



Redwood Community Action Agency

Introductory Letter – HHAP Application

July 19, 2021

Dear Review Committee,

Redwood Community Action Agency's Youth Service Bureau (YSB) is pleased to submit this application for Homeless Housing, Assistance and Prevention (HHAP) funding. We are requesting \$241,680 a year for up to four-years in an effort to continue meeting the needs of our county's homeless youth. Target populations to be served are: 1) Young Adults (AKA transition-age youth) ages 18 to 24 years not accompanied by a parent or guardian (if they were, they would be considered part of a homeless family), and 2) Youth ages 14 to 17 who are not accompanied by a parent or guardian (unaccompanied minor). The term 'youth' is used when referring to both populations. Special subpopulations served include: 1) LGBTQ youth, 2) pregnant and parenting youth, and 3) youth experiencing human trafficking and commercial exploitation.

Our proposed project will provide housing for 15 transition-age youth, ages 18-24 (5 in YSB's residential home on 17th Street in Eureka and 10 in scattered site apartments, and 5 unaccompanied minors, ages 14-17, in YSB's Launch Pad facility on California Street in Eureka. The total number may increase, depending on the length of stay for each youth in the program. Our commitment is to maintain 15 beds during the entire 48-month period requested in this proposal. We are committed to accessing Humboldt's homeless youth through implementation of a comprehensive outreach plan. Funds requested will support essential staff wages/benefits, transportation costs, operational costs, and building facility maintenance. One-time security deposits and rental assistance will be used to support youth living in scattered site apartments. Funds will also be used to purchase essential furnishings and utility start up deposits for youth living in these sites.

YSB has been providing a continuum of services to runaway and homeless youth in Humboldt County for 37 years and has the capacity, with the support of RCAA administration, to implement the proposed project.

HHAP guidelines define "homeless youth" as an unaccompanied youth between 12 and 24 years of age who is experiencing homelessness as defined in the McKinney-Vento Homeless Assistance Act. Using this definition, there were 626 homeless youth in Humboldt – 88 in the 2019 Point In Time Count and 538 from KidsData (based on Humboldt County school counts).

As a non-profit continuing to serve low-income members of our community, RCAA is dedicated to preventing homelessness in all the counties that we serve. RCAA's tripartite Board of Directors has prioritized "**Housing**" in our Strategic Plan and believes that HHAP funding will help us in meeting this goal in collaboration with our community partners.

If you have any questions please do not hesitate to contact Lorey Keele, Community Services Director at (707) 269-2052 or lkeele@rcaa.org. Thank you for considering this proposal.

Sincerely,

Lorey Keele

RCAA Community Services Director
904 G St., Eureka, CA. 95501



**REDWOOD COMMUNITY ACTION AGENCY'S
YOUTH SERVICE BUREAU
HOMELESS HOUSING, ASSISTANCE AND
PREVENTION PROGRAM**

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**REQUEST FOR PROPOSALS – NO. DHHS2021-02
HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM**

**ATTACHMENT A – SIGNATURE AFFIDAVIT
(Submit with Proposal)**

REQUEST FOR PROPOSALS – NO. DHHS2021-02 SIGNATURE AFFIDAVIT	
NAME OF ORGANIZATION/AGENCY:	REDWOOD COMMUNITY ACTION AGENCY YOUTH SERVICES PROGRAM
STREET ADDRESS:	904 G ST.
CITY, STATE, ZIP:	EUREKA, CA. 95501
CONTACT PERSON:	LOREY KEELE
PHONE #:	(707) 269-2052
FAX #:	(707) 442-2430
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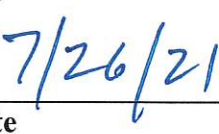
Government Code Sections 6250, *et seq.*, the “Public Records Act,” define a public record as any writing containing information relating to the conduct of public business. The Public Records Act provides that public records shall be disclosed upon written request, and that any citizen has a right to inspect any public record, unless the document is exempted from disclosure.

In signing this Proposal, I certify that this firm has not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or agency to submit or not to submit a Proposal; that this Proposal has been independently arrived at without collusion with any other Proposer, competitor or potential competitor; that this Proposal has not been knowingly disclosed prior to the opening of Proposals to any other Proposer or competitor; that the above statement is accurate under penalty of perjury.

The undersigned is an authorized representative of the above-named organization and hereby agrees to all the terms, conditions and specifications required by the County in Request for Proposals No. DHHS2021-02 and declares that the attached Proposal and pricing are in conformity therewith.



Signature



Date

VAL MARTINEZ

Name

JULY 22, 2021

Date

This agency hereby acknowledges receipt / review of the following Addendum(s), if any)
Addendum # [] Addendum # [] Addendum # [] Addendum # []

4.0 Professional Profile

4.1 Organizational Overview

1. Organization name, physical location, mission statement, legal organizational status and current staffing levels.

Redwood Community Action Agency (RCAA) was incorporated locally in 1980 as a 501(c)(3) nonprofit serving Humboldt County. RCAA's main offices are located at 904 G Street in Eureka, California. The mission of Redwood Community Action Agency is to:

- provide leadership and advocacy
- develop community-based coordinated services and activities.

The purpose of these goals is to enable low-income and/or disadvantaged persons to gain the necessary skills, education, and motivation to become self-sufficient in a healthy, sustainable environment. RCAA's 70 full-time and 15 PT employees, plus hundreds of volunteers annually, are dedicated to achieving these goals with our community partners.

