



<b>Humboldt County RFP No. DHHS2022-07</b>	
<b>1.0 Introductory Letter</b>	
<b>Applicant Name:</b> Redwood Community Services	<b>Date:</b> November 28, 2022
<b>Primary Contact:</b> Sage Wolf, MSW	<b>Title:</b> Director of Integrated Health
<b>Address:</b> 631 S. Orchard Ave, Ukiah, Ca 95482	<b>Phone Number:</b> 707-901-7397
<b>Email:</b> <a href="mailto:wolfs@redwoodcommunityservices.org">wolfs@redwoodcommunityservices.org</a>	<b>Fax Number:</b> 707-462-6994
<b>Authorized Signer:</b> Victoria Kelly, LCSW	<b>Title:</b> Chief Executive Officer
<b>Address:</b> 631 S. Orchard Ave, Ukiah, Ca 95482	<b>Phone Number:</b> 707-467-2010
<b>Email:</b> <a href="mailto:kellyv@redwoodcommunityservices.org">kellyv@redwoodcommunityservices.org</a>	<b>Fax Number:</b> 707-462-6994
<b>Project Summary</b>	
<b>Proposed Project:</b> Rapid Re-Housing & Housing Support Services	
<p>Redwood Community Services (RCS) is a multi-service, private, non-profit agency 501c(3) serving Lake, Mendocino, and Humboldt Counties. The organization began operating under the name “Redwood Children’s Services) in 1996, offering foster care, residential care, and mental health services for children, youth, and families. Since then, the agency has grown to offer therapeutic afterschool programs, youth resource centers, substance use treatment programs, crisis services, prenatal and parenting support programs, transitional housing, and other services focusing on improving the community. RCS is proud to be accredited through the Council on Accreditation since 2015, which is also when it changed the agency name to reflect the broader mission of empowering communities for long-term success.</p> <p>RCS is proposing to implement housing support services and RRH assistance in Humboldt County. We would aim to help individuals and families experiencing homelessness move as quickly as possible into permanent housing and achieve stability through a combination of housing identification, rental assistance, and supportive services. RCS would provide rental assistance and stabilization services for adult individuals, couples, and families with children who fall under the definition of “literally homeless”. RCS staff use Progressive Engagement, providing the minimal amount of assistance required to address a participant’s housing crisis and supporting them with developing and accessing their own resources as much as possible. The program also operates under the Housing First model of prioritizing housing without mandating additional requirements prior to entry. Participants are provided access to assistance without preconditions such as sobriety or minimum income level. The focus of services and assistance is kept on aiding the participant with acquiring and sustaining housing. People with housing barriers, such as no credit, no current rental history, no current income, or living on minimal assistance, are far less likely to find housing without assistance and they are less likely to maintain housing without case management support.</p>	
<b>Project Budget:</b> \$1,023,285.00	<b>Project Timeline for this Request:</b> TBD – June 30, 2026
<b>Estimated Number of Community Members to be Served by Project:</b> 300 households	

Foster Family Agency | Behavioral Health Services | Family Social Services | Skill Building & Empowerment Services

Crisis Response Services | Transitional Services | Residential Services | Homeless Services | Substance Use Services

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### **3.0 Signature Affidavit**

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## **4.0 Professional Profile**

### **4.1 Organization Overview**

Redwood Community Services (RCS) is a multi-service, private, non-profit agency 501c(3) serving Lake, Mendocino, and Humboldt Counties. The organization began operating under the name “Redwood Children’s Services) in 1996, offering foster care, residential care, and mental health services for children, youth, and families. Since then, the agency has grown to offer therapeutic afterschool programs, youth resource centers, substance use treatment programs, crisis services, prenatal and parenting support programs, transitional housing, and other services focusing on improving the community. RCS is proud to be accredited through the Council on Accreditation since 2015, which is also when it changed the agency name to reflect the broader mission of empowering communities for long-term success.

RCS is committed to providing quality, data-driven, culturally responsive, innovative services to children, youth, adults, and families. RCS works in collaboration with county leaders and agency partners to ensure the availability of rich, dynamic, person-centric services. We are a community-driven, social justice organization dedicated to serving vulnerable populations by providing hope, community, and support. We strive to be the foundation upon which our children, youth, adults, and families build new futures, rewrite their stories, and move from surviving to thriving.

The RCS Board of Directors provides oversight to the agency and all its programs, reviewing agency changes, progress, incidents, and other elements central to operating under the agency’s mission, vision, and goals. Each RCS program has a Board Director who acts as a point person and meets with the Program Manager to review the program’s activities, utilization of services, and plans.

The RCS Leadership team is made up of the Chief Executive Officer, Chief Operations Officer, Chief Financial Officer, and agency Directors and Managers. The team meets regularly to review the operations of the agency, changes to staffing, program updates, incidents, policy changes, and financial needs, among other items.

Every RCS program is supported by this Leadership team as well as by the agency’s administrative support departments: Human Resources, Finance, Performance and Quality Improvement, Training, Maintenance, Information Services, and Public Relations. This administrative support is integrated into the operations of each program.

Our programs are developed to meet the needs of our community effectively and appropriately. Our services address identified needs associated with ensuring safe environments for the county's most vulnerable populations, while enhancing their lives and strengthening their families. RCS programs provide supportive services and activities that are committed to helping create lasting relationships.

RCS has been providing homeless and housing services since 1999, when it piloted a transitional housing program for transition age youth (TAY) in Mendocino County. The transitional housing program for foster youth and TAY who were in foster care provides housing in scattered site apartments where RCS holds the master lease. The TAY Wellness housing program for TAY experiencing homelessness as well as severe mental illness began in 2008. Participants live in a

single site apartment complex that is owned by RCS. Serving young adults ages 18-24, the program partners with our Behavioral Health Services to offer therapeutic support to assist participants with learning to work with their mental health disorder and develop independent living skills. We also operate multiple transitional housing programs that utilize a shared housing model in large houses in Mendocino and Lake Counties. We have provided comprehensive case management and support services to residents in Permanent Supportive Housing programs throughout Mendocino and Lake Counties since approximately 2012.

In 2017, contracting with the California Housing and Community Development (HCD) department, RCS implemented a Rapid Re-Housing (RRH) program for adult households. Also in 2017, RCS began operating an emergency winter shelter with the support of multiple community partners. We expanded homeless services to provide housing navigation services, emergency shelter, day resource center, and permanent housing resources. In 2019, RCS opened Building Bridges homeless resource center, providing emergency shelter and services to people living on the street. RCS aims to support those facing and living in a housing crisis with a compassionate, person-centered, Housing First approach, focusing first and foremost on housing needs and supporting people with navigating barriers to housing. At the beginning of 2022 we began to implement Enhanced Care Management (ECM) and Community Support (CS) services through a contract with Partnership Healthplan of California (PHC). These services are complimenting and strengthening the housing support services, RRH projects, and homeless services we offer in Mendocino and Lake Counties and will be tied in to the project we are proposing through this application for Humboldt County.

Providing services across three counties requires RCS to be organized, collaborative, nimble, and have a strong agency culture built on a common mission, vision, and values. RCS employs approximately 300 employees to operate:

- Foster family agency in Mendocino, Lake, and Humboldt counties
- Intensive Services Foster Care program in Humboldt County.
- Behavioral Health Services in Mendocino, Lake, and Humboldt counties
- Family Social Services such as Wraparound, Emergency Support Staff, and Family Strengthening Services.
- Youth Resource Center in Mendocino and Lake Counties
- Transitional housing programs in Mendocino and Lake Counties
- Short Term Residential Therapeutic Programs in Mendocino County
- Crisis Response Services in Mendocino County
- Currently developing a Crisis Residential Treatment facility in collaboration with Mendocino County and other partners.
- Substance Use Treatment Services in Mendocino and Lake counties
- Homeless & Housing Services in Mendocino and Lake counties (in development in Humboldt County!)

RCS has extensive experience developing, implementing, and operating projects to meet the needs of the people we serve. We are ambitious in our efforts to serve our community and clients, stretching and striving to be creative to make things work. We are constantly learning

how to improve this growth and change process. Our programs are made up of individual teams, but we all overlap and support each other and are built on a strong foundation of administrative and executive support. We are confident that any projects developed through this response to the Humboldt County Request for Proposals to receive Homeless Housing, Assistance and Prevention Program (HHAP) funding would be designed to be realistic in scale and capacity to maintain quality of services, while being ambitious enough to maximize the quantity of services possible. Our commitment to the community is to make our services and funding stretch to do “whatever it takes” or as close to it as we can for the communities we serve.

RCS does not have any litigation, fraud, debarments, suspensions, or violations such as described in the RFP. Nor do we have controlling or financial interest in any other organizations.

#### **4.2 Overview of Qualifications and Experience**

RCS has been providing housing focused case management services since it started our first transitional housing program in 1999. These services expanded when the RRH program began in 2017 and have continued since then. Mendocino County contracted with RCS starting in July 2019 to provide Housing Navigation services to families enrolled in the CalWORKs Housing Support Program and that contract has continued to be renewed annually.

RCS received its first Rapid Re-Housing (RRH) contract in January of 2017, through the State of California ESG funds. We have received these funds every year since then to provide RRH in Mendocino County, even expanding the project in 2020 through an ESG-CV contract with Mendocino County. In 2021 we provided services (emergency shelter, drop in center, street outreach, housing support, etc.) through our Mendocino County navigation center to over 600 individuals experiencing homelessness. Our Mendocino County housing support and RRH program provided services to 123 individuals in 62 households in 2021. Of the 41 individuals who exited the housing program in 2021, 98% or 40 exited to permanent housing destinations.

RCS has participated in HMIS since the MCHSCoC started utilizing it over ten years ago. When we started RRH in 2017 and opened our emergency shelter/navigation center in Mendocino County in 2019, we began using HMIS more seriously. In April of 2020 we received funding to support the addition of an Admin Analyst to aid us with ensuring our data quality and completeness. Our current goal is to ensure that we are capturing exit outcomes as best we can and that we are using the case management and services tools in HMIS.

Our homeless and housing services team has extensive training in and knowledge of regulations, best practices, and requirements relating to providing housing navigation services, RRH, and homelessness focused services. We ensure that our providers regularly review Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH), relevant section of the Code of Federal Regulations (CFR), and other federal and state regulations and legislation.

RCS provides extensive onboarding and ongoing training to all employees to ensure services are provided utilizing recommended best practices and approaches. We support our teams with being involved on a community level to support services are provided in alignment with local objectives and priorities, preferring to complement services already provided by partnering providers rather than duplicating efforts. We believe the people we serve are best served by

those with lived experience, building on research done in the field of peer based support services. To that end, we actively recruit from peers for our Housing Navigation and Peer Support teams.

