve a 13% housing rate of success in 2025, landing above the HUD standard. This is especially significant given limited affordable housing stock in Butte County. Supporting day programming and utility costs will allow for the continued operation of these essential and human-centered services.

Given the success and impact of four consecutive years of CDBG funding, TNHA proposes once again to apply \$20,000 to utilities at the Torres Shelter to sustain day services and the remaining \$20,000 to support day programming activities. Operational costs have also increased by nearly 40% since 2022 due to increased utilization of day services and rising costs of goods and services and utilities rates. Activities supported by these funds will be evidence-based and trauma-informed. and include therapeutic horticulture. art therapy. mindful movement and

6.b. If you answered "yes" to 4.b. above, how does your Program prevent homelessness? Please be as specific as possible.

In late 2024, TNHA was awarded funds from the California Housing and Community Development Department for 5 years of funding for homelessness prevention, rapid rehousing, and supportive services. Since launching the program in November 2025, TNHA has already assisted 42 individuals with homelessness prevention funding, stopping the cycle of homelessness before it starts, and over 20 individuals with rapid rehousing assistance. Guests of the Torres Shelter will have access to all supports and services provided through the program, streamlining the shelter to housing navigation process. Additionally, TNHA offers one additional year of case management to all housed clients to help reduce returns to homelessness once housing is secured. Since launching

7. Who will oversee the Program? Do staff currently administer a similar grant program with these administrative requirements and does the entity have experience in utilizing local, state or federal funding with a similar purpose?

The program will be overseen by the Executive Director, Associate Director, Program Director, Guest Enrichment Coordinator, and Case Managers, allowing for transparency and cooperation in service delivery. TNHA has successfully allocated and managed CDBG funds since 2022. TNHA maintains multiple federally funded programs and contracts, as well as state and local contracts, and has passed all audits and monitoring efforts. TNHA has sustained day programming services

7a. Describe the skills and experience of staff who will work directly on the Program.

True North Housing Alliance prides itself on maintaining and cultivating a diverse staff. Several of our management staff have lived experience with homelessness, including our current director. Personal development is a core value at TNHA; several of our management staff have worked their way up from entry level positions. Lived experience, drive, and determination inform the culture of compassion, empathy, understanding and efficiency among our staff. All services offered are done so with evidence-based tools and interventions, with a focus on trauma-informed care and cultural competency in service provision to vulnerable populations, such as those with mental illnesses and/or substance use disorders. Services offered are viewed as the portal to which individuals access appropriate support along the continuum of care. Our fiscal and operations staff have nearly

8. Who are the targeted beneficiaries or clients?

The targeted beneficiaries of True North Housing Alliance are homeless or chronically homeless individuals and families as defined by the HEARTH Act that are not registered arsonists or sexual offenders. To be eligible for services, individuals must participate in the program intake process, which includes a vulnerability assessment. Persons participating in the vulnerability assessment are prioritized for housing services based on their level of immediate need as identified in the assessment score. Persons who are most vulnerable have a higher priority for accessing services; those with a disability, chronic health condition, no income, and senior citizens are most likely to be of the highest vulnerability and have the highest priority. The Torres Shelter serves adults 18 years or older, with adults over 50 representing over 30% of the population. Families with infants and children are eligible for services at our Aurora North bridge housing location.

9. Describe proactive outreach efforts or programmatic elements that foster access to your organization's services by under-represented (racial minorities, limited English speakers, disabled-physical or mental impairment) groups in our community.

The Torres Community Shelter, is a HUD funded agency and housing provider, and is required by law to follow the terms of the Fair Housing Act, which protects persons from discrimination when they are seeking housing assistance or when engaging in other housing-related activities. The Shelter has implemented a non-discrimination policy that covers all service provision, hiring and operational activities, and maintains a Language Assistance Policy to assist individuals with limited English proficiency. TNHA has operated a street outreach program since 2024. the program has outreached to over 200 unsheltered individuals with over 100 enrolling in the Homeless Management Information System (HMIS) and/or Torres Shelter services. The Shelter has established partnerships with other city and county entities to ensure anyone has access to our services. These agencies include but are not limited to Far Northern Regional Center, Butte County Public Health, Behavioral Health, the Department of Employment and Social Services,

10. How do you address the needs of limited English proficient speakers?

True North Housing Alliance proactively recruits and hires staff that are multi or bi-lingual to assist non-English or limited English proficient persons. All Shelter documents have been translated into the secondary language of our area, Spanish. For all other languages, or when Shelter staff are unable to meet a participant's language needs, the agency uses the Language Line to translate via a three way call. The agency also partners with the NorCal Center on Deafness for those persons who may not be language proficient due to a hearing impairment.