2. Current and previous business activities

RCAA was incorporated as Humboldt County's Community Action Agency in 1980. The non-profit grew from its original start providing weatherization assistance and youth job programs to an agency managing over \$9.5 million in grants and contracts (much of which is subcontracted to other local businesses). In 2020 RCAA provided services to 14,952 individuals and households, including 1,595 seniors, 5,750 youth and 2,214 persons with a disability.

RCAA is governed by a tripartite Board of Directors made up of low-income individuals, private business, and public representatives. The Board works with the Executive Director and Senior Staff to help guide the direction of RCAA by focusing on community needs, ensuring quality program performance, and encouraging responsible innovation based on evidence based best-practices. The RCAA Board prioritized *Housing* in RCAA's 2015 Strategic Plan.

RCAA has been serving low income residents of rural Humboldt, Del Norte, and Modoc counties for over 39 years (with smaller-scale programs in Siskiyou, Trinity and Mendocino counties). During our opening, RCAA has provided services to thousands of community members and managed capital improvements on hundreds of properties. These projects involve working with more than 30 government agencies annually, ranging from small cities or community services districts to federal and state funding or oversight departments. In addition, RCAA works with hundreds of local businesses and contractors.

3. **Litigation regarding the provision of services and/or capital improvements** – N/A
4. **Fraud convictions related to the provision of services and/or capital** – N/A
5. **Debarments, suspensions/ineligibility to participate in public contracts** – N/A
6. **Violations of local, state and/or federal regulatory requirements** – N/A
7. **Controlling or financial interest in any other organizations**

RCAA does not hold a controlling or financial interest in any other organization.

4.2 Overview of Qualifications and Experience

1. Overall Experience

RCAA's Youth Service Bureau program will have the primary responsibility for the activities of this proposal. YSB has been providing continuous services to runaway, homeless, and other at-risk youth for the past 37 years.

Services include a 24-hour crisis intervention hotline, short-term emergency shelter, transitional living programs, individual and family counseling, street outreach and drop-in services, advocacy and referral, and other related services. Over the years, YSB has grown to provide a continuum of services for runaway and homeless youth. The program has served more than 8,000 youth since its inception in 1984.

YSB's Our House Program provides short-term emergency shelter to minor runaway and homeless youth, ages 12-17, who have left home without permission of their parents/guardians, have been forced to leave home, or are otherwise homeless and might end up in contact with law enforcement or in the child welfare, mental health, or juvenile justice system. The length of stay is statutorily limited to 21 days. The goal of the program is to provide family reunification or ensure that youth exit to a stable living situation. This is accomplished through provision of case management, counseling, life skills training, and other related services. It is the only shelter for minor youth in Humboldt County. The emergency shelter serves approximately 50 unduplicated youth and their families annually. Consistently, over 90% of youth served report exiting to a safe and stable living situation, including family reunification, extended family, friends, YSB's Transitional Living Program, and Humboldt County's Child Welfare Services.

The RAVEN Street Outreach Program (SOP) is the street outreach and drop-in center component of YSB's continuum of services to Humboldt County's homeless, street, and runaway youth population. In its 23 years of operation, the Youth Educators of the RAVEN Program have become known countywide for their street outreach and drop-in services. The project employs up

to 2-5 youth at any given time and is youth-driven. This youth-implemented outreach program utilizes ethnographic approaches to working with youth in youth-frequented locations. Additionally, this program acts as an avenue for homeless/street youth to receive support services, job skills training and employment while providing youth-centered solutions and services to the problems and atrocities encountered by young people when homeless and living on the streets. The program typically logs 800 unduplicated contacts with runaway and homeless youth, ages 10 up to 22, annually and assists youth with access to local services. RAVEN's Queer Coffee House has evolved into a major support for LGBTQ youth which represents a significant percentage of the homeless youth population.

Since opening in September, 1997, YSB's Transitional Living Program (TLP), Launch Pad, has assisted homeless youth ages 16-21 toward achieving independent living, thus interrupting the cycles of violence, trafficking, and exploitation, poverty and homelessness through stable housing with comprehensive supportive services. The program serves an average of 17 youth annually with average stays of 13 months. Annually 85% of youth served transition to independent living arrangements and 90% obtain gainful employment before exiting.

Primary funding for these three core YSB programs has been the Runaway and Homeless Youth Act, administered by the federal Department of Health and Human Services/Family and Youth Services Bureau (FYSB). FYSB conducted on-site reviews in 2013 and 2018. Both reviews lauded the professionalism and quality of service provided to runaway and homeless youth. Programs were found to be in full compliance with federal regulations and the deliverables of the funded grants.