**Qualifications & Experience of Key Personnel** (resumes and job descriptions in Section 8)

<b>Employee Name</b>	<b>Position Title &amp; Project Role</b>	<b>Qualifications &amp; Experience</b>
Sage Wolf	Director of Integrated Health <ul style="list-style-type: none"> <li>Overseeing &amp; guiding implementation of project</li> <li>Participation on Humboldt Housing &amp; Homeless Coalition</li> <li>Coordination with partnering service providers</li> <li>Managing funding streams, contracts, reporting, etc.</li> </ul>	Master’s in Social Work 17+ years experience in social work field Mental Health Rehab Specialist Extensive training in homelessness, housing, Housing First, etc. Has participated as a leader in the Mendocino County Homeless Services Continuum of Care In depth familiarity with relevant regulations and legal requirements Directs projects providing services to 800+ individuals with multiple complex funding streams
Joann Brewer	Housing Program Supervisor <ul style="list-style-type: none"> <li>Oversight &amp; supervision of project employees and project</li> <li>Collaboration with partner agencies</li> <li>Monitoring caseloads and provision of services</li> </ul>	Social Work Paraprofessional Certificate 10+ years experience Care Manager III Partially bilingual (Spanish)
Brandan Moroni	LVN Case Manager <ul style="list-style-type: none"> <li>Assisting with development and implementation of project, specifically as related to providing ECM through PHC contract</li> <li>Monitoring and advising on the connecting participants to appropriate care</li> </ul>	Licensed Vocational Nurse 10+ years experience
<b>Positions to be filled or created under the proposed project</b>		
<b>Position Title</b>	<b>Position to be filled or proposed position</b>	<b>Minimum Qualifications</b>
Housing Navigator	100% FTE positions to be filled <ul style="list-style-type: none"> <li>Will carry a caseload of up to 30 households</li> <li>Screens, assesses, and creates services plan with each household</li> </ul>	College degree strongly desired 2+ year experience in social service field Prefer experience working with people experiencing homelessness,

	<ul style="list-style-type: none"> <li>• Supports each household with house search, housing stabilization, and connecting to resources as appropriate to address housing barriers</li> <li>• Develops relationships with landlords and provides support to retain participant housing</li> </ul>	<p>mental illness, substance use challenges.</p> <p>Prefer people with lived experience with homelessness.</p> <p>Bilingual employee desired</p>
Peer Support Counselor – Housing Stabilization	<p>100% FTE position to be filled</p> <ul style="list-style-type: none"> <li>• Assist recently housed participants with stabilizing</li> <li>• Aid them with developing household-related skills</li> <li>• Connect participants to community and help them build their natural supports</li> <li>• Assist with transportation as needed</li> </ul>	<p>1+ year experience in customer/human service related field preferred</p> <p>Candidates will have lived experience with homelessness.</p> <p>Prefer experience working with people experiencing homelessness, mental illness, substance use challenges.</p> <p>Bilingual employee desired</p>
Program Analyst	<p>25% FTE position to be filled</p> <ul style="list-style-type: none"> <li>• Enter participant data in HMIS</li> <li>• Maintain participant files</li> <li>• Perform clerical functions as needed</li> <li>• Conduct screenings with clients as needed</li> <li>• Monitor data for quality, timely updates to client information</li> </ul>	<p>1+ years related experience</p> <p>Computer and data management skills required</p>

**5.0 Project Description**

**5.1 Project Design**

RCS is proposing to implement housing support services and RRH assistance in Humboldt County. We would aim to help individuals and families experiencing homelessness move as quickly as possible into permanent housing and achieve stability through a combination of housing identification, rental assistance, and supportive services. RCS would provide rental assistance and stabilization services for adult individuals, couples, and families with children who fall under the definition of “literally homeless”. RCS staff use Progressive Engagement, providing the minimal amount of assistance required to address a participant’s housing crisis and supporting them with developing and accessing their own resources as much as possible. The program also operates under the Housing First model of prioritizing housing without mandating additional requirements prior to entry. Participants are provided access to assistance without preconditions such as sobriety or minimum income level. The focus of services and assistance is kept on aiding the participant with acquiring and sustaining housing. People with housing barriers, such as no credit, no current rental history, no current income, or living on minimal assistance, are far less likely to



find housing without assistance and they are less likely to maintain housing without case management support.

Participants would be accepted through the community-wide Coordinated Entry System (CES). The CES aims to ensure that those prioritized for the limited assistance available in the community are those who the community has collectively agreed to prioritize based on their vulnerability and level of need. We would aim to serve at least 300 households through this housing support services and RRH project between the start in 2023 and June 2026. We would track all participant information and services through the Humboldt County HMIS database and utilize HMIS to generate performance reports to analyze project success.

All housing support service participants would be assessed using a Housing Barrier Assessment and Planning tool. For RRH participants and those eligible for housing financial assistance through our PHC CS project, this tool is used with a decision-assistance matrix to help identify how much financial assistance to offer at first and what kinds of supportive services the participating household may need. The kinds of financial assistance that could be offered include rental application fees, payment of rental and utility arrears, payment of utility and security deposits, short- and medium-term rental assistance, and costs associated with moving. Once housed, financial assistance is tapered off, so the person is not surprised by losing the support. The household will move in with a plan for how they will eventually take over paying the rental amount without assistance from the RRH program.

In addition to housing case management, support services, and financial assistance, participants would be linked to other appropriate community resources such as primary care, mental health services, substance use disorder treatment, benefits advising, legal services, food and shelter resources, employment support, mainstream housing resources such as low income housing units, and other valuable resources in the community.

We would aim to have this project staffed and operating by the beginning of July 2023, starting initially with participants in Eureka and quickly expanding to serve clients across the entirety of Humboldt County.

We would be pairing this project with our PHC CalAIM ECM and CS services to eligible PHC beneficiaries. This funding stream will be essential to the sustainability of this project. We would pursue additional funding streams to ensure the continuation of the project beyond the end of this grant period. If additional funding could not be secured we would work diligently with partners to ensure all participants were smoothly transitioned and not dropped from assistance.

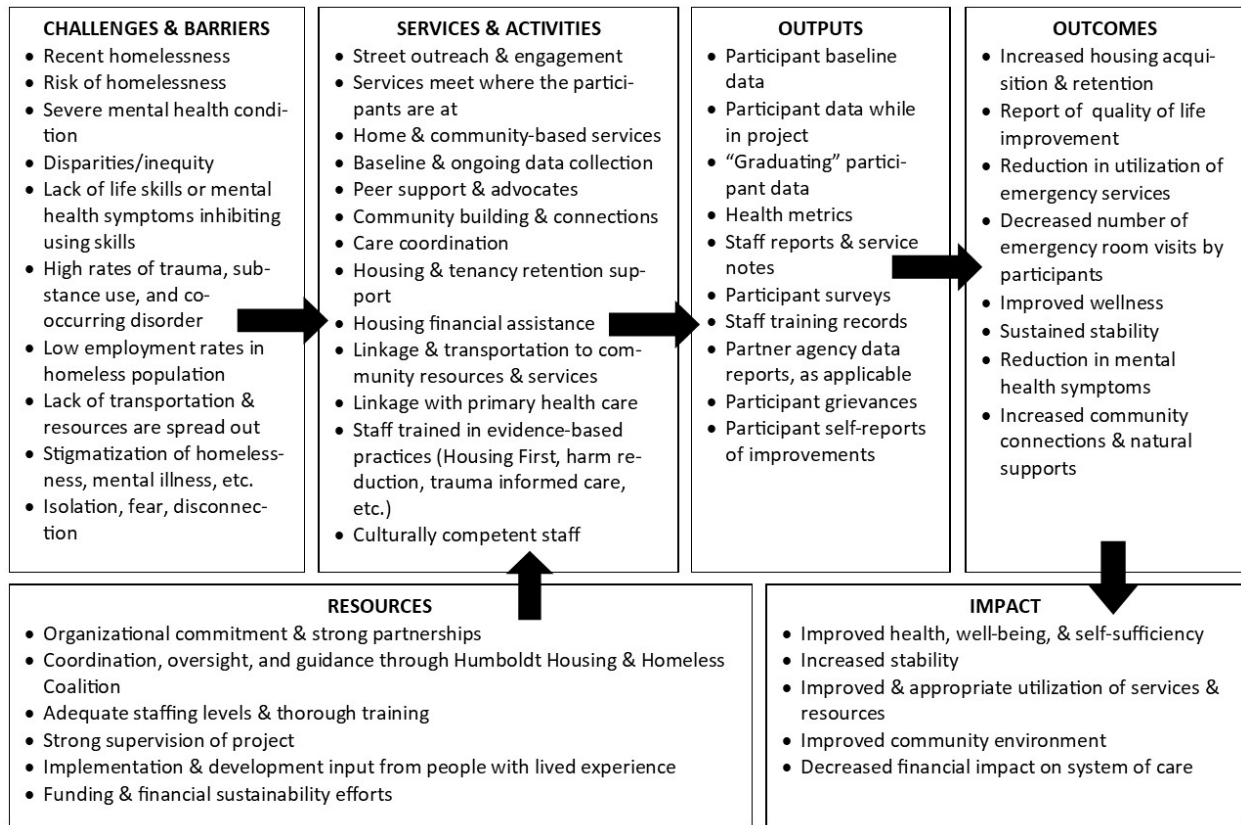
### **Project Goal**

Households experiencing homelessness in Humboldt County will experience decreased barriers to community integration and housing through supportive services and housing assistance.

Our goal with this project is for each participant to stabilize in a housed environment and achieve the highest level of independence possible. This could mean long-term residency in supportive housing, or it could mean working towards acquiring other stable, independent, permanent housing in the community. It could mean short-term assistance is needed or long-term. Success

is individualized and will vary between each participant. We regularly evaluate the project and adjust in coordination with the HHHC and partnering provider agencies to be successful.

### Project Logic Model



Detailed description of the overall goals of the proposed project, including:

- a. How the project will serve the entirety of Humboldt County.
- b. Detailed description of how the provision of services will continue past the period of the HHAP funding. Or how they will be phased out in a manner that does not disrupt access to other appropriate services, require relocation, or impose hardships on the participants.

As a RRH and housing support services project that does not include the development, construction, or acquisition of capital property for the purposes of providing low rent housing in a physical space, Article XXXIV of the California Constitution is not applicable. This project will not be employing, contracting, or using funding for capital improvements or development, which means Labor Code section 1770 are not applicable.

## 5.2 Project Budget

### 5.2.1 Attachment B – Proposed Budget

A. Personnel Costs
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Title: Program Director Hourly Rate of Pay or Salary Calculation: 10% FTE x 110,000 + 26% benefits x 3 years Duties Description: Project oversight, contract management, reporting	\$41,580.00
Title: Housing Program Supervisor Hourly Rate of Pay or Salary Calculation: 30% FTE x 70,000 + 26% benefits Duties Description: Staff supervision, caseload monitoring, training, coordination of services	\$79,380.00
Title: LVN Case Manager Hourly Rate of Pay or Salary Calculation: 10% FTE x 70,000 + 26% benefits Duties Description: Care coordination services, housing stabilization services, advisement on client care	\$26,460.00
Title: Housing Navigator Hourly Rate of Pay or Salary Calculation: 100% FTE x 49,920 + 26% benefits Duties Description: Housing search, landlord engagement, housing retention, service planning, etc.	\$188,697.00
Title: Peer Support Counselor – Housing Stabilization Hourly Rate of Pay or Salary Calculation: 100% FTE x 41,600 + 26% benefits Duties Description: Housing stabilization services, advisement on client care	\$157,248.00
Title: Program Analyst Hourly Rate of Pay or Salary Calculation: 25% FTE x 41,600 + 26% benefits Duties Description: Care coordination services, housing stabilization services, advisement on client care	\$39,312.00
Total Personnel Costs:	\$559,077.00
<b>B. Operational Costs</b>	
Item: Housing financial assistance over 3 years Description: short-medium term rental assistance, security deposits, utility payments, landlord incentives, rental application fees, etc. Amount per household will vary.	\$300,000.00
Item: Office space rent Description: \$1500/month x 36 months	\$54,000.00
Item: Office space utilities Description: \$300/month x 36 months	\$10,800.00
Item: Various office expenses (insurance, maintenance, etc.) Description: \$300/month x 36 months	\$10,800.00
Total Operational Costs:	\$375,600.00
<b>C. Supplies</b>	
Item: Equipment Description: Average \$1,000/employee position x 6 positions	\$6,000.00
Item: Office supplies Description: \$200/month x 36 months	\$7,200.00
Item: Office furniture Description: Desks, chairs, etc.	\$4,000.00
Total Supply Costs:	\$17,200.00
<b>D. Transportation/Travel (Travel expenses must follow Humboldt County Travel Policy Limits)</b>	

Item: Mileage for employee travel Description: .62/mile x 200 miles/month x 36 months	\$4,464.00
Total Transportation/Travel Costs:	\$4,464.00
E. Other Costs	
Item: Indirect Description: 7% of total expenses (956,341)	\$66,944.00
Total Other Costs:	\$66,944.00
Grand Total:	\$1,023,285.00

## 5.2.2 Budget Narrative

### Personnel Expenses

Personnel salaries are based on the RCS salary scale and differentials. *Benefits* are calculated at the standard RCS rate of 26%. As this is a service based project providing support to unhoused and recently housed participants, the bulk of the expenses are allocated to the personnel line items. The staffing structure provided would allow for quality services to support the delivery of housing assistance and retention.