11. Has the organization had any fair housing/equal opportunity complaints filed within the last year?

Yes  No

If yes, what was the outcome?

12. How does your organization determine client eligibility and what database is used for tracking client information?

The Torres Shelter is a low barrier shelter offering services to all Butte County residents experiencing homelessness. TNHA screens for sexual offenders ("290s") as well as arson offenders and utilizes Homeless Management Information System to track client information and eligibility.

13. Complete the following chart. List three primary activities of your Program, their outcomes, indicators, and measurement tools. **Activities** are specific, definable services; **Outcomes** are the client benefits or changes that result from your services; **Indicators** describe how your organization measures the success (should be quantitative such as: contracts executed, positions filled, target participants assisted, tangible resources created (a new form, progress assessment tool or funds raised). **Measurement Tools** are the resources you use to collect the indicator data.

<b>ACTIVITY</b> <i>What the Program does to serve clients</i>	<b>OUTCOME(S)</b> <i>Benefits that result from the activity</i>	<b>INDICATOR(S)</b> <i>The direct product(s) of program activities</i>	<b>MEASUREMENT TOOLS</b> <i>What you use to gather the outcome data</i>
<b>Example: Financial Literacy Classes</b>	<b>Increased knowledge of how to establish and maintain a monthly household budget, contributing to financial security and self-sufficiency</b>	<b>Number (x) of exiting families who report they now use a monthly budget to manage expenses and savings</b>	<b>Follow up survey at completion of class and program exit</b>
Each client will be given the opportunity to engage in case management services including collaborative housing action plans and services with goal	To increase the number of clients exiting the shelter and transitional settings into permanent housing. In addition to 100 clients exiting the Shelter with increased financial resources and adequate medical support.	Over 100 clients exiting the shelter into housing solutions with increased financial resources. In addition to 150 referrals made to DESS and 100 applications complete.	Homeless Management Information System (Outcome Report)
Provide and refer to mental health drug and alcohol, medical, and dental services	Increased health and well-being	100 exiting persons who report an improvement in their health as a result of treatment	Exit survey with program participant
Provide life skills classes (i.e. parenting emotional learning activities, seeking safety curriculum) to promote trauma-informed	Increased client self sufficiency, coping and life skills.	100 exiting persons who report an improvement in their ability to live independently	Exit Survey with each program participant

14. How will your Program benefit the community indirectly, beyond direct services to clients? Explain how you demonstrate evidence of support.

TNHA plays a critical, and often life-saving, role in our community's homeless response system by providing a safe place for people to stay while they reconnect to housing. TNHA supports rapid re-housing placement by quickly entering individuals into the housing system, and referring them to and assisting to provide appropriate services to help participants succeed in maintaining stable housing. TNHA serves an increasingly vulnerable population that, without case management and services, would be a significant drain on public services, emergency rooms, and public safety. TNHA connects individuals to resources that remove the barriers that have kept them from maintaining stable housing. These services help keep our community safe and clean. This is evidenced by the over 1,000 individuals who were kept out of unsheltered and unsafe conditions.

15. How does your Program collaborate with other community agencies to enhance the impact of your services? What are the benefits of this collaboration?

Collaboration is central to the mission of TNHA. Partnerships that are built on public and private relationships provide a critical backbone to support and ensure that efforts build strong and sustainable programs. No one sector alone can prevent and end homelessness: it takes the dedication and commitment from entities across sectors coming together with common goals. To that end, the Shelter has agreements and collaborates with over 25 organizations county wide. These partnerships are essential in assisting individuals with securing permanent housing. Key partners include Chico Housing Action Team, The Housing Authority of the County of Butte, Community Housing Improvement Program, Safe Space Winter Shelter, Oroville Resource Center, the Jesus Center, Partnership Healthplan, Butte County Department of Behavioral Health, Butte County Department of Employment and Social Services, The Butte Countywide Continuum of

15.A. If your Program provides housing units, check "Households" in Question 15.B. below. If your Program does not provide housing units, check "Persons" or "Residents".