YSB has managed several federal, state, foundation, and local grants/contracts since 1984. These have included:

FUNDING SOURCE	PURPOSE OF FUNDING
Department of Justice	Youth Mentoring
Family & Youth Services Bureau	Rural Youth Host Home Program
Housing & Urban Development	Supportive Housing for Transition-Age Youth (TAY)
State Office of Criminal Justice Planning	Youth Diversion
State Department of Mental Health	Housing for Dual-Diagnosed Youth
Proposition 86 Youth Shelter Bond Act	Acquisition & renovation of sites for emergency shelter and transitional housing
California Youth Authority	Support YSB operational expenses
The California Wellness Foundation	General support for YSB programs

The California Endowment	General support for YSB programs
Humboldt Area Foundation	General support for YSB programs
St. Joseph Health Care Foundation	General support for YSB programs
County Justice System Subvention Program	Contract with Probation for youth diversion
Humboldt County Schools	Contracts with multiple local junior high and high schools for school-based prevention
Humboldt County DHHS	Contracts for emergency shelter & transitional housing for foster youth and non-minor dependents
City of Eureka	Redevelopment loan used as match for State bond act funds to acquire and renovate TLP facility

YSB has developed and maintained informal and formal relationships with multiple private and public organizations throughout the past 36 years, including but not limited to the following:

FUNDING SOURCE	PURPOSE OF FUNDING
Humboldt County DHHS (Child Welfare Services, Public Health, Mental Health, Transition-Age Youth Program)	Formal contracts to provide housing & supportive services to foster youth and non-minor dependents & clinical/case management services via Title 19; cross referral with TAY; joint staff training & development
Probation Department	Accept referrals of eligible minor unaccompanied youth
Family Resource Centers	Outreach sites for identification and referral of eligible youth
Arcata House Partnership	Accept referrals of eligible TAY ages 18-24
School Attendance Review Boards	Proposed in this application to renew YSB representation to ensure eligible youth access to project services
Humboldt Bridges	Proposed in this application to initiate collaboration to ensure eligible youth access to project services
St. Joseph Health System	Collaboration with their Homeless Services Advocate
Six Rivers Planned Parenthood	Referral source for family planning services
Open Door Clinic	Collaboration with their case managers
Betty Chin Center	Collaboration with their case managers
Boys and Girls Club of the Redwoods	Proposed in this application to initiate collaboration to ensure eligible youth access to project services

YSB has a long established track record in serving the needs of youth and has the capacity to undertake the project.

2. Knowledge of Legal and Procedural Requirements

RCAA is familiar with the legal and procedural obligations and requirements pertaining to the provision of services equivalent to those that will be provided as part of the proposed YSB HHAP project. Our organization has managed multiple grants and contracts of this nature and does not anticipate challenges. RCAA's Fiscal Policies specify that all substantial purchases follow a documented bid process. Documented policies and procedures for internal controls are included in RCAA's comprehensive Accounting & Financial Policies and Procedures Manual for maintaining good internal controls. Examples include: 1) RCAA maintains separation of duty to prevent misuse; 2) RCAA allocates allowable expenses and matching funds and addresses separation of funds; and 3) RCAA accounts for in-kind contributions and valuation of contributions.

3. Staff Qualifications and Experience

RCAA Youth Housing Program will fall under the general supervision of the Community Services Director, Lorey Keele (.03 FTE), who has over 40 years of administrative management and direct service experience working for non-profits and for profit businesses. Ms. Keele has a proven track record of successfully creating and implementing effective community driven programs; managed federal, state, county and foundation contracts with nonprofits, government and tribal organizations, locally, multiple counties and statewide. With the loss of two major federal Runaway and Homeless Youth Grants the Youth Services Division was dissolved and YSB programs moved into the Community Services Division to save administrative costs.

YSB Program Manager, Patt Sweeney (.10 FTE), is responsible for daily operations of YSB programs. Patt has been with YSB 25 years and has extensive knowledge and experience with the broad array of homeless youth programs and regulations dictated by various funding sources. He has established strong working relationships with program partners and is well-known as a strong advocate for the unique needs of runaway and homeless youth. He is a state licensed Group Home Administrator and has received extensive training on topics relevant to the provision of services to homeless youth. The position is responsible for oversight of facility operations and maintenance, supervision of the Advocate & Outreach Specialist, Case Managers, and Residential staff. The manager also works directly with youth in the program.

YSB Assistant Shelter Manager, Morgan Douglas (.10 FTE) is responsible for the daily operations of the California Street shelter, manages the residential staff and residents housed at

the facility. Ms. Douglas oversees the facility operations and maintenance, the coordination of all staff trainings and also works directly with youth in that particular facility.

The Assistant Shelter Manager compiles data from the program's internal database to prepare all programmatic reports that are reviewed by project management staff before submitting to the our funding source.

YSB Administrative Coordinator, Rachel Wild (.10 FTE) is responsible for the general office operations, maintains client files, and enters and manages data management information systems (HMIS, RHYMIS, and YSB's internal system). Since 2002 Rachel has worked with both the RCAA YSB and Adult and Family services. She has served these divisions in a number of positions, Shelter Program Assistant, Case Worker Specialist, Residential Counselor, Resource Support Specialist, Office Manager and now Administrative Coordinator for YSB and Adult and Family Services.

A full-time Case Manager position will be recruited and hired upon notification of award. The position requires a BA in social work or psychology or a related field and two years of experience working with youth. The Case Manager will conduct intake screening reviews and collaborates with youth in developing Individualized Service Plans. The Case Manager also develops and maintains community partnerships to ensure youth have access to needed services.

A part-time Residential Staff member will be recruited and hired upon notification of award. The full-time position will work at YSB's 12-bed Launch Pad facility that houses minors ages 12-17 to ensure that the staff to youth ratio meets requirements of the facilities license. The part-time RC will work at YSB's 5-bed facility housing transition-age youth, ages 18-24. The Residential Staff provide life skills training and are a primary direct contact with the youth to ensure service plans are meeting the youth's stated goals.