### Operating & Supply Expenses

Operating expenses include facility space for the project employees. This facility would be located in Eureka. It also includes essential office expenses such as utilities, supplies, equipment, insurance, and maintenance. The bulk of the operating expenses would be allocated to direct participant expenses such as rental assistance and security deposits.

### Indirect

RCS calculates *Indirect* (Payroll, Human Resources, Performance & Quality Improvement, agency overhead, etc.) at an average of 14% of all program costs (personnel salaries and fringe, client expenses, and operating expenses). For the sake of this proposal we have calculated it at the allowable 7%.

## 6.0 Supplemental Documentation List

- a. Sage Wolf resume
- b. Joann Brewer resume
- c. Brandan Moroni resume
- d. Housing Navigator job description
- e. Peer Support Counselor job description
- f. Program Analyst job description
- g. Data outcomes report from HMIS
- h. Council on Accreditation certificate
- i. Screening, Intake, & Assessment Policy & Procedure (P&P)
- j. Service Planning P&P
- k. Workloads P&P
- l. Case Closing & Aftercare P&P

## **7.0 Exceptions, Objections, and Requested Changes**

No exceptions, objections, or requested changes to identify.

## **8.0 Required Attachments**

**8.1 Attachment 1 – RFP Signature Affidavit (section 3.0 of this proposal)**

**8.2 Attachment 2 – Project Budget (see section 5.2.1)**

**8.3 Attachment 3 – Supplemental Documentation (from list in section 6.0)**

# Sage Wolf, MSW.

## Contact

1045 South State Street  
Ukiah, Ca 95482  
707-901-7397  
wolfs@redwoodcommunityservices.org

## Education

California State University, Chico  
2015-2018  
Master's in social work

University of California, Santa Cruz  
2003-2005  
Bachelor's in art

Mendocino College, California  
1998-2003  
General education, business  
management, art

## Key Skills

Policy development  
Project management  
Budget planning  
Leadership  
Communication, written & verbal  
Training & coaching  
Systems approach  
Trauma-informed care  
Harm reduction  
Low barrier services  
Conflict resolution  
Community engagement  
Public relations  
Graphic design  
Grant management & reporting  
Equity, diversity, inclusion work  
Collaborative partnerships  
Creativity

## Summary

Seasoned professional with over 17 years of experience in social services – extensive training & focus on homelessness & housing. Works with compassion & dedication to assist people & communities with achieving their goals.

## Experience

*10/2022 – Current*  
Director of Integrated Health • Redwood Community Services (RCS)  
Develops & implements integrated health services & programs in Mendocino, Lake, & Humboldt Counties. Identifies, secures, & manages multiple funding streams. Reports to stakeholders. Facilitates interagency collaborative meetings. Supervises and trains employees. Oversees projects that served 800+ individuals in 2021.

*10/1/17 – 10/2022*  
Program Manager, Homelessness/Housing • RCS

*2015 – 2017*  
Quality Assurance Analyst • Department • RCS

*2012-2015*  
Housing Coordinator • Stepping Stones • RCS

*2011-2012*  
Mental Health Rehab Specialist • Foster Family Agency • RCS

*2007 - 2011*  
Youth Advocate Coordinator • Foster Family Agency • RCS

*2005 - 2007*  
Therapeutic Residential Counselor • Trinity Youth Services

## Leadership

Leadership Mendocino: Graduation Class XXVII, 2020  
Chair, Coordinated Entry/Discharge Planning Committee: Mendocino County Homeless Services Continuum of Care (MCHSCoC), 2017-current  
Member: MCHSCoC Strategic Planning Committee, 2017-current  
Governing Board Member: MCHSCoC, 2017-current  
Board Member: Homeless Services Action Group, 2017-current

## References

[Available upon request.]

# Joann K Brewer

210 N Jefferson St. Cloverdale, CA 95425

Phone: (707) 972-0180 E-Mail: joanbrewland@aol.com

## Experience

**Redwood Community Services (RCS) Building Bridges** **June 2022 to Present**  
Housing Program Supervisor

- Supervise the implementation of housing programs, program employees (Housing Navigators, Peer Support Counselors, etc.)
- Train and coach RCS Housing Navigators and Peer Support Counselors
- Oversee Housing Navigator caseloads and match referred clients with a navigator
- Meet regularly with the housing team to review client progress, stabilization, goals, etc.
- General Member of Mendocino County Homeless Services Continuum of Care
- Work collaboratively with partnering agencies
- Assist with property managers to meet their needs and maintain clients in housing
- Oversee data collection and quality in client record database

**RCS Building Bridges** **July 2020 to June 2022**  
Lead Housing Navigator, Case Manager

- Provide housing stabilization support for individuals who have been housed
- Provide housing search assistance for families and chronically homeless folks
- Work collaboratively with partnering agencies to assist clients
- Assist with property managers to meet their needs and maintain clients in housing
- Oversee data collection and quality in client record database
- Train and coach RCS Housing Navigators and Peer Support Counselors
- Oversee Housing Navigator caseloads and match referred clients with a navigator
- Meet regularly with the housing team to review client progress, stabilization, goals, etc.
- General Member of Mendocino County Homeless Services Continuum of Care

**Mendocino Community Health Clinics** **April 2019 to July 2020**  
Wellness Coach, Housing Navigator

- Medication Assisted Treatment (MAT, Suboxone program)
- Utilized medical electronic records database
- Verify insurance is active utilizing Partnership or MediCal database
- Pre-screen patients for treatment, make contact with inpatient treatment when warranted
- Schedule appointments for patients
- Scan medical charts for specific information and add or record encounters with patients.
- Outreach patients for medical appointments and housing support
- Attend regular meetings for MAT and housing case management
- Provide support for nurse case manager and medical provider
- Maintain positive relationships with community partners

**Mendocino County AIDS/Viral Hepatitis Network** **May 2013 to April 2019**  
Care Manager 2, Housing Specialist

- Specialized training in Harm Reduction

- Care Management for Severely Mentally Ill, HIV positive, Hepatitis C positive, and persons experiencing homelessness.
- Utilize and input progress notes in EXYM system (electronic records)
- Pre-Screen, assess, and input new clients into Coordinated Entry, Homeless Management Information System (HMIS)
- Housing Navigation and other housing services
- Provide and/or coordinate emotional and psychosocial support to clients and family members
- Coordinate and/or provide food, transportation, housing benefits, or emergency financial assistance funded by the Title Part B, Housing Opportunities for People with AIDS (HOPWA), and other sources
- Develop and maintain a working relationship with human service agencies and providers.
- Represent the agency at meetings
- Attend conferences and trainings related to my area of work
- General Member of Mendocino County Homeless Services Continuum of Care
- Provide information and referrals to appropriate community resources
- Maintain confidentiality and HIPPA privacy

**Outlander Men's Gear**  
Assistant Manager

**2002 to June 2012**

**In Home Supportive Service**  
Caretaker

**2006 to 2010**

## Education

**Mendocino College** **1999 to Present**  
Social Work Paraprofessional Certificate. General studies with emphasis in psychology and additional courses from language to automotive technology.

**Healdsburg High School Diploma** **1995 to 1999**  
Agricultural Science for 4 years and French for 3 years. Spanish immersion program for elementary school.

## Skills

- Personal accountability and integrity
- Strong communication abilities
- Motivational Interviewing trained
- Client centered care
- Computer literate
- Ability to function in multiple electronic record databases.
- Work with little to no supervision
- Fast learner
- Competent
- Self motivated
- Problem solver
- Attention to detail
- Superior customer service
- Excellent cash management
- Limited working proficiency in Spanish



# BRANDAN MORONI

251 Luce Ave, Ukiah CA 95482 · (707) 472-6101

[brandanmoroni@gmail.com](mailto:brandanmoroni@gmail.com)

I am a compassionate, reliable, client-centered care provider

## EXPERIENCE

**JANUARY 2020 – CURRENT**

**LICENSED VOCATIONAL NURSE/CASE MANAGER III/CARE COORDINATOR,**  
REDWOOD COMMUNITY SERVICES (STRTP AND BUILDING BRIDGES HOMELESS  
RESOURCE CENTER PROGRAMS)

Provide medical/psychiatric medication, and case management services surrounding the health and wellbeing of youths residing in a Short-Term Residential Therapeutic Program (STRTP). Provide care-coordination, case management, medical, emotional, and other social services related to the care and wellbeing of the unsheltered population within Ukiah, CA. Provide support to Building Bridges peer support, and housing navigation staff. Provide a means of co-coordinating care with community partners (Mendocino County/AIDS/Viral Hepatitis Network-MCAVHN, Manzanita Services Inc, Adventist Health, and others) also providing services to Building Bridges shelter guests, to better provide support and continuity of care, of the unsheltered population of Ukiah. Provide ancillary supportive nursing care for Adventist Health's Street Medicine and Compass team.

**OCTOBER 2020 – JANUARY 2022**

**CLINIC LICENSED VOCATIONAL NURSE,** ADVENTIST HEALTH ADVANCED WOUND  
CARE

Perform procedures; within the scope of a Licensed Vocational Nurse, requiring specialized training for general nursing care and related services for assigned patients under the direction of a Registered Nurse (RN) or Medical Doctor (MD), in accordance with established policy. Participates in the planning for and provision of patient care. Use knowledge of asepsis in performance of treatment, such as sterile dressings, irrigation, and cauterizations. Provide functional direction to ancillary personnel. Provide admission assessments, and on-going re-assessments, assist in the development of a prioritized interdisciplinary plan of care utilizing appropriate organizational skills and reporting mechanisms. Implement individual teaching plans, including patient teaching protocols and discharge plans, based on mutual goal setting and with emphasis on patient decision making.

**MAY 2019 – OCTOBER 2019**

**CLINIC LICENSED VOCATIONAL NURSE,** ADVENTIST HEALTH UKIAH VALLEY RURAL  
HEALTH, FAMILY PRACTICE CLINIC

Performed a variety of tasks within the scope of a Licensed Vocational Nurse, such as: lab orders, venipuncture, EKGs, vital signs, and other clinic procedures. Communicate or make calls to patients, pharmacies and other health care related agencies (Hospitals, specialty or other,

ambulatory type clinics). Room patients, establishing care assessments, morning reports to providers regarding their scheduled patients for the workday. Use Electronic Medical Records, and other health related software, used to manage health care, and more.

**JUNE 2018 – MAY 2019**

**CONTRACT/TEMPORARY NURSE, CAREERPOINT MENDOCINO (formerly MENDOCINO WORKS)**

Provided short-term nursing care; at various clinics or health events, as contracted by the hiring agency.

**MARCH 2017 – JUNE 2018**

**PATIENT ASSISTANT, OAKS OF HEBRON**

Provided in-home care to individuals with certain developmental challenges, such as cerebral palsy, continue to live independently within their community. Provided patient care, monitor general wellbeing, assist with activities of daily living (hygiene, housekeeping, appointments, etc.) Utilized electronic charting required for recording care and billing purposes.

**AUGUST 2016 – JUNE 2018**

**CLINICAL EXPERIENCE AS VOCATIONAL NURSING STUDENT, SANTA ROSA JUNIOR COLLEGE**

Over 1101 Hrs. of practicing duties and procedures within the scope of practice, of a Vocational Nurse in various hospitals, clinics, and medical related offices/facilities approved by the Board of Vocational Nursing and Psychiatric Technicians.