15.B.	Estimated 2025-26 Served	Estimated 2026-27 To Be Served
Total number of <input checked="" type="radio"/> Persons / <input type="radio"/> Households	1231	1300
Total City of Chico <input checked="" type="radio"/> Residents / <input type="radio"/> Households	850	900
How many City <input checked="" type="radio"/> Residents / <input type="radio"/> Households utilizing CDBG funds	850	900
CDBG Grant Funding Received	\$ 24,020	
CDBG Grant Funding Requested		\$ 40,000

15.C. What is the estimated cost of your Program per participant or household for FY 2026-27? If this funding request is for an existing Program, what is the cost of your Program per participant/household this fiscal year (2025-26) ? This should not be based on how much City funding you receive.

The estimated cost of the program per participant for FY 206-27 is just \$2,700 per person, a significant cost savings to the estimated national cost of chronic unsheltered homelessness of \$50,000 per person per year.

16. If City funding is not available, or is less than requested, outline how might this change the operation of the Program. Would you seek to fill the gap from other funding sources? Is the Program viable if you only receive the minimum \$20,000 grant from the City?

Due to proposed and completed cuts to TNHA's county, state, and local contracts, and the de-prioritization of funding for emergency shelters over permanent housing programming, TNHA is facing a budgetary shortfall in FY 26-27 of up to \$408,000. Without full CDBG funding, that shortfall will increase to \$448,000. this equates to just under 9% of TNHA's overall operating budget. If less than the full amount of the award is received, TNHA will amend the program budget to continue providing services and operational coverage at a reduced capacity. TNHA has

17. Is there a sustainability plan for the program regarding future funding?

TNHA's prioritization of diversified funding is paving the way to future sustainability. In the first year of fee-for-service programming through California Advancing and Innovating Medi-Cal billing programming, TNHA's revenue was over \$400,000. In the second year, it was near \$1,000,000 (20% of annual operating budget). With increased enrollment and sustained service utilization, TNHA estimates increasing revenue by at least 20% in FY 26-27. Additionally, TNHA has applied for and secured large state and federal contracts previously unavailable to the organization due to its size/operational limitations. The increased and sustained utilization of

18. Describe your organization's fundraising efforts during the past year (include annual events, specific campaigns and any other relevant information demonstrating community fiscal support).

TNHA hosts several fundraising events annually including its Empty Bowls and Pickelball tournament in Spring, as well as its Home Again Match Campaign for unhoused seniors every winter. The fundraisers are well established and typically raise a combined amount of \$200,000, nearly 10% of the Torres program operating budget. As community leaders and ambassadors, TNHA participates in and facilitates several community outreach and engagement efforts annually, including presentations at rotary clubs, Chico State, and more. TNHA also maintains a robust monthly giving program to help offset programmatic costs not funded by grants.

19. Does your Program use an evidence-based or evidence-informed model of services? If so, please describe. If not, what data can you provide which describes the effectiveness of your servicemodel?

TNHA uses two evidence-based models to directly provide shelter and support services to participants. (1) The Housing First Approach is used to house homeless individuals who have serious mental illnesses and co-occurring substance use disorders. It takes a consumer-based approach in supporting participants' needs and encourages the creation and implementation of individual goals while providing housing with no preconditions. Research shows that Housing First programs increase housing stability for those served and increase client utilization of supportive services, while saving costs on social service systems. (2) Progressive Engagement is an evidence-based approach, which acknowledges the impact of trauma and sociological barriers on individuals in marginalized groups. It requires the provider to meet individuals where they are at and work progressively overtime to build trust and help move them forward on their journey out of homelessness.

20. What are the most significant trends and/or changes that are currently affecting your Program's operation and the people you serve? How is your organization responding to these trends/changes?