The part-time Advocate and Outreach Specialist will also be recruited and hired upon notification of award. The position is responsible for conducting community outreach to promote the program and ensure youth access to program services, conducting preliminary assessments to determine program eligibility, providing referral and connection to other services if eligibility is not met.

Finance Specialist, Karen Erickson (.07 FTE), has been with RCAA for more than 10 years and has more than 42 years of experience and expertise in principles and practices of accounting and financial record keeping procedures, especially as they pertain to government funded

programs. Ms. Erickson will be responsible for the financial records of all program clients, accounts payable in preparation and processing of checks to landlords, property managers, utilities, and vendors specific to the Community Housing Program.

Network Systems Specialist (NSS), Ryan Peters (.05 FTE), has been with RCAA for more than 11 years. He has 26 years' experience in the field of computer technologies. The NSS manages and maintains more than 80 computers across 7 sites, facilitating the collaboration of computers, programs and 5 networks. The NSS will provide monitoring of the network and computer system's performance, while also coordinating computer access and use for optimal functioning by staff. This Specialist will ensure data backup and disaster recovery, and all protections for data (including and most importantly HIPPA) on all software and hardware used by staff.

4. Staff Qualifications Relevant to Meeting Program Objectives

All YSB staff members are thoroughly vetted prior to being hired and receive initial and ongoing training to ensure their ability to provide quality services that meet the needs of youth. In accordance with RCAA policy, FYSB regulations and California Community Care Licensing requirements, all staff, interns, volunteers, and consultants who come into contact with children and youth served or proposed to be served by the agency must submit to criminal history and child abuse registry and sexual abuse registry checks. In order to ensure compliance with these regulations, all staff, interns, volunteers, and consultants must submit to Livescan fingerprinting through the Humboldt County Sheriff's Department, as well as pass an extensive national criminal background clearance through the Department of Justice (DOJ) and FBI using the "Employment 11105.3 pc" code, and receive acceptable results prior to employment. These checks are repeated every time a person changes staff positions, or any time an employee is hired by another YSB/RCAA program, and/or if any arrest occurs. All staff and volunteers are mandated to sign letters of agreement to follow all agency policies including prohibitions of sexual harassment, sexual misconduct, and inappropriate/sexually intimate relationships with clients. Other individuals who are not in direct contact with youth (electricians, plumbers, delivery personnel) are accompanied by YSB staff members at all times when they are in areas where youth are, or may be present. In addition, the RCAA Human Resources Division verifies educational credentials, employment experience, driving records and professional licensing records for every employee prior to a position being offered to the individual.

All staff members are required to be First Aid and CPR certified, participate in the HIPPA and California Child Abuse Mandated Reporter training and also receive an additional 20 hours of relevant training annually. Special attention is paid to trainings in cultural humility and awareness to best serve Runaway and Homeless Youth (RHY) as well as youth who identify in marginalized communities such as LGBTQ and sexually exploited. New staff members are required to receive 8 hours of training with the Program Manager, and an additional 16 hours of training on program and policies. Staff training takes place on a regular basis for all staff. Weekly staff meetings, weekly meetings with the Clinical Head of Service, and monthly all program staff meetings provide perfect venues for trainings in multiple topics. To ensure that all program staff meet the core competencies of youth workers, trainings are offered to include disaster preparedness; aftercare services and counseling; background checks; core competencies of youth workers; core support services; crisis intervention techniques; cultural and linguistic diversity; development of coordinated networks for local services; ethics and staff safety; fiscal management; low cost community alternative for runaway or otherwise homeless youth; positive youth development; program management; risk and protective factors related to youth homelessness; screening and assessment practice; shelter staff development; special populations: LGBTQ, victims of trafficking, sexual exploitation, and sexual abuse; ACES, trauma and the effects of childhood trauma; use of evidenced-based and evidence-informed interventions; mental health awareness and counseling services; and policies and protocols for confidentiality.

5.0 Project Description

5.1 Project Design

1. Goals, Number Youth Served, Geographic Scope, Impact on Youth Homelessness

Our vision is that all Humboldt County youth experiencing homelessness have safe and stable homes where their journey to independence is supported through an accessible, youth driven ecosystem of care. Youth leadership and engagement is the norm, and youth voices are heard and respected. Our work is built on a commitment to equity, inclusiveness, compassion, and social justice.

Embracing a holistic empowerment philosophy, YSB programs focus on each youth as a unique and dynamic individual with specific needs and goals. We have created a program committed to supporting Positive Youth Development that is strength-based and develops individual youth's assets while simultaneously building protective factors and resiliency. All

youth need to be able to experiment and try new things and be able to fail and try again in a supportive environment without life-altering consequences. The program works with youth to improve self-sufficiency and create and improve positive social relationships that will ultimately help their transition to independence. By participating in a program that is youth developed and youth driven, the residents gain a greater sense of control over their own lives and begin to believe they can influence their futures. Through a combination of education, vocational training, volunteerism and daily life skills practice, youth gain valuable tools and experiences that allow them to move from a supportive housing environment to safe independent living in the greater community as healthy, positive and productive adults.

Program goals include:

- Improved safety – youth’s living situation, neighborhood, and friends will be physically and psychologically safe.
- Improved well-being – youth will have better physical and psychological functioning, greater job satisfaction, greater connection with friends/family (as defined by youth), and greater access to health, social and other resources.
- Improved self-sufficiency – in advancing educational goals, obtaining/maintaining employment, meeting financial obligations, managing money, in performing the activities of daily life and participating in the community.