**JANUARY 2004 – MAY 2010**

**MENTAL HEALTH WORKER II, HUMBOLDT COUNTY MENTAL HEALTH**

Worked in-patient, crisis, and out-patient services. Provided patient care of individuals; both adults and children suffering from substance abuse and other urgent mental health related challenges, requiring care. Provided vital signs, intake assessments, crisis calls, and care coordination with law enforcement, hospitals, and families of individuals requiring psychiatric care. I also provided, but not limited to, case management, therapeutic dialogue with patients in crisis, management of assaultive behavior, charting/nursing notes within scope of my position, monitoring patients for high risk or self-harm, and more. I am also familiar with legal holds and laws pertaining to mental health.

## **EDUCATION**

**DECEMBER 2017**

**LICENSE VOCATIONAL NURSING PROGRAM, SANTA ROSA JUNIOR COLLEGE**

3.5 GPA and Deans Highest honors on multiple occasions. Scored in the 97<sup>th</sup> percentile in the country and highest in program on the Psychiatric HESI exam. The HESI is a test given to by schools to nursing students to help determine is a student is prepared to pass the NCLEX exam and obtain licensure to practice.

## **SKILLS**

- BLS CERTIFIED
- BLOOD WITHDRAWAL AND IV CERTIFIED
- STRONG INTERPERSONAL COMMUNICATION SKILLS
- PRO-ACT CERTIFIED
- LEADERSHIP
- ADVOCACY
- CREATIVE PROBLEM SOLVING
- NETWORKING
- TEAM BUILDING
- TRAUMA INFORMED CARE
- ELECTRONIC MEDICAL RECORDS
- MULTITASKING
- HARM REDUCTION
- DIPLOMACY
- EMPATHIC

**Redwood Community Services, Inc.**  
**Job Description**

**Job Title:** Housing Navigator I-III  
**Department** Building Bridges homeless resource center  
**Reports To:** Program Manager  
**FLSA Status:** Non-Exempt  
**Prepared By:** Human Resources Department  
**Prepared Date:** August 20, 2018  
**Last Reviewed:** May 29, 2022

**SUMMARY:**

**Do you have an upbeat passion for addressing homelessness? For helping people find stability and housing? Do you want to make a difference in the lives of our most vulnerable neighbors during this time of uncertainty and beyond?**

**RCS is seeking a self-motivated experienced Housing Navigator to join our Building Bridges (B<sup>2</sup>) team.**

***Please submit a cover letter with your resume. We want to know who you are, why you want to work for RCS and B<sup>2</sup>, and why you'd be a good fit for this position! Because this information is so vital, applicants without a cover letter will not be considered.***

As a B<sup>2</sup> Housing Navigator you would work directly with individuals experiencing homelessness who need support as they seek stable housing. B<sup>2</sup> is a collaborative homeless resource center located in Ukiah designed to provide housing related services and safe shelter to people experiencing a housing crisis in Mendocino County. Services are provided through a partnership of multiple community agencies. B<sup>2</sup> operates from a low barrier perspective, minimizing barriers to services, shelter, and housing resources. The people you would be serving are shelter guests, people living on the street, people who are housed and need ongoing support to maintain their housing, and other people who have or are experiencing a housing crisis.

This is a full-time position working independently and in the B<sup>2</sup> team. You would assist individuals and families with acquiring safe and stable housing, assessing their barriers to housing and identifying ways to work with those barriers. You would recruit and develop relationships with landlords who provide housing opportunities to our participants. You would work collaboratively with other service providers and agencies to improve access to housing and other resources necessary to acquire and sustain housing. This position requires critical thinking and analysis through a racial equity lens, as well as demonstration of compassion, understanding, and empathy while working with diverse staff, guests, and community partners.

**Essential Duties and Responsibilities** include the following. Other duties may be assigned.

Identify and secure affordable rental properties with property owners and housing developers in the Ukiah Valley, Fort Bragg, Willits, and Anderson Valley areas, as well as outlying areas in Mendocino County. This includes screening units for appropriateness, developing rental agreements with property managers, visiting prospective rental units with participants, and overseeing the execution of all signed leasing materials.

Collaborate with community based Landlord Liaisons (for example, through the Community Development Commission) to identify appropriate housing for households being served.

Support and advocate for participants during lease negotiations and assist participants in understanding the terms of their lease.

Collaborate with participant's team to support their housing placement and retention, including assisting participants and landlords with mediating and resolving conflicts.

Cultivate relationships with property managers and property owners. Communicate regularly with property managers; respond promptly to landlord questions or concerns.

Work with community providers of housing resources (such as the Community Development Commission), understand the basics of their programs, and continuously communicate to ensure clients have access to all possible resources.

Be a leader in the use of the Mendocino County Homeless Services Continuum of Care's (MCHSCoC) Coordinated Entry System (CES), ensuring that the system platform and processes are used appropriately to house community members experiencing homelessness.

Conduct screening and intake for the CES, as well as follow up with clients on the CES By-Name List (BNL) to assess for needs and appropriateness for specific housing resources and services.

Conduct housing barrier assessments with clients.

Assist clients with creating and following through with a housing stabilization plan that identifies what their housing goals are, their resources, supports, challenges, action steps, possible budget, and other elements to aid them with acquiring and maintaining housing.

Refer and link clients to the appropriate services and resources to help them address barriers to housing.

Participate in team meetings to set team goals and address barriers to implementation of goals.

Ensure housing procedures comply with all local, state, and federal fair housing laws.

Record, track, and disseminate information on identified housing resources.

Prepare tenant educational materials and provide education to clients on searching for housing, fair housing laws, landlord/tenant law, and other information needed to secure housing.

Participate on the MCHSCoC Coordinated Entry committee and other workgroups as appropriate.

Coordinate with service providers to ensure continuum of services and supports are consistent and collaborative.

Provides services consistent with a person-centered, strength-based, low barrier, harm reduction, Housing First program foundation. Focuses on the underlying needs of the guests rather than the maladaptive behaviors they may be exhibiting to get those needs met.

Regularly review information on best practices and models for addressing homelessness and housing challenges.

Provide back-up support to the staff working the floor at B2 (peer support counselors), as needed. This could include engaging with the guests staying at the shelter, providing supervision, while staff take a break. Or supporting staff when there is a challenging incident. Utilize Crisis Communication and de-escalation skills to aid with mitigating potentially dangerous situations.

Consult with the B2 team on providing care and shelter to guests. Attend B2 team meetings.

Acts in the capacity of a mandated reporter when working with youth, seniors, and disabled/dependent adults, according to agency policy. Makes reports to Adult Protective and Child Protective Services, as appropriate/needed. Communicate with B2 Manager.

Maintains confidentiality in all matters within the organization with respect to personnel, operations, medical histories, and clients.

Communicate with partnering service providers regarding treatment, needs, progress, and care of B2 guests, as allowed by regulations permitting the sharing of information between providers to benefit their clients accessing healthcare, housing, and services.

Documents services provided to guests, utilizing the Homeless Management Information System (HMIS) to track guest data and services. Submit all documentation in a timely manner.

Maintain required handwritten and computer-based records, files, correspondence, and statistics in a timely, clear, thorough, accurate, and legible manner.

### **Additional Duties for Housing Navigator III**

Provides training and coaching to co-workers.

Review incoming referrals for B2 housing services and facilitate assignment to a Housing Navigator as appropriate.

Full working knowledge of B2 housing services and projects, community housing resources, RCS/B2 policies, job expectations, and can function as lead on projects.

### **QUALIFICATIONS**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

#### **Education:**

- *Strongly desired* – College degree in social work or related field.

#### **Experience:**

- Minimum of two (2) years of experience working in a position related to homelessness and/or housing.
- *Strongly desired* – Experience working with people experiencing homelessness.
- *Preferred* – Prefer candidates with lived/personal experience with homelessness
- *Preferred* – Experience/knowledge of real estate, property management, landlord engagement, and fair housing laws.
- *Preferred* – Experience working in harm reduction, Housing First, trauma-informed, low barrier service environments.
- *Strongly desired* – Experience with documenting services and activities, data management, and homeless management information systems preferred.
- Must have basic knowledge of Microsoft Suite (Excel, PowerPoint, Outlook, etc.).
- **Experience requirements for Housing Navigator III**

- Can demonstrate full working knowledge of and ability to implement job responsibilities (see above)
- Experience coaching and/or training others

**Other Qualifications:**

- Must complete a pre-employment physical exam, negative TB test, clear fingerprint background, FBI, & Child Abuse Index.
- Two (2) years driving experience and ability to drive and use personal vehicle for work (including transporting clients) required; must show evidence of current CA driver’s license, appropriate insurance, and vehicle safety inspection.
- Must be willing to work occasional shifts on a weekend day for special events.
- Must be willing to occasionally work on the floor at B<sup>2</sup> to support the guests utilizing the shelter and day resources.

**Training:**

- *Preferred* – Training in harm reduction, Housing First, trauma-informed, low barrier service models.
- RCS provides an in-depth onboarding and training orientation, which includes CPR/First Aid, Crisis Communication/Pro-ACT, Trauma-Informed Care, Motivational Interviewing, Collaborative Problem Solving, introductions to all RCS departments, and other valuable trainings.

**PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to stand; walk; sit and talk or hear. The employee is frequently required to use hands to handle or feel and reach with hands and arms. The employee is occasionally required to climb or balance and stoop, kneel, crouch, or crawl.

The employee must regularly lift and/or move up to 25 pounds and occasionally lift and/or move up to 50 pounds. Could occasionally assist clients physically with bathing, toileting, and getting up or down from chairs, bed, the ground, etc. Employee must be able to climb stairs. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception and ability to adjust focus.

**WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The work environment includes office areas, congregate dorm style sleeping/living areas, outside areas, and environments out in the community. While performing the duties of this Job, the employee is frequently exposed to outside weather conditions. The employee is occasionally exposed to moving mechanical parts.

Physical moves intermittent throughout the shift. Position is subject to frequent interruptions. The noise level in the work environment is usually moderate to loud.

Is subject to emotionally upset, intoxicated, traumatized, and/or hostile adults and people experiencing health challenges, including communicable illnesses. The work environment has risk of exposure to bodily fluids,

blood, drug use paraphernalia (including syringes/needles). Personal protective equipment (PPE) and training is provided to assist with navigating these risks.

**RCS is an “At-will” Employer.** You may resign at any time, with or without cause and without prior notice, and the employer reserves the same right to terminate employment at any time, with or without cause and without prior notice except as may be required by law. This job description does not constitute an agreement or contract for employment for any specified length of time. No supervisor or representative is authorized to make assurances to the contrary.

**I have read the description of the position for which I am hired. I will notify my employer if there is a duty, responsibility, ability, skill, qualification, or physical demand that I am not able to meet.**

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<b>Employee Print Name</b>	<b>Sign</b>	<b>Date</b>
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**Redwood Community Services, Inc.**  
**Job Description**

**Job Title:** Peer Support Counselor – Housing Stabilization  
**Department:** Building Bridges  
**Reports To:** Program Supervisor and/or Manager  
**FLSA Status:** Non-Exempt  
**Prepared By:** Administrative Department  
**Prepared Date:** March 28, 2022  
**Last Reviewed:**

**SUMMARY**

Building Bridges (B<sup>2</sup>) Peer Support Counselors – Housing Stabilization (PSC-HS) work as a part of a team directly with people who have been recently housed. B<sup>2</sup> is a collaborative homeless resource center located in Ukiah designed to provide housing related services and safe shelter to people experiencing a housing crisis. Services are provided through a partnership of multiple community agencies. B<sup>2</sup> operates from a low barrier perspective, minimizing barriers to services, shelter, and housing resources.