The primary barrier to to successful exits from the shelter continues to be lack of affordable housing stock in Butte County, and specifically in Chico. This issue has kept many individuals in our shelter for longer than anticipated, impacting occupancy and availability of shelter space. To address these issues, TNHA has developed several housing programs in the last 5 years, including bridge housing, transitional housing support, Rapid Rehousing, and permanent supportive housing. TNHA recognizes the need for supportive housing for those who secure housing to maintain it and meet their personal goals. To address the root causes of homelessness, TNHA has utilized CDBG and other funding sources to expand wellness and skills training services onsite at the Torres Shelter. Programming includes digital and financial literacy, workforce development, substance use disorder and mental health counseling, gardening and more. To help reduce returns to homelessness, TNHA launched its Quality Aftercare program in 2023 to provide each individual who secures housing through our services with a minimum of one additional year of supportive case management services.

21. Has your organization been audited in the past year by an individual or firm other than the City of Chico? If yes, by whom and what is the date of the most recent financial audit? Has any audit of your organization found discrepancies or problems? If yes, explain.

TNHA's FY 23-24 audit was completed in 2025 by a private CPA. Preparations are underway to begin the 24-25 audit this spring. TNHA has successfully passed all annual audits and grant monitoring efforts to date.

**CONFLICT OF INTEREST**

Federal, State, and City law prohibits employees and public officials of the City of Chico from participating on behalf of the City in any transaction in which they have a financial interest. In order to determine a possible conflict of interest, please indicate whether the applicant, any of the applicant's staff, any of the applicant's Board of Directors, or any of the applicant's family members or business partners is or has been within one year of the date of this application one of the following: (1) a City employee or consultant, or (2) a City Council Member.

**Selecting 'Yes; possible conflict of interest' does not automatically disqualify the applicant; however, additional verification may be requested to process the application and to determine project eligibility.**

- No; no conflict of interest.
- Yes; possible conflict of interest. (Please explain below)

**By submitting this application, agency understands it must have organizational capacity to meet CDBG regulatory and reporting requirements, including, but not limited to: collection of income and demographic information from all assisted persons, capacity to assist limited English proficient persons, follow Fair Housing laws and provide reasonable accommodations.**

**Authorized Signature:**

To the best of my knowledge, the information provided on this application and all attached forms is true and I am authorized to submit this application on behalf of the applicant's organization/agency.

NOTE: Programs using a Fiscal Receiver must have signatures by both the program director and a representative authorized to sign on behalf of the Fiscal Receiver

Taylor Bunch  
\_\_\_\_\_  
Print Name of Non-Profit Representative  
Or Fiscal Receiver Representative

  
\_\_\_\_\_  
Signature  
(Fiscal Receiver or Organization Representative)

2/5/2026  
\_\_\_\_\_  
Date

\_\_\_\_\_  
Name/Signature of Program Director  
(If different from above)