2. Number of Youth to be Served and Period of Time

HHAP funding will be used to provide housing for 15 transition-age youth, ages 18-24 (5 in YSB’s residential home on 17th Street in Eureka and 10 in scattered site apartments), and 5 unaccompanied minors, ages 14-17, in YSB’s Launch Pad facility on California Street in Eureka. The total number may increase, depending on the length of stay for each youth in the program. Our commitment is to maintain 15 beds during each 12 month period requested in this proposal.

How Project will Serve Entire County

Our experience working with runaway and homeless youth over the past 37 years has helped us recognize the unique experiences faced by homeless youth in Humboldt County and the challenges of making access to homeless services and systems easier for young people in our communities. A Chapin Hill - University of Chicago report, *Missed Opportunities – Youth Homelessness in Rural America* (2018) notes that when compared to urban areas, youth experiences of homelessness in rural counties are perhaps more hidden, with greater reliance on

couch surfing and sleeping in vehicles or outdoors.

Recognizing that YSB is the only provider of housing for homeless youth in Humboldt County, we will use HHAP funding to create a new part-time Advocate and Outreach Specialist position. The Advocate and Outreach Specialist's primary responsibility is to conduct community outreach throughout Humboldt County for the purpose of developing and maintaining relationships with organizations working with youth and to create an access point for youth to receive services. Outreach will include, but not be limited, to the following: 1) schools (participation on School Attendance Review Boards and meetings with school counselors), 2) Family Resource Centers, 3) Truancy Outreach Workers, 4) Teen Centers, 5) HSU and CR Homeless Liaisons, 6) Betty Kwan Chinn Day Center, 7) Arcata House Partnership, 8) Eureka City and HCOE's Homeless Liaisons Programs, 9) Eureka Rescue Mission. This part-time position is intended to support and broaden YSB's outreach efforts in Humboldt County.

TLP's outreach activities are an ongoing process in order to connect with: schools and McKinney Vento related programs; a wide range of community service providers; county and city law enforcement agencies; local Native American Tribes; Juvenile Hall and Probation Dept., Health and Human Services including Child Welfare Services, Children's Mental Health Services, Public Health, and Social Services; Humboldt State University and College of the Redwoods; and other formalized groups to increase awareness of TLP services to youth. Staff members disperse information via posters, postcards, presentations, trainings, and formal and informal sources. Written media venues include links to RCAA, YSB and the RAVEN Project directly.

How Project will Assist in County's Effort to End Homelessness

YSB has participated as a member of the County Continuum of Care since its inception and has consistently advocated for the needs of homeless youth. We feel that all youth need a place to live, no matter the funding source. It has been challenging to build a system of care for homeless youth with the varying bureaucratic definitions that are placed on them and the limited resources available for this population.

The HHAP program has established a minimum allocation of funds for services that meet the specific needs for homeless youth populations and defines "homeless youth" as an unaccompanied youth between 12 and 24 years of age who is experiencing homelessness as

defined in the McKinney-Vento Homeless Assistance Act. We are limiting services to youth who meet this definition. In doing so, we will be assisting the County in ending youth homelessness in this sub-category of homeless youth. This HHAP proposal will provide continued services from our current HHAP grant (FY 2020-2022) and the loss of our federal Transitional Living Program that was defunded in October 2019. In essence, these are youth who are not involved in other systems and who are not defined as chronically homeless. We are providing services to homeless youth who meet these criteria with funding from the County Department of Health and Human Services.

The target populations to be served are: 1) Young Adults (AKA transition-age youth) ages 18 to 24 years who are not accompanied by a parent or guardian (if they were, they would be considered part of a homeless family), and 2) Youth ages 14 to 17 who are not accompanied by a parent or guardian (unaccompanied minor). We use the word youth to include both populations. Based on our experience over the past 37 years, special subpopulations of youth that will be served include: 1) LGTBQ, 2) pregnant and parenting, and 3) human trafficking and commercial exploitation.

Youth served will benefit by the guiding principles of our program, including Positive Youth Development (PYD), Trauma Informed Care, Individualized and Youth Driver Supports, Youth Choice, Social and Community Inclusion, and Youth Focused Housing First.

Positive Youth Development (PYD) is used to engage youth and assist them in developing skills and living to their full adult potential. We do this by engaging youth, viewing them as participants (not recipients) of services, focusing on building youth's strengths (not fixing problems) and relations, and using a pro-active behavioral approach to focusing on positive outcomes.

Trauma Informed Care (TIC) is used to recognize the exposure to traumatic events most homeless youth have experienced in their lives. Services are designed to recognize the effects of trauma, prevent re-traumatization, and support safety and healing from chronic loss. This is accomplished by integrating youth voice and choice and opportunities for self-advocacy, partnering with youth as they process and navigate adverse experiences such as homophobia, and accounting for the influence of accumulated adverse experiences.

Individualized and Youth Driven Supports recognize that youth entering our programs aren't all cut from the same cookie cutter. A range of services will be offered and available to

youth, but the intensity and need will be determined by the youth. The Case Manager works with youth to assess their current situation and determine their Individualized Service Plan to assist with identifying what services they need.

Youth Choice recognizes that youth at risk or experiencing homelessness often feel powerless to control their lives. To empower youth, they will have opportunities to exercise choice regarding goals and priorities, the nature and extent of services and programs they access, and involvement in supportive services or programming will be voluntary (youth will not be penalized for saying “no”).