PSC-HSs assist individuals and families with stabilizing after acquiring housing. People who have recently secured housing after an experience of homelessness can struggle to adjust to being housed. PSC-HSs meet regularly with these households to ease that adjustment, helping them re-learn or learn skills around cooking, cleaning, boundary setting, routines. They also work to connect these newly housed folks to community and to build their natural supports. This position requires an ability to be accepting and demonstrate compassion and empathy while working with diverse staff, clients, and community partners.

**Essential Duties and Responsibilities** include the following. Other duties may be assigned.

Monitors guest interactions and behaviors, intervening as needed to maintain a safe, stable, and supportive environment.

Intervenes and de-escalates situations that would lead to dangerous behavior. Recommends or initiates other, non-physical, measures to redirect behavior.

Calls B2 manager and/or supervisor, as needed and required, for assistance, direction, and to report incidents, according to policy.

Provides services consistent with a person-centered, strength-based, low barrier, harm reduction, Housing First program foundation.

Learns about and maintains knowledge about substance use and the effects of various substances. Seeks out information and training on up-to-date best practices on harm reduction interventions. Learns the signs of an overdose and administers Naloxone as appropriate for opioid overdoses.

Provide each guest with an orientation to the facility upon entry, reviewing expectations, laundry and shower schedules, services, and other information as detailed in the program policies.

Assists clients with understanding the terms of their lease or rental agreement. Provides guidance and reminders to clients to aid them with adhering to their lease agreements.

Provides coaching and guidance to clients regarding health, hygiene, and personal habits. Supports clients with developing good housekeeping routines.

Completes intake, update, and exit paperwork for each client.

Learn about and utilize safety practices related to bloodborne pathogens, cleaning bodily fluids, substance use paraphernalia, and other risks. Learn about and utilize personal protective equipment (PPE).

Reports safety risks, supply needs (including need for PPE), and maintenance needs to the B2 Safety Officer.

Answers phones, greets guests, and assists in basic office tasks.

Completes and submits all paperwork in a timely manner.

Coordinates with other staff working with housing support clients, to ensure they are aware of any potential needs the clients may have.

Acts in the capacity of a mandated reporter when working with youth, seniors, and disabled/dependent adults, according to agency policy. Makes reports to Adult Protective and Child Protective Services, as appropriate/needed. Communicate with B2 Manager.

Maintains confidentiality in all matters within the organization with respect to personnel, operations, medical histories, and clients.

Communicate with partnering service providers regarding needs, progress, and care of mutual clients, as allowed by regulations permitting the sharing of information between providers to benefit their clients accessing shelter, housing, and services.

Attends staff meetings and all mandatory trainings.

Monitors, reads, and responds to work emails on the agency Outlook 365 platform at the minimum of once every shift worked.

- Motivating and organizing guests to do neighborhood trash pick-up.
- Organizing and maintaining site bulletin boards with pertinent and relevant information on housing, educational opportunities, local resources, etc.
- Facilitating “House Meetings”, either scheduled or impromptu, to support guests with addressing challenges and collaborating with each other.

## QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Education:** High school diploma or equivalent.

**Experience:** One or more years of related experience and/or training. *Strongly desired* – people with lived/personal experience with homelessness (while asking that people working at B2 not also be current participants in the services B2 provides). *Preferred* – experience working with people experiencing homelessness, in shelter environments, and/or in residential care settings.

**Training:** RCS provides an in-depth onboarding and training orientation, which includes CPR/First Aid, Crisis Communication/Pro-ACT, trauma-informed care, motivational interviewing, collaborative problem solving, introductions to all RCS departments, and other valuable trainings. *Preferred* – training in harm reduction, Housing First, trauma-informed, low barrier service models.

**Certificates, Licenses, Registrations:** CPR and First Aid Certified, Current CA Driver's License and Proof of Insurance.

**Other Qualifications:** Must be 21 years of age. Pre-employment Physical Exam, negative TB test. Clear fingerprint background, FBI, & Child Abuse Index. Two (2) years driving experience and ability to drive and use personal vehicle could be required. Must have the ability to work a flexible schedule, including some weekends and potentially overnights.

## **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to stand; walk; sit and talk or hear. The employee is frequently required to use hands to handle or feel and reach with hands and arms. The employee is occasionally required to climb or balance and stoop, kneel, crouch, or crawl.

The employee must regularly lift and/or move up to 25 pounds and occasionally lift and/or move up to 50 pounds. Could occasionally assist clients with house cleaning and organizing. Employee must be able to climb stairs. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception and ability to adjust focus.

## **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The work environment includes private housing areas, such as client apartments or houses, apartment or house outside areas, or common areas. Also includes the B2 facility, which consists of office areas, congregate dorm style sleeping/living areas, and outside areas. Work is also conducted out in the community, driving and accompanying clients to various activities.

While performing the duties of this Job, the employee is frequently exposed to outside weather conditions. The employee is occasionally exposed to moving mechanical parts. Physical moves intermittent throughout the shift. Position is subject to frequent interruptions. The noise level in the work environment is usually moderate.

Could be subject to emotionally upset, intoxicated, traumatized, and/or hostile adults and people experiencing health challenges, including communicable illnesses. The work environment can have risk of exposure to bodily fluids, blood, drug use paraphernalia (including syringes/needles). Personal protective equipment (PPE) and training is provided to assist with navigating these risks.

**RCS is an "At-Will" Employer.** You may resign at any time, with or without cause and without prior notice, and the employer reserves the same right to terminate my employment at any time, with or without cause and without prior notice except as may be required by law. This job description does not constitute an agreement or contract for employment for any specified length of time. No supervisor or representative is authorized to make assurances to the contrary.

This job description is not designed to cover or contain a full comprehensive listing of activities, duties or responsibilities that are required of the employee. Duties, responsibilities, and activities may change, or new ones may be assigned at any time with or without notice.

**I have read the description of the position for which I am hired. I will notify my employer if there is a duty, responsibility, ability, skill, qualification, or physical demand that I am not able to meet.**

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**Print Name: (Employee)**

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**Date:**

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**Signature: (Employee)**

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**Date:**

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**Print Name: (Supervisor)**

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**Date:**

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**Signature: (Supervisor)**

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**Date:**

**Redwood Community Services, Inc.**  
**Job Description**

**Job Title:** Admin Analyst  
**Department** Building Bridges homeless resource center  
**Reports To:** Program Manager  
**FLSA Status:** Non-Exempt  
**Prepared By:** Administrative Department  
**Prepared Date:** March 13, 2021  
**Last Reviewed:** na

**SUMMARY**

Seeking qualified applicant for Admin Analyst position working out of the Building Bridges homeless resource center in Ukiah. This is an in person position at a facility with numerous COVID-19 protocols in place. Responsible for entering client data in secure database, maintaining client files, answering facility phones and forwarding calls to the appropriate staff or guest, and performing clerical and financial functions that follow the policies of the program. Position requires periodic face-to-face interaction with guests of the shelter (in a back-up support role to the trained floor staff). Must have knowledge of Microsoft Word, Excel, & Outlook. Excellent organizational, written & verbal communication, and customer service skills required. Experience with homelessness (personal or professional) preferred. Bi-lingual preferred (additional \$1/hr for interpreter/translator skills).

**Essential Duties and Responsibilities** include the following. Other duties may be assigned.

Tracks guests/clients being served by the program and the services they receive, in coordination and collaboration with the other staff. Tracks data on calls to law enforcement, ambulance utilization, and other specific data points.

Creates systems/processes for tracking and collecting data, in collaboration with the Program Manager/Supervisor/other staff.

Documents services provided to guests, utilizing the Homeless Management Information System (HMIS) to track guest data and services.

Completes and submits all paperwork and data entry in a timely manner.

Maintains guest/client paper files.

Answer phone calls made to the facility and screens the callers to see what they are seeking, answering questions if possible. Routes calls to the appropriate person/agency (i.e., Housing Navigator, Peer Support Counselor, Manager, partner agency, etc.). Takes messages for facility staff and guests if they are not available.

Tracks when guests need to have paperwork updated and redone, based on timelines established by the programs each guest may be involved in. Gives the other B2 staff a list of who needs updates and follows up to ensure the facility is meeting requirements.

Generates reports using HMIS and submits these to the appropriate people. Keeps a schedule of what reports are due when.

Performs frequent quality assurance checks on all client and program data being collected, making corrections as needed.

Ensures that files are destroyed properly when the facility is no longer required to hold on to them.

Shops for supplies, as needed and requested.

Is a point person for managing the guest mail at the facility; sorting and tracking the mail, distributing it to the appropriate guest, picking up mail at the Post Office when needed, ensuring the security of the mail, etc.

Coordinates with other staff in the facility to ensure all tasks and responsibilities are covered during the shift.

Acts in the capacity of a mandated reporter when working with youth, seniors, and disabled/dependent adults, according to agency policy. Makes reports to Adult Protective and Child Protective Services, as appropriate/needed. Communicate with B2 Manager.

Maintains confidentiality in all matters within the organization with respect to personnel, operations, medical histories, and clients.

Attends staff meetings and all mandatory trainings.

Calls B2 manager and/or supervisor, as needed and required, for assistance, direction, and to report incidents, according to policy.

Provide back-up support to the staff working the floor at B2 (peer support counselors). This could include engaging with the guests staying at the shelter, providing supervision, while staff take a break. Or supporting staff when there is a challenging incident.

Learn about and utilize safety practices related to bloodborne pathogens, cleaning bodily fluids, substance use paraphernalia, and other risks. Learn about and utilize personal protective equipment (PPE).

Reports safety risks, supply needs (including need for PPE), and maintenance needs to the B2 Safety Officer.

Keep office space clean and tidy. Participate in facility cleaning efforts if needed/requested.

## **QUALIFICATIONS**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Education and/or Experience:** High school diploma or general education degree (GED). One or more years of related experience and/or training. Prefer people with lived/personal experience with homelessness, while asking that people working at B2 not also be participants in the services B2 provides.

**Computer Skills:** To perform this job successfully, an individual should have knowledge of Microsoft Word software (especially Excel), databases, scheduling software, and be comfortable using a computer as the primary tool of their job.

**Language Skills:** Ability to read and comprehend simple instructions, short correspondence, and memos. Ability to write simple correspondence. Ability to effectively present information in one-on-one and small group situations to customers, clients, and other employees of the organization.

**Mathematical Skills:** Ability to add and subtract two-digit numbers and to multiply and divide with 10s and 100s. Ability to perform these operations using units of American money and weight measurement, volume, and distance.

**Reasoning Ability:** Ability to apply sound judgment and understanding to carry out detailed but uninvolved written or oral instructions. Ability to deal with problems involving a few concrete variables in standardized situations.

**Certificates, Licenses, Registrations:** CPR and First Aid Certified, Current CA Driver's License and Proof of Insurance.

**Other Qualifications:** Must be 21 years of age. Pre-employment Physical Exam, negative TB test. Clear fingerprint background, FBI, & Child Abuse Index.

## **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to stand; walk; sit and talk or hear. The employee is frequently required to use hands to handle or feel and reach with hands and arms. The employee is occasionally required to climb or balance and stoop, kneel, crouch, or crawl.

The employee must regularly lift and/or move up to 25 pounds and occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception and ability to adjust focus.

## **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The work environment includes office areas, congregate dorm style sleeping/living areas, outside areas, and environments out in the community. The employee is occasionally exposed to moving mechanical parts.

Physical moves intermittent throughout the shift. Position is subject to frequent interruptions. The noise level in the work environment is usually moderate to loud. The work of this position is conducted primarily in a private office.

There could be exposure to emotionally upset, intoxicated, traumatized, and/or hostile adults, and people experiencing health challenges, including communicable illnesses. The work environment has risk of exposure to bodily fluids, blood, drug use paraphernalia (including syringes/needles). Personal protective equipment (PPE) and training is provided to assist with navigating these risks.