	A	B	C	D	E	F	G	H	I	J
1	City of Chico - Community Development Block Grant Program									
2	<b>Proposed Program Budget</b>									
3	Name of Program: <b>Torres Shelter Support Program</b>									
4	Organization: <b>True North Housing Alliance, Inc.</b>									
5										
6										
7										
8	<b>FUNDING SOURCES</b>									
9	<b>USES</b>									
10	<b>Budget Category</b>	<b>Program related expenses</b>	<b>CDBG Funding</b>	<b>State/Local Funds</b>	<b>Private Funds/Donations</b>	<b>Other</b>	<b>Totals</b>			
11	Salaries & Wages*	\$ 1,700,000.00		\$ 1,169,144.00	\$ 206,550.00	\$ 208,388.00	\$ 1,584,082.00			
12	Fringe Benefits	\$ 170,000.00		\$ 129,904.00	\$ 22,950.00	\$ 23,154.00	\$ 176,008.00			
13	Consultant/Contract Services						\$ -			
14	<b>TOTAL PERSONNEL BUDGET</b>	\$ 1,870,000.00	\$ -	\$ 1,299,048.00	\$ 229,500.00	\$ 231,542.00	\$ 1,760,090.00			
15	Office/Space Rent	\$ 9,600.00		\$ 9,600.00			\$ 9,600.00			
16	Utilities	\$ 129,000.00	\$ 20,000.00	\$ 38,700.00	\$ 20,300.00	\$ 50,000.00	\$ 129,000.00			
17	Telephone	\$ 9,500.00		\$ 2,850.00	\$ 1,650.00	\$ 5,000.00	\$ 9,500.00			
18	Office Supplies	\$ 20,000.00		\$ 8,500.00	\$ 5,500.00	\$ 6,000.00	\$ 20,000.00			
19	Equipment	\$ 25,000.00		\$ 25,000.00			\$ 25,000.00			
20	Printing/Duplication	\$ 9,550.00		\$ 9,550.00			\$ 9,550.00			
21	Travel/Conference	\$ 5,000.00		\$ 5,000.00			\$ 5,000.00			
22	Other									
23	(Shelter/Cleaning supplies)	\$ 70,000.00			\$ 38,500.00		\$ 70,000.00			
24	Other (Guest Direct Services)	\$ 155,200.00	\$ 20,000.00	\$ 131,200.00		\$ 4,000.00	\$ 155,200.00			
25	(Facilities/Maintenance)	\$ 33,995.50		\$ 10,200.00	\$ 23,796.00		\$ 33,996.00			
26	<b>TOTAL NON-PERSONNEL BUDGET</b>	\$ 466,845.50	\$ 40,000.00	\$ 272,100.00	\$ 89,746.00	\$ 65,000.00	\$ 466,846.00			
27	<b>TOTAL PROJECT BUDGET</b>	\$ 2,336,845.50	\$ 40,000.00	\$ 1,571,148.00	\$ 319,246.00	\$ 296,542.00	\$ 2,226,936.00			

	A	B	C	D	E	F	G
1							
2	City of Chico - Community Development Block Grant Public Services Program						
3	<b>Agency Operations Budget (local agency totals only)</b>						
4							
5	Organization Name	True North Housing Alliance, Inc.					
6							
7	<b>AGENCY REVENUES</b>						
8					Current FY (projected)	Estimated Funding FY	
9	<b><u>INCOME SOURCES:</u></b>				<b>2025-26</b>	<b>2026-27</b>	
10							
11	1. BEGINNING BALANCE (July 1)				\$ 1,734,480.00	\$ 1,459,913.00	
12							
13	2. Local/State/Federal Grants (Specify)				\$ 2,071,085.00	\$ 1,672,500.00	
14	PLHA - City of Chico				\$ 265,888.00	\$ -	
15	HPSP - HCD (State)				\$ 600,000.00	\$ 650,000.00	
16	ARG - BSCC (State)				\$ 500,000.00	\$ 510,000.00	
17	HHAP5 - County				\$ 82,814.00	\$ 82,500.00	
18	CSUC - RRH (State)				\$ 350,000.00	\$ 375,000.00	
19	County Contracts (BH, APS, DESS)				\$ 232,696.00	\$ 55,000.00	
20	PAS - HCD (State)				\$ 39,687.00	\$ -	
21							
22	3. City of Chico CDBG Funding				\$ 24,020.00	\$ 40,000.00	
23							
24	4. Community Donations/Fundraising				\$ 150,000.00	\$ 165,000.00	
25							
26	5. Fee for Services				\$ 1,700,000.00	\$ 2,070,000.00	
27							
28	6. Other Income Sources ( <i>indicate if restricted sources, explain on A-3</i> )				\$ 1,127,528.00	\$ 577,943.00	
29	Comcast Foundation				\$ 37,500.00	\$ 12,500.00	
30	IPP - Partnership Healthplan				\$ 222,791.00	\$ 199,680.00	
31	LDS church				\$ 75,737.00	\$ 35,263.00	
32	SaveMart Cares				\$ 35,000.00	\$ -	
33	fundraising				\$ 200,000.00	\$ 220,000.00	
34	Rents				\$ 85,000.00	\$ 95,000.00	
35	Interest Income				\$ 15,500.00	\$ 10,500.00	
36	Line of Credit (LOC)				\$ 451,000.00	\$ -	
37	AFWD contract				\$ 5,000.00	\$ 5,000.00	
38							
39	7. TOTAL INCOME				\$ 5,072,633.00	\$ 4,525,443.00	
40							
41	8. TOTAL FUNDS AVAILABLE				\$ 6,807,113.00	\$ 5,985,356.00	
42							
43							