Social and Community Inclusion recognizes that youth who are homeless can experience feelings of loneliness that are made worse through isolation and exclusion from social, economic, political, and cultural activities and organizations. Youth will be connected to social, recreational, leadership and civic engagement activities that open avenues for positive connections to peers and adults.

Youth-Focused Housing First will be focused on identifying and securing appropriate housing as quickly as possible and without preconditions, such as a requirement for clean and sober living or minimum income requirements.

3. Funding Sources to Support Project

Federal Basic Center Program funding through the Runaway and Homeless Youth Acts supports many of the operational expenses including some of the YSB administrative staff, and residential staff at our Launch Pad licensed facility on California Street in Eureka.

Additional funding support comes from United Way’s Emergency Food and Shelter Program, St. Joseph Health System, and CalFresh. These funding sources provide resources for mental health support services for staff and residents, and food.

4. Description of Proposed Services

This proposal seeks to continue YSB services to homeless youth. As indicated above, we are using the McKinney-Vento Act’s definition of “homeless” for children and youth as per the guidelines of the HHAP program.

Unfortunately, we do not know the full extent and nature of youth homelessness in Humboldt County. The numbers presented in the 2019 Point-In-Time Count (PITC) represent the **tip of the iceberg** of youth experiencing homelessness. The PITC identifies 12 unaccompanied youth under 18 and 76 between the ages of 18-24. The Chapin Hall report on homelessness in

rural America cited earlier has conducted research that strongly suggests that rural and non-rural communities have similar rates of youth homelessness; they are just less visible and more difficult to count in rural communities. They suggest that school systems can play a leadership role in rural communities, identifying and supporting young people who are experiencing or are at-risk for homelessness. Kids Data (kidsdata.org) highlights this potential, reporting that the number of public school students in Humboldt County being recorded as being homeless at any point during the 2016 school year, grades 9-12, was 538.

Another point made by Chapin Hall that rings true in Humboldt County is “youth confronting homelessness in rural communities have few services to rely on.” YSB is the only youth provider in the County offering housing as a component of their service delivery. Sadly, more than 30 of California’s 58 counties do not have housing services for homeless youth.

Specifically, this proposal requests HHAP fund the following activities in support of transitioning homeless youth to independence and permanent housing:

Outreach and Coordination

A part-time Advocate & Outreach Specialist will develop and maintain an outreach plan to connect to schools, community service providers, county and city law enforcement officers, local Tribal communities, juvenile hall, Child Welfare Services, Family Resource Centers, homeless providers, and other groups to increase awareness of YSB services to youth by dispersing information through posters, postcards, presentations, and the development of formal and informal relationships that will encourage, build and strengthen inter-agency relationships with a goal of creating access points for youth to connect with YSB’s services. The Advocate & Outreach Specialist will often be the first contact with eligible youth and will conduct preliminary assessments to make this determination.

Individual Service Plans are created through case management in collaboration with the youth and case manager. During this collaboration, a plan is created to include the youth’s identified goals, while also addressing food security, safe and stable housing, education and employment, permanent supports, and available community resources. Plans are also established to ensure youth receive all of their important documents and paperwork (birth certificate, social security card, California identification card, medical records, and credit reports if available.

The role of case manager is to closely monitor youth to ensure the four core outcome areas are met during and after their stay in the TLP. The four core outcome areas are 1.) **Social and**

Emotional Well-Being; 2.) Permanent Connections; 3.) Education or Employment; and 4.) Safe and Stable Housing. Strategies to increase collaboration with youth include making meetings with staff less formal to increase their comfort level and aid in their buy-in to complete goals. Meetings between youth and staff are conducted throughout the community, including hikes in the redwood forests, sitting at a local coffee shop, or walking in the park.

Outreach efforts are continuously reaching out to schools working with youth ages 16 to less than 22 at the beginning of the school year to ensure youth and school staff are aware or reminded of our program's availability and services that we can offer to those in need as they experience the stressors that occur at the beginning of the school year. The YSB Advocate and Outreach Specialist and the RAVEN Project provide face-to-face engagement with runaway, homeless, and street-youth. The RAVEN Project is experienced at finding RHY hanging out in both common and uncommon locations, both in our larger communities and isolated small towns, Native American Reservations and Rancherias, and other rural forested areas where RHY hang out. The RAVEN Project staff work collaboratively with Advocate and Outreach Specialist to ensure that youth identified as needing TLP, are referred to and make direct contact with the program immediately.

Public outreach and awareness efforts are also accomplished through a strong advertising presence, with information in and on local busses, periodic ads in the local free weekly newspaper, a well-advertised 24/7 referral phone line, listing in the Humboldt County 211 information and referral system, the National Runaway Hotline and the California Youth Crisis Line, as well as tabling efforts at community events. Informational cards and flyers are distributed during in person events and staff are available to speak with youth and parents who might need help in accessing our services and support.