**RCS is an “At-will” Employer.** You may resign at any time, with or without cause and without prior notice, and the employer reserves the same right to terminate employment at any time, with or without cause and without prior notice except as may be required by law. This job description does not constitute an agreement or contract for employment for any specified length of time. No supervisor or representative is authorized to make assurances to the contrary.

**I have read the description of the position for which I am hired. I will notify my employer if there is a duty, responsibility, ability, skill, qualification, or physical demand that I am not able to meet.**

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**Employee Print Name**

**Sign**

**Date**



ESG Report Results - Date Ran: 11/28/2022 11:27:17 AM - Report ID: 6005

4a - Project Identifiers in HMIS

#	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	All
Organization Name	Org. ID	Project Name	Project ID	HMIS Project Type	Method for Tracking ES	Affiliated with a residential project? (SSO)	Project IDs of Affiliation	CoC Codes	Geocodes	Victim Service Provider																	
RCS REDWOOD COMMUNITY SERVICES	53	RCS Homelessness Prevention	60	Homelessness Prevention (HUD)				CA-509	069045	False																	
RCS REDWOOD COMMUNITY SERVICES	53	RCS Housing Navigation Services	106	Services Only (HUD)		No		CA-509	069045	False																	
RCS REDWOOD COMMUNITY SERVICES	53	RCS Rapid Re-Housing	59	PH - Rapid Re-Housing (HUD)				CA-509	069045	False																	

Showing 1-3 of 3

5a - Report Validation Table

Report Validation Table	
1. Total Number of Persons Served	123
2. Number of Adults (age 18 or over)	78
3. Number of Children (under age 18)	45
4. Number of Persons with Unknown Age	0
5. Number of Leavers	41
6. Number of Adult Leavers	26
7. Number of Adult and Head of Household Leavers	26
8. Number of Stayers	82
9. Number of Adult Stayers	52
10. Number of Veterans	2
11. Number of Chronically Homeless Persons	54
12. Number of Youth Under Age 25	1
13. Number of Parenting Youth Under Age 25 with Children	1
14. Number of Adult Heads of Household	62
15. Number of Child And Unknown-Age Heads of Household	0
16. Heads of Households and Adult Stayers in the Project 365 Days or More	5

7a - Number of Persons Served

	Total	Without Children	With Children and Adults	With Only Children	Unknown Household Type
Adults	78	35	43	0	0
Children	45	0	45	0	0
Client Doesn't Know/Client Refused	0	0	0	0	0
Data not collected	0	0	0	0	0
<b>Total</b>	<b>123</b>	<b>35</b>	<b>88</b>	<b>0</b>	<b>0</b>
<b>For PSH and RRH - the total persons served who moved into housing</b>	<b>50</b>	<b>20</b>	<b>30</b>	<b>0</b>	<b>0</b>

8a - Number of Households Served

	Total	Without Children	With Children and Adults	With Only Children	Unknown Household Type
Total Households	62	33	29	0	0
For PSH and RRH - the total persons served who moved into housing	29	18	11	0	0

10a - Gender of Adults				
	Total	Without Children	With Children and Adults	Unknown Household Type
Male	31	18	13	0
Female	47	17	30	0
No Single Gender	0	0	0	0
Questioning	0	0	0	0
Transgender	0	0	0	0
Client Doesn't Know/Client Refused	0	0	0	0
Data not collected	0	0	0	0
<b>Subtotal</b>	<b>78</b>	<b>35</b>	<b>43</b>	<b>0</b>

10b - Gender of Children				
	Total	With Children and Adults	With Only Children	Unknown Household Type
Male	21	21	0	0
Female	24	24	0	0
No Single Gender	0	0	0	0
Questioning	0	0	0	0
Transgender	0	0	0	0
Client Doesn't Know/Client Refused	0	0	0	0
Data not collected	0	0	0	0
<b>Subtotal</b>	<b>45</b>	<b>45</b>	<b>0</b>	<b>0</b>

10d - Gender by Age Ranges							
	Total	Under Age 18	Age 18-24	Age 25-61	Age 62 and over	Client Doesn't Know/Client Refused	Data not collected
Male	52	21	3	24	4	0	0
Female	71	24	4	37	6	0	0
No Single Gender	0	0	0	0	0	0	0
Questioning	0	0	0	0	0	0	0
Transgender	0	0	0	0	0	0	0
Client Doesn't Know/Client Refused	0	0	0	0	0	0	0
Data not collected	0	0	0	0	0	0	0
<b>Subtotal</b>	<b>123</b>	<b>45</b>	<b>7</b>	<b>61</b>	<b>10</b>	<b>0</b>	<b>0</b>

11 - Age					
	Total	Without Children	With Children and Adults	With Only Children	Unknown Household Type
Under 5	15		15	0	0
5 - 12	19		19	0	0
13 - 17	11		11	0	0
18 - 24	7	0	7		0
25 - 34	20	4	16		0
35 - 44	23	6	17		0
45 - 54	11	8	3		0
55 - 61	7	7	0		0
62 +	10	10	0		0
Client Doesn't Know/Client Refused	0	0	0	0	0
Data not collected	0	0	0	0	0
<b>Total</b>	<b>123</b>	<b>35</b>	<b>88</b>	<b>0</b>	<b>0</b>

12a - Race					
	Total	Without Children	With Children and Adults	With Only Children	Unknown Household Type
White	104	30	74	0	0

Black, African American, or African	4	1	3	0	0
Asian or Asian American	0	0	0	0	0
American Indian, Alaska Native, or Indigenous	8	2	6	0	0
Native Hawaiian or Pacific Islander	0	0	0	0	0
Multiple Races	6	1	5	0	0
Client Doesn't Know/Client Refused	1	1	0	0	0
Data not collected	0	0	0	0	0
<b>Total</b>	<b>123</b>	<b>35</b>	<b>88</b>	<b>0</b>	<b>0</b>

#### 12b - Ethnicity

	Total	Without Children	With Children and Adults	With Only Children	Unknown Household Type
Non-Hispanic/Non-Latin(a)(o)(x)	69	30	39	0	0
Hispanic/Latin(a)(o)(x)	54	5	49	0	0
Client Doesn't Know/Client Refused	0	0	0	0	0
Data not collected	0	0	0	0	0
<b>Total</b>	<b>123</b>	<b>35</b>	<b>88</b>	<b>0</b>	<b>0</b>

#### 13a1 - Physical and Mental Health Conditions at Start

	Total Persons	Without Children	Adults in HH with Children and Adults	Children in HH with Children and Adults	With Only Children	Unknown Household Type
Mental Health Disorder	55	27	26	2	0	0
Alcohol Use Disorder	5	2	3	0	0	0
Drug Use Disorder	11	5	6	0	0	0
Both Alcohol and Drug Use Disorders	9	7	2	0	0	0
Chronic Health Condition	47	27	19	1	0	0
HIV/AIDS	0	0	0	0	0	0
Development Disability	32	13	15	4	0	0
Physical Disability	38	22	15	1	0	0

#### 13b1 - Physical and Mental Health Conditions of Leavers

	Total Persons	Without Children	Adults in HH with Children and Adults	Children in HH with Children and Adults	With Only Children	Unknown Household Type
Mental Health Disorder	18	8	9	1	0	0
Alcohol Use Disorder	0	0	0	0	0	0
Drug Use Disorder	3	1	2	0	0	0
Both Alcohol and Drug Use Disorders	4	3	1	0	0	0
Chronic Health Condition	18	11	6	1	0	0
HIV/AIDS	1	1	0	0	0	0
Development Disability	11	4	5	2	0	0
Physical Disability	15	10	5	0	0	0

#### 13c1 - Physical and Mental Health Conditions of Stayers

	Total Persons	Without Children	Adults in HH with Children and Adults	Children in HH with Children and Adults	With Only Children	Unknown Household Type
Mental Health Disorder	37	19	17	1	0	0
Alcohol Use Disorder	5	2	3	0	0	0
Drug Use Disorder	8	4	4	0	0	0
Both Alcohol and Drug Use Disorders	5	4	1	0	0	0
Chronic Health Condition	30	17	13	0	0	0
HIV/AIDS	0	0	0	0	0	0
Development Disability	21	9	10	2	0	0
Physical Disability	24	13	10	1	0	0

<b>14a - Domestic Violence History</b>					
	<b>Total</b>	<b>Without Children</b>	<b>With Children and Adults</b>	<b>With Only Children</b>	<b>Unknown Household Type</b>
Yes	39	20	19	0	0
No	38	15	23	0	0
Client Doesn't Know/Client Refused	0	0	0	0	0
Data not collected	1	0	1	0	0
<b>Total</b>	<b>78</b>	<b>35</b>	<b>43</b>	<b>0</b>	<b>0</b>
<b>14b - Persons Fleeing Domestic Violence</b>					
	<b>Total</b>	<b>Without Children</b>	<b>With Children and Adults</b>	<b>With Only Children</b>	<b>Unknown Household Type</b>
Yes	6	3	3	0	0
No	32	17	15	0	0
Client Doesn't Know/Client Refused	0	0	0	0	0
Data not collected	1	0	1	0	0
<b>Total</b>	<b>39</b>	<b>20</b>	<b>19</b>	<b>0</b>	<b>0</b>
<b>15 - Living Situation</b>					
	<b>Total</b>	<b>Without Children</b>	<b>With Children and Adults</b>	<b>With Only Children</b>	<b>Unknown Household Type</b>
<b>Homeless Situations</b>					
Emergency shelter, including hotel or motel paid for with emergency shelter voucher	19	7	12	0	0
Transitional housing for homeless persons (including homeless youth)	2	0	2	0	0
Place not meant for habitation	38	23	15	0	0
Safe Haven	1	0	1	0	0
Host Home (non-crisis)	0	0	0	0	0
<b>Subtotal</b>	<b>60</b>	<b>30</b>	<b>30</b>	<b>0</b>	<b>0</b>
<b>Institutional Settings</b>					
Psychiatric hospital or other psychiatric facility	0	0	0	0	0
Substance abuse treatment facility or detox center	0	0	0	0	0
Hospital or other residential non-psychiatric medical facility	0	0	0	0	0
Jail, prison, or juvenile detention facility	0	0	0	0	0
Foster care home or foster care group home	0	0	0	0	0
Long-term care facility or nursing home	0	0	0	0	0
Residential project or halfway house with no homeless criteria	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Locations</b>					
Permanent Housing (other than RRH) for formerly homeless persons	0	0	0	0	0
Owned by client, no ongoing housing subsidy	1	1	0	0	0
Owned by client, with ongoing housing subsidy	0	0	0	0	0
Rental by client, with RRH or equivalent subsidy	0	0	0	0	0
Rental by client, with HCV voucher (tenant or project based)	0	0	0	0	0
Rental by client in a public housing unit	1	1	0	0	0
Rental by client, no ongoing housing subsidy	4	1	3	0	0
Rental by client, with VASH housing subsidy	0	0	0	0	0
Rental by client, with GPD TIP housing subsidy	0	0	0	0	0
Rental by client, with other housing subsidy (including RRH)	1	0	1	0	0
Hotel or motel paid for without emergency shelter voucher	2	1	1	0	0
Staying or living in a friend's room, apartment or house	3	1	2	0	0
Staying or living in a family member's room, apartment or house	5	0	5	0	0
Client Doesn't Know/Client Refused	0	0	0	0	0
Data Not Collected	1	0	1	0	0
<b>Subtotal</b>	<b>18</b>	<b>5</b>	<b>13</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>78</b>	<b>35</b>	<b>43</b>	<b>0</b>	<b>0</b>