	A	B	C	D	E	F	G
44	<b>AGENCY EXPENDITURES</b>						
45	<b><u>EXPENDITURES</u></b>				Current FY	Estimated Funding FY	
46							
47	TOTAL FUNDS AVAILABLE				\$ 6,807,113.00	\$ 5,985,356.00	
48							
49	1. Salaries/Employee Benefits				\$ 3,300,000.00	\$ 3,400,000.00	
50							
51	2. Expenses				\$ 262,500.00	\$ 253,000.00	
52	Travel Expenses				\$ 7,000.00	\$ 7,000.00	
53	Office Space Expenses				\$ 10,500.00	\$ 11,000.00	
54	Consumable Supplies				\$ 120,000.00	\$ 125,000.00	
55	Equipment Expenses				\$ 40,000.00	\$ 20,000.00	
56	Insurance Expense				\$ 85,000.00	\$ 90,000.00	
57							
58	6. Other Operating Expenses				\$ 1,304,700.00	\$ 1,321,250.00	
59	Professional services/consultants				\$ 85,000.00	\$ 90,000.00	
60	LOC repayments/Banking				\$ 132,000.00	\$ 132,000.00	
61	Program Service Expenses (Housing, direct services)				\$ 855,000.00	\$ 905,000.00	
62	Utilities				\$ 185,000.00	\$ 175,000.00	
63	Fees/Licenses/Permits				\$ 9,500.00	\$ 2,500.00	
64	Events/Fundraising				\$ 10,700.00	\$ 11,250.00	
65	Staff Training/Edu				\$ 27,500.00	\$ 5,500.00	
66							
67	7. Capital Expenses (show detail on separate attachment)				\$ 480,000.00	\$ -	
68							
69	8. TOTAL EXPENDITURES				\$ 5,347,200.00	\$ 4,974,250.00	
70							
71	9. <b>ENDING BALANCE</b> (if negative, please explain on A-3)				<b>\$ 1,459,913.00</b>	<b>\$ 1,011,106.00</b>	
72							

## Explanation of Budget

Organization Name True North Housing Alliance, Inc.

### Narrative Explanation of Overall Budget

Operating costs for the Torres Community Shelter and TNHA’s supportive housing programs have increased by more than 20% annually since FY 21–22. These increases are driven by a sustained 30% rise in shelter utilization beginning in late 2024, along with higher costs for materials, supplies, utilities, and staff wages. Without the full CDBG request, the Torres Community Shelter would face a projected \$149,910 deficit in FY 26–27, representing approximately 6% of the program’s total budget. At the organizational level, TNHA projects an overall deficit of \$448,807 in FY 2026–27 (9% of the total operating budget). With CDBG funding, the projected organizational deficit is reduced to \$408,807. TNHA will leverage its FY 26–27 starting balance and available unrestricted cash flow to maintain financial stability and avoid negative cash positions while continuing to pursue diversified revenue strategies to close the remaining gap into FY 27-28. These strategies include securing ongoing public and private funding for shelter operations and expanding fee-for-service revenue through the California Advancing and Innovating Medi-Cal (CalAIM) program. In 2026, TNHA will launch additional CalAIM services, resulting in an estimated 20% increase in total billing compared to FY 25–26. Overall expenses in FY 26–27 are projected to decrease following the completion of the 4,000-square-foot Navigation Center at the Torres Community Shelter site in FY 25–26. Utility costs will also decline due to the completion of construction, installation of energy-efficient systems, and removal of outdated solar infrastructure.

### Explanation or Comments relating to Budget Pages A-1 and A-2

**Example:**

<b>Tab, Line</b>	<b>Description</b>
A-2, line 14	Funding restricted for Outreach and Engagement contract through FY 25/26

<b>Tab, Line</b>	<b>Description</b>
A-2, line 15	Funding for Housing Plus Support Program is restricted for individuals enrolled directly in the program; while guests of the Torres Shelter may be enrolled in the program, entry into shelter is not a condition for eligibility, therefore not all shelter guests, or funding is allocated to general programming. Contract through FY 29-30