A section of RCAA's website and Facebook page are updated regularly to bring attention to available services and how to access them, upcoming events, and resources/providers in the community that also serve youth. YSB and the RAVEN Project both have separate Facebook pages of their own in which we post specific information for youth and families about where youth can call or get immediate help if they are on the streets, have been abused or violated, need a safe place to be, need transportation, how to get showers, access to computers and mail delivery service, food, laundry, toiletries, safe sex supplies and contraceptives. Facebook pages and flyers/posters distributed also identify how to access current information on Harm Reduction

and where to dispose of needles, LGBTQ resources and supplies. Garments such as binders and gaffing underwear are available for youth currently transitioning along with health resources and services available locally. Dates and times for Queer Coffee House gatherings are also offered and publicized. Queer Coffee House peer support groups are offered to youth, ages 12-17 for one group and 18-21 in another. New and current information is released and boosted to specific ages of youth in these demographics and their families. YSB is actively using Instagram and other social media platforms as tools to distribute information and resources.

YSB actively participates in numerous community collaboratives, partnerships and committees, often times as the single organization representing youth. YSB participates in groups such as the Humboldt Housing and Homeless Coalition (our local CoC), and Juvenile Justice and Delinquency Prevention Committee, where we continue to make information available to other providers in order to increase referrals. Informational posters with resource information cards that include Launch Pad and community resource telephone numbers are placed in locations that are likely to engage youth and their families who may need TLP services. In our rural region, these locations include laundromats, convenience stores, schools, local Tribal offices, post offices, family resource centers and food bank/pantries located throughout the county, health clinics, the Eureka and McKinleyville Teen Centers, the Ink People's Center for the Arts-Marz Project for Young Media Makers and other locations frequented by youth. Collaboration with community partners also highlight areas where additional street outreach services are needed and outreach is modified to include those areas.

All youth accessing the TLP are provided **gateway services** that include food, drink, clothing, transportation, hygiene supplies, and access to care for any identified health needs to prevent malnutrition and ill-health. These gateway services are available to youth at intake and increase the comfortability of the youth. Additional resources for prevention and crisis hotlines are provided at intake and located on posters throughout both locations to increase their personal safety plan. Staff operate with a supportive and engaging approach and begin building trust from the initial phone call. They engage youth in activities, such as conflict resolution and education through hands-on life skills to increase their participation in program services and requirements, which positively impact their success in the program. YSB program staff utilize the Homeless Management Information System (HMIS) and YSB's internal **intake screening and assessment tools** to assess each youth's situation, including immediate needs, physical, mental, and

behavioral health, connections to family, safety, access to resources, neglect and abuse, and other risk and protective factors impacting well-being and self-sufficiency. The assessment tools also address the needs of RHY sub-populations who are youth running from foster care, experiencing or experienced trafficking or otherwise sexually exploited, LGBTQ, or in need of substance abuse or mental health services. TLP's internal assessment tool is Strength and Harm Reduction-based, and includes questions related to substance use in a non-judgmental manner as well questions related to mental health and family relationships.

Participating youth eligible for HHAP services and living in scattered site housing will receive up to \$500 per month for rental support and up to \$200 for utility assistance (one time only) and necessary deposits. Exact amount of rental support will be based on youth's current income and ability to sustain their housing beyond HHAP funding. In addition, youth eligible for scattered site support will also be eligible for furniture to assist in their moving to a new home. Furniture may include: bed mattress/frame, sheets, blanket, pillow, dishes and other household items.

5. Security Deposits

We are proposing housing 10 youth in scattered site locations selected by the youth and budgeting \$500 per security deposit for each person. No landlord incentives have been planned.

6. Operational Support

The YSB budget submitted has been developed specifically to support implementation activities RCAA is committed to enacting should we be funded which will lead to future funding toward our identified goals. The budget provides a reasonable amount of funding for staffing the project with highly effective and expert personnel to fill positions, as detailed in the Proposed Budget and Budget Narrative, Section 5.0 B which follows.

7. Capital Improvement Projects

No capital improvements are being requested as part of this grant application.

8. Project Staffing - See 4.2., 3 & 4, page 9.

9. Connecting Target Population to Appropriate Services & Resources

YSB has developed strong relationships with key partners who have services and resources that are appropriate for homeless youth. Our belief is that the strength of a referral is proportional to the quality of the relationship project staff has developed with our community partners.

Current and proposed partners are identified above in 4.2., 1, page 8.

10. Data Management

YSB collects a variety of data about our program and services that include basic demographic information on youth served (age, ethnicity, income level, etc.), program services (hours of service by type, number of outreach presentations, number of sheltered and housed youth), family feedback on what solutions and strategies they've learned, what abilities they were able to master, and what behavior they've changed. All data collected is entered into the YSB database or HMIS by the Administrative Coordinator who generates monthly reports for review, and analysis by the YSB Management Team to determine needed training or areas of improvement as well as to celebrate successes. Data collected in HMIS is submitted to the Family and Youth Service Bureau via semi-annual and annual uploads by the Humboldt County HMIS System Administrator.

11. How HHAP client services will continue to be provided beyond the grant period

RCAA has successfully supported YSB services to homeless youth for more than 37 years. As discussed in section 4.2, 1 funding was and continues to be received from various sources as a result of grants, donations and fundraising. YSB will work toward continuing vital HHAP services by applying to the Administration of Children, Youth and Families – Transitional Living Program, St. Joseph's Health Services, and others as they become available. Supporting housing opportunities for youth is YSB's #1 priority now and long into the future.