16 - Cash Income - Ranges			
	Income at Start	Income at Latest Annual Assessment for Stayers	Income at Exit for Leavers
No Income	20	1	5
\$1 - 150	0	0	0
\$151 - \$250	1	0	0
\$251 - \$500	1	0	0
\$501 - \$1000	14	0	4
\$1001 - \$1500	8	0	6
\$1501 - \$2000	10	0	6
\$2001 +	14	0	4
Client Doesn't Know/Client Refused	0	0	0
Data Not Collected	10	0	1
Number of adult stayers not yet required to have an annual assessment		47	
Number of adult stayers without required annual assessment		4	
<b>Total Adults</b>	<b>78</b>	<b>52</b>	<b>26</b>

17 - Cash Income - Sources			
	Income at Start	Income at Latest Annual Assessment for Stayers	Income at Exit for Leavers
Earned Income	18	0	8
Unemployment Insurance	5	0	1
Supplemental Security Income (SSI)	12	0	6
Social Security Disability Insurance (SSDI)	4	0	4
VA Service - Connected Disability Compensation	0	0	0
VA Non-Service Connected Disability Pension	0	0	0
Private Disability Insurance	0	0	0
Worker's Compensation	0	0	0
Temporary Assistance for Needy Families (TANF)	10	0	4
General Assistance (GA)	2	0	0
Retirement Income from Social Security	3	0	1
Pension or retirement income from a former job	0	0	0
Child Support	1	0	0
Alimony and other spousal support	0	0	0
Other Source	3	0	1
Adults with Income Information at Start and Annual Assessment/Exit		1	0

19b - Disabling Conditions and Income for Adults at Exit												
	AO: Adult with Disabling Condition	AO: Adult without Disabling Condition	AO: Total Adults	AO: percent with Disabling Condition by Source	AC: Adult with Disabling Condition	AC: Adult without Disabling Condition	AC: Total Adults	AC: percent with Disabling Condition by Source	UK: Adult with Disabling Condition	UK: Adult without Disabling Condition	UK: Total Adults	UK: percent with Disabling Condition by Source
Earned Income	2	0	2	100%	5	1	6	83%	0	0	0	0%
Supplemental Security Income (SSI)	6	0	6	100%	0	0	0	0%	0	0	0	0%
Social Security Disability Insurance (SSDI)	3	0	3	100%	1	0	1	100%	0	0	0	0%
VA Service - Connected Disability Compensation	0	0	0	0%	0	0	0	0%	0	0	0	0%
Private Disability Insurance	0	0	0	0%	0	0	0	0%	0	0	0	0%

Worker's Compensation	0	0	0	0%	0	0	0	0%	0	0	0	0%
Temporary Assistance for Needy Families (TANF)	1	0	1	100%	2	1	3	67%	0	0	0	0%
Retirement Income from Social Security	1	0	1	100%	0	0	0	0%	0	0	0	0%
Pension or retirement income from a former job	0	0	0	0%	0	0	0	0%	0	0	0	0%
Child Support	0	0	0	0%	0	0	0	0%	0	0	0	0%
Other Source	0	0	0	0%	2	0	2	100%	0	0	0	0%
No Sources	2	0	2	100%	1	2	3	33%	0	0	0	0%
Unduplicated Total Adults	13	0	13		9	3	12		0	0	0	

#### 20a - Type of Non-Cash Benefit Source

	Benefit at Start	Benefit at Latest Annual Assessment for Stayers	Benefit at Exit for Leavers
Supplemental Nutrition Assistance Program (SNAP) (Previously known as Food Stamps)	37	0	14
Special Supplemental Nutrition Program for Women, Infants, and Children (WIC)	3	0	2
TANF Child Care Services	1	0	1
TANF Transportation Services	0	0	0
Other TANF-Funded Services	0	0	0
Other Source	1	0	0

#### 21 - Health Insurance

	At Start	At Annual Assessment for Stayers	At Exit for Leavers
MEDICAID	102	1	39
MEDICARE	28	0	9
State Children's Health Insurance Program	1	0	1
Veteran's Administration (VA) Medical Services	0	0	0
Employer-Provided Health Insurance	2	0	2
Health Insurance obtained through COBRA	0	0	0
Private Pay Health Insurance	1	0	1
State Health Insurance for Adults	1	0	0
Indian Health Services Program	0	0	0
Other	2	0	1
No Health Insurance	13	0	0
Client doesn't know/Client refused	1	0	0
Data not collected	1	7	0
Number of stayers not yet required to have an annual assessment		74	
1 Source of Health Insurance	81	1	29
More than 1 Source of Health Insurance	28	0	12

#### 22a2 - Length of Participation - ESG Projects

	Total	Leavers	Stayers
0-7 days	7	3	4
8 to 14 days	3	0	3
15 to 21 days	7	3	4
22 to 30 days	12	0	12
31 to 60 days	9	1	8
61 to 90 days	3	0	3
91 to 180 days	49	22	27
181 to 365 days	16	3	13

366 to 730 Days (1-2 Yrs)	13	6	7
731 to 1,095 Days (2-3 Yrs)	4	3	1
1,096 to 1,460 Days (3-4 Yrs)	0	0	0
1,461 to 1,825 Days (4-5 Yrs)	0	0	0
More than 1,825 Days (>5 Yrs)	0	0	0
Data not collected	0	0	0
<b>Total</b>	<b>123</b>	<b>41</b>	<b>82</b>

**22c - Length of Time between Project Start Date and Housing Move-in Date**

	Total	Without Children	With Children and Adults	With Only Children	Unknown Household Type
7 days or less	28	7	21	0	0
8 to 14 days	3	3	0	0	0
15 to 21 days	0	0	0	0	0
22 to 30 days	0	0	0	0	0
31 to 60 days	4	4	0	0	0
61 to 180 days	0	0	0	0	0
181 to 365 days	0	0	0	0	0
366 to 730 Days (1-2 Yrs)	0	0	0	0	0
<b>Total (persons moved into housing)</b>	<b>35</b>	<b>14</b>	<b>21</b>	<b>0</b>	<b>0</b>
<b>Average length of time to housing</b>	<b>8</b>	<b>17</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>Persons who were exited without move-in</b>	<b>8</b>	<b>2</b>	<b>6</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>43</b>	<b>16</b>	<b>27</b>	<b>0</b>	<b>0</b>

**22c - Length of Time between Project Start Date and Housing Move-in Date**

	Total	Without Children	With Children and Adults	With Only Children	Unknown Household Type
7 days or less	28	7	21	0	0
8 to 14 days	3	3	0	0	0
15 to 21 days	0	0	0	0	0
22 to 30 days	0	0	0	0	0
31 to 60 days	4	4	0	0	0
61 to 180 days	0	0	0	0	0
181 to 365 days	0	0	0	0	0
366 to 730 Days (1-2 Yrs)	0	0	0	0	0
<b>Total (persons moved into housing)</b>	<b>35</b>	<b>14</b>	<b>21</b>	<b>0</b>	<b>0</b>
<b>Average length of time to housing</b>	<b>8</b>	<b>17</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>Persons who were exited without move-in</b>	<b>8</b>	<b>2</b>	<b>6</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>43</b>	<b>16</b>	<b>27</b>	<b>0</b>	<b>0</b>

**22d - Length of Participation by Household Type**

	Total	Without Children	With Children and Adults	With Only Children	Unknown Household Type
7 days or less	7	5	2	0	0
8 to 14 days	3	0	3	0	0
15 to 21 days	7	0	7	0	0
22 to 30 days	12	2	10	0	0
31 to 60 days	9	3	6	0	0
61 to 90 days	3	1	2	0	0
91 to 180 days	49	13	36	0	0
181 to 365 days	16	8	8	0	0
366 to 730 Days (1-2 Yrs)	13	2	11	0	0
731 to 1,095 Days (2-3 Yrs)	4	1	3	0	0
1,096 to 1,460 Days (3-4 Yrs)	0	0	0	0	0
1,461 to 1,825 Days (4-5 Yrs)	0	0	0	0	0
More than 1,825 Days (>5 Yrs)	0	0	0	0	0
Data not collected	0	0	0	0	0
<b>Total</b>	<b>123</b>	<b>35</b>	<b>88</b>	<b>0</b>	<b>0</b>

**23c - Exit Destination - All persons**

	Total	Without Children	With Children and Adults	With Only Children	Unknown Household Type
<b>Permanent Destinations</b>					
Moved from one HOPWA funded project to HOPWA PH	0	0	0	0	0
Owned by client, no ongoing subsidy	0	0	0	0	0
Owned by client, with ongoing subsidy	0	0	0	0	0
Rental by client, no ongoing subsidy	14	5	9	0	0
Rental by client, with VASH subsidy	0	0	0	0	0
Rental by client with GPD TIP subsidy	0	0	0	0	0
Rental by client, other ongoing subsidy	3	0	3	0	0
Permanent Housing (other than RRH) for formerly homeless persons	7	3	4	0	0
Staying or living with family, permanent tenure	0	0	0	0	0
Staying or living with friends, permanent tenure	0	0	0	0	0
Rental by client, with RRH or equivalent subsidy	2	0	2	0	0
Rental by client, with HCV voucher (tenant or project based)	14	4	10	0	0
Rental by client in a public housing unit	0	0	0	0	0
<b>Subtotal</b>	<b>40</b>	<b>12</b>	<b>28</b>	<b>0</b>	<b>0</b>
<b>Temporary Destinations</b>					
Emergency shelter, including hotel or motel paid for with emergency shelter voucher	0	0	0	0	0
Moved from one HOPWA funded project to HOPWA TH	0	0	0	0	0
Transitional housing for homeless persons (including homeless youth)	0	0	0	0	0
Staying or living with family, temporary tenure (e.g., room, apartment or house)	0	0	0	0	0
Staying or living with friends, temporary tenure (e.g., room apartment or house)	0	0	0	0	0
Place not meant for habitation (e.g., a vehicle, an abandoned building, bus/train/subway station/airport or anywhere outside)	0	0	0	0	0
Safe Haven	0	0	0	0	0
Hotel or motel paid for without emergency shelter voucher	0	0	0	0	0
Host Home (non-crisis)	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Institutional Settings</b>					
Foster care home or foster care group home	0	0	0	0	0
Psychiatric hospital or other psychiatric facility	0	0	0	0	0
Substance abuse treatment facility or detox center	0	0	0	0	0
Hospital or other residential non-psychiatric medical facility	1	1	0	0	0
Jail, prison, or juvenile detention facility	0	0	0	0	0
Long-term care facility or nursing home	0	0	0	0	0
<b>Subtotal</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Destinations</b>					
Residential project or halfway house with no homeless criteria	0	0	0	0	0
Deceased	0	0	0	0	0
Other	0	0	0	0	0
Client Doesn't Know/Client Refused	0	0	0	0	0
Data Not Collected (no exit interview completed)	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>41</b>	<b>13</b>	<b>28</b>	<b>0</b>	<b>0</b>
Total persons exiting to positive housing destinations	36	10	26	0	0
Total persons whose destinations excluded them from the calculation	1	1	0	0	0
Percentage	90%	83%	93%	0%	0%





# COUNCIL ON ACCREDITATION

*Attests That*

**Redwood Community Services, Inc.  
Ukiah, CA**

*Is*

**ACCREDITED**

**Achieving the Highest Standards of Professional Practice for the Services It Provides**

**Accredited Through**

**8/31/2023**

	<b>Department:</b> Building Bridges (B2)	<b>Revision Date:</b> 11/21/2022
	<b>Title:</b> Screening, Intake, & Assessment	<b>Implementation Date:</b> 01/23/2019
	<b>Approved By:</b> Director	<b>Approved By:</b> Chief Operating Officer
<b>Policy</b>	It is the policy of Redwood Community Services, Inc. (RCS) to use fair, standardized, and accessible procedures to screen and admit people seeking services.	
<b>Scope</b>	Program Staff	
<b>Procedure</b>	<ol style="list-style-type: none"> <li>1. B2 screens every guest and participant upon entry using a standardized tool. <ol style="list-style-type: none"> <li>a. Screening and intakes are conducted by trained employees and: <ol style="list-style-type: none"> <li>i. Are trauma-informed;</li> <li>ii. Are non-stigmatizing and non-judgmental;</li> <li>iii. Are sensitive to the willingness of the guest or participant to be engaged;</li> <li>iv. Are culturally and linguistically responsive;</li> <li>v. Give priority to urgent needs and emergency situations;</li> <li>vi. Respectful of autonomy and confidentiality;</li> <li>vii. Support timely initiation of services; and</li> <li>viii. Provide placement on a waiting list or referral to appropriate resources when individuals cannot be served or cannot be served promptly.</li> </ol> </li> <li>b. The screening includes data points needed to be gathered per the Mendocino County Homeless Services Continuum of Care’s (MCHSCoC) Coordinated Entry (CE) Screening and Prioritization Tool.</li> <li>c. This screening gathers a comprehensive set of data, including: <ol style="list-style-type: none"> <li>i. Personal identifying information;</li> <li>ii. Demographics, including veteran status;</li> <li>iii. Health status, including emergency health needs;</li> <li>iv. Recent housing status;</li> <li>v. Reason for homelessness;</li> <li>vi. History of homelessness;</li> <li>vii. The risk of violence or victimization;</li> <li>viii. Education and/or employment information; and</li> <li>ix. Other information as required and/or needed.</li> </ol> </li> <li>d. Screenings are updated: <ol style="list-style-type: none"> <li>i. When a guest or participant has had major changes in their situation or life;</li> <li>ii. Every 3 months if the guest or participant is unhoused;</li> <li>iii. Annually if the guest or participant is housed; or</li> <li>iv. If something else indicates the need for a re-screening.</li> </ol> </li> </ol> </li> <li>2. Guests and participants are entered into the CE system, as appropriate and eligible, to be connected to community resources through CE, following the MCHSCoC CE procedures detailed in their CE policy and procedure manual.</li> <li>3. While B2 provides basic emergency shelter, it strives to conduct more thorough assessments with all shelter guests. Guests are connected to B2’s housing programs and housing navigation services as appropriate and available.</li> <li>4. B2conduct an individualized assessment which is:</li> </ol>	

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	<ul style="list-style-type: none"> <li>a. Completed within two weeks of project intake;</li> <li>b. Updated as needed based on the needs of the persons served and at least every three months; and</li> <li>c. Includes:               <ul style="list-style-type: none"> <li>i. The information gathered in the participant’s initial screening;</li> <li>ii. Housing history for the previous five years;</li> <li>iii. Housing barriers;</li> <li>iv. Housing goals and preferences;</li> <li>v. Income, benefits, and resources;</li> <li>vi. Substance use history;</li> <li>vii. Mental health history, diagnoses, and medications;</li> <li>viii. Developmental disability status and history;</li> <li>ix. Household make-up;</li> <li>x. History of victimization and trauma;</li> <li>xi. Imminent and long-term safety concerns; and Individual and household strengths and capacities</li> </ul> </li> </ul>
<b>Training</b>	Onboarding and Ongoing MCHSCoC CE training
<b>Forms</b>	B2 Screening form B2 Housing Barrier Assessment & Planning form
<b>References</b>	<p><b>COA Standards</b></p> <p>COA HSCL 3, SH 3, OS 3</p> <p><b>Internal</b></p> <p>B2 Program Manual</p> <p><b>External</b></p> <p>MCHSCoC CE P&amp;P Manual and Screening Tools</p>

	<b>Department:</b> Building Bridges (B2)	<b>Revision Date:</b> 10/24/2022
	<b>Title:</b> Service Planning	<b>Implementation Date:</b> 01/23/2019
	<b>Approved By:</b> Program Director	<b>Approved By:</b> Chief Operating Officer
<b>Policy</b>	It is the policy of Redwood Community Services, Inc. (RCS) to develop and regularly review a service plan with guests or participants in order to deliver appropriate services and support.	
<b>Scope</b>	Building Bridges programs and projects	
<b>Procedure</b>	<ol style="list-style-type: none"> <li>1. B2 guests and participants will be involved in developing a service plan in a timely manner that describes: <ol style="list-style-type: none"> <li>a. Agreed upon goals, desired outcomes, action steps, and timeframes for achievement;</li> <li>b. Services and supports to be provided, and by whom;</li> <li>c. Possibilities for maintaining and strengthening family relationships and other informal social networks; and</li> <li>d. The signature of the individual.</li> </ol> </li> <li>2. If during the process of intake and/or assessment the participant is found to be in a safety emergency or have urgent needs that need to be addressed immediately, B2 staff will: <ol style="list-style-type: none"> <li>a. Connect the participant with the appropriate resources to address the crisis, if needed; and/or Consult with B2 leadership to determine what resources may be provided to address the urgent need.</li> </ol> </li> <li>3. B2 will work in partnership with guests and participants to: <ol style="list-style-type: none"> <li>a. Coordinate services, as appropriate, when the need has been identified and no other organization have assumed the responsibility;</li> <li>b. Refer them to appropriate resources, especially those that could mitigate a barrier to housing;</li> <li>c. Ensure they receive appropriate advocacy support; and</li> <li>d. Mediate barriers to services within the service delivery system.</li> </ol> </li> <li>4. B2 leadership and/or team reviews guest and participant service plans regularly (at least every three months, but ideally monthly) to assess: <ol style="list-style-type: none"> <li>a. Service plan implementation;</li> <li>b. Progress toward achieving service goals and desired outcomes; and</li> <li>c. The continuing appropriateness of the agreed upon service goals.</li> </ol> </li> <li>5. Service plans are regularly reviewed by the guest/participant and their assigned worker. <ol style="list-style-type: none"> <li>a. Progress toward achievement of agreed upon service goals is reviewed; and</li> <li>b. Revisions to service goals and plans are signed.</li> </ol> </li> </ol>	
<b>Training</b>	Onboarding and Ongoing	
<b>Forms</b>	B2 Screening/Intake Tool B2 Housing Barrier Assessment & Plan B2 Individualized Housing Plan	
<b>References</b>	<a href="#">COA Standards</a>	

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	HSCL 4 & 5, SH 4 & 7, OS 4
	<b>Internal</b>
	B2 Program Manual RRH Program Manual
	<b>External</b>
	N/A

	<b>Department:</b> Building Bridges (B2)	<b>Revision Date:</b> 10/24/22
	<b>Title:</b> Workloads	<b>Implementation Date:</b> 12/28/2018
	<b>Approved By:</b> Program Director	<b>Approved By:</b> COO
<b>Policy</b>	Redwood Community Services, Inc. (RCS) staff will support the success of guests and participants in identifying and working on goals and provide a quality service to all clients. Staff workloads, training, and supervision will all aim to support this goal.	
<b>Scope</b>	Building Bridges programs & projects	
<b>Procedure</b>	<ol style="list-style-type: none"> <li>1. B2 staff will receive training, both upon hire and ongoing, to ensure they have the tools needed to provide a high level of care.</li> <li>2. The B2 emergency shelter and day resource center will ensure that employee workloads support the achievement of guest outcomes and staff safety.</li> <li>3. Housing Navigators (HN) will be assigned participants in B2 programs and projects as appropriate. Assignments will be done via team conversation with guidance from B2 housing team leadership. The following will be considered when distributing the participant workload: <ol style="list-style-type: none"> <li>a. The needs of each participant;</li> <li>b. The progress of each participant currently engaged in B2 services;</li> <li>c. How many clients the HN is already assigned (HNs will carry a caseload of up to 30 participants, depending on the factors listed here);</li> <li>d. Current and future workloads, including projects, assigned tasks, and other responsibilities; and</li> <li>e. The qualifications, competencies, and experience of the individual staff.</li> </ol> </li> <li>4. Every effort will be made to minimize the re-assignment of participants to new workers.</li> <li>5. B2 leadership will regularly review the caseload distribution and assignments to ensure each staff person and participant is appropriately matched and supported. Team meetings are held regularly (at least once per month) to review assignments, participant progress, and problem solve.</li> </ol>	
<b>Training</b>	Onboarding and Ongoing	
<b>Forms</b>		
<b>References</b>	<b>COA Standards</b>	
	HSCL 2, OS 2, SH 2	
	<b>Internal</b>	
	B2 employee initial training curriculum	
	<b>External</b>	
	N/A	

	<b>Department:</b> Housing & Homeless Services	<b>Revision Date:</b> 09/27/2022
	<b>Title:</b> Building Bridges Case Closing & Aftercare	<b>Implementation Date:</b> 01/23/2019
	<b>Approved By:</b> Program Director	<b>Approved By:</b> Chief Operating Officer
<b>Policy</b>	Redwood Community Services, Inc. (RCS) Building Bridges (B2) Housing and Homeless Services program participants are exited, as appropriate and possible, through a planned process.	
<b>Scope</b>	All B2 housing & homeless services employees	
<b>Procedure</b>	<p><b><u>PROCEDURE</u></b></p> <ol style="list-style-type: none"> <li>1. Planning for case closing and aftercare begins at intake through gathering information on their situation, needs, and goals, and identifying where they plan on exiting to when they leave the program.</li> <li>2. The case closing process continues from that moment of intake and is a component of every individualized housing plan creation and update for participants.             <ol style="list-style-type: none"> <li>a. Guests of the B2 emergency shelter are supported in the creation of an Individualized Housing Plan (IHP), which includes details regarding the plan for case closing.</li> <li>b. Housing Navigators complete an initial Housing Barrier Assessment &amp; Plan (HBAP) with housing program participants, which includes laying out the details of closing their case.</li> </ol> </li> <li>3. As the time for case closing approaches, the participant or guest will be engaged in developing an aftercare plan that facilitates the initiation or continuation of needed supports and services, identifies needs and goals, and informs them of:             <ol style="list-style-type: none"> <li>a. What services and resources are available to them through the program;</li> <li>b. What the timeframe is for those services and resources;</li> <li>c. What will happen when those services and resources end; and</li> <li>d. How they can access assistance from the program again, if needed.</li> </ol> </li> <li>4. While every effort possible will be taken to ensure exit is planned and supported, there are times when a person must be exited unexpectedly. If this happens, RCS employees will:             <ol style="list-style-type: none"> <li>a. make every effort to link the participant/guest with appropriate resources or services; and</li> <li>b. Share information with the participant/guest on available community assistance.</li> </ol> </li> <li>5. Upon case closing, RCS employees will             <ol style="list-style-type: none"> <li>a. Ensure that referrals have been made to appropriate resources, if possible;</li> <li>b. Provide a “warm handoff” (housing navigator or care coordinator personally connects the participant to another provider, ensuring that provider has the information they’ll need to serve the client) and follow-up for referrals made (see</li> </ol> </li> </ol>	

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	<p>if the referral went through, if the participant was connected successfully to the service, etc.), if possible; and/or</p> <p>c. Notify any collaborating service providers, as appropriate.</p> <p>6. The participant/guest will be invited to provide the program with their contact information should it change after their exit. RCS employees may, as appropriate, reach out to participants/guests after they have exited to conduct follow-up interviews.</p>
<b>Training</b>	New hire orientation field training
<b>Forms</b>	<ul style="list-style-type: none"> <li>• B<sup>2</sup> Screening Form</li> <li>• Individualized Housing Plan</li> <li>• Housing Barrier Assessment &amp; Plan</li> <li>• RRH Program Checklist</li> </ul>
<b>References</b>	<b>COA Standards</b>
	HSLC 9
	SH 10 (n/a for SH 10.05)
	<b>Internal</b>
	<ul style="list-style-type: none"> <li>• B<sup>2</sup> Manual</li> <li>• B<sup>2</sup> Screening &amp; Intake P&amp;P</li> <li>• B<sup>2</sup> Assessment &amp; Service Plan P&amp;P</li> </ul>
	<b>External</b>