Building strong and collaborative relationships with community partners is also essential to the success of the HHAP services. Strong relationships are crucial to solving problems, preserving and capitalizing on community assets, and building capital in the community with law enforcement, schools, mental health providers, and other community partners, which support both YSB's residential programs and youth following their exit. To establish partnerships we identify organizations with shared goals and objectives. We connect with leaders in these organizations or agencies to establish working relationships that ensure information is shared, and screening and referral works seamlessly when providing services to youth. The diversity of our partners strengthens our programs by providing new insights and visions. By working collaboratively with partners we are able to streamline services or resolve problems quickly and ensure comprehensive services to youth.

Throughout the life of our projects, YSB works to revise and revisit program policies, procedures, approaches, and staffing on weekly, monthly and annual basis. These revisions occur

through residential and case management staff meetings, management meetings, division and executive meetings, as well as through staff evaluations and exit interviews.

Building sustainability began early on and like many non-profits, we constantly seek to improve programs and add new services for the RHY population while continually seeking new funding streams. There has been an on-going effort to build relationships and enhance funding for youth housing within the community, the state, and nationally to continue to provide services. RCAA cultivates new funding streams and enhances donor participation through our donor outreach, which includes presentations to other agencies and organizations, traditional and social media, grant and foundation applications and fundraisers.

While it is doubtful that we could sustain program activities at their current level with the loss of HHAP funds, we would consider expanding all avenues and changing where each of our programs (BCP, TLP and SOP) is located to find the best configuration, maximize service delivery and continue the operation of this essential program. The number of RHY nationwide continues to increase: we can't afford to lose even a single bed, and risk losing a youth to the streets long-term. We would also increase our fundraising efforts, as well as to identify and apply for corporate, federal or foundation grants.

12. Adherence to County's Housing First Principles

YSB's program will comply with the County's Housing First Principles. In addition, we recognize and adhere to core principles of Housing First with homeless youth which include:

- Immediate access to housing with no preconditions that help identify and secure appropriate housing as quickly as possible. Housing is not conditional and based on sobriety and/or abstinence.
- Youth choice and self-determination by supporting youth in decisions for housing type, service needs, educational and employment goals. Working with case managers, youth are assisted in creating their Individual Service Plan to help guide their decisions. Youth are allowed to play a part in driving their services in order to increase participation.
- Positive Youth Development orientation is used as an approach to engage youth and develop their skills to their full adult potential. Youth are participants, not just recipients. The focus is on building youth's strength, not fixing problems and helping them learn to build healthy relationships.

- Individualized and client-driven supports are offered recognizing that youth entering our programs aren't all cut from the same cloth.
- Social and community integration by engaging youth to participate in local activities and social groups.

13. California Health & Safety Code, Public Housing Election Implementation Law

RCAA does not believe that the proposed HHAP project is subject to Article XXXIV of the California Constitution, as clarified by Sections 37000, *et seq.* of the California Health and Safety Code.

14. Prevailing Wage Requirements – N/A (see #7)

5.2 Project Budget, ATT: 2 REDWOOD COMMUNITY ACTION AGENCY'S YOUTH SERVICE BUREAU Homeless Housing, Assistance and Prevention Program Line Item Budget 2022-2026		
Budget Line Item	Calculations	Year 1
A. PERSONNEL COSTS		
YSB Shelter Program Manager	\$33.37 *1950*.10	6,507
Assistant Shelter Manager	\$22.90*2080*.10	4,763
Case Manager	\$17.98*2080*1	37,398
Advocate/Outreach Specialist	\$17.98*2080*.50	18,699
Residential Specialist	\$15.90*2080*.50	15,503
Administrative Coordinator	\$24.13*2080*.10	5,019
Community Services Director	\$47.50*1950*.03	2,773
Network Systems Specialist	\$24.72*2080*.05	2,571
Finance Specialist	\$22.85*2080*.07	3,327
TOTAL PERSONNEL		96,560
B. PERSONNEL FRINGE BENEFITS		
FICA	*.062	5,987
State Unemployment Insurance	*.04	3,862
Workers Comp	*.012	1,159
Health Coverage (medical, dental, vision)	*.15 ave.	14,484
Retirement	*.03	2,897
Accrued Vacation	*.06	5,794
TOTAL FRINGE BENEFITS		34,182
C. TRAVEL		
Mileage reimbursement	1000/mi mo*.545/mi*12/mos	6,540
TOTAL TRAVEL		6,540
D. STAFF TRAINING		
First Aid, CPR, etc.	\$65/per person*3/staff	195
TOTAL STAFF TRAINING		195
OTHER		
Office Supplies - pens, paper, printer cartridges, etc.	\$50/mo*12/mos	600
Communication (phones, internet)	\$150/mo*12/mos	1,800
Building/facility (repair & maintenance)	\$100/mo*12/mos	1,200
Utilities (gas, electric, water, sewer, waste, cable)	\$400/mo*12/mos	4,800
Equipment maintenance (copier)	\$50/mo*12/mos	600
Insurance	\$366/mo*12/mos	4,392
Rental assistance & security deposit for scattered site housing	\$500/mo*12/mos*10/youth, \$500/security deposit*10/youth	65,000
Furniture (mattress/frame, sheets, pillow, dishes, etc.) & utility deposits for scattered site housing	\$500/furniture*10/youth, \$200/utilities deposit*10/youth	7,000
Outreach activities-advertising, social media fees, posters/flyers, post cards, etc.	\$250/mo*12/mos	3,000
TOTAL OTHER		88,392
Direct Administrative Fee	7%	15,811
TOTAL BUDGET FOR PROJECT		241,680

6.0 Supplemental Documentation

Supplemental Documentation List:

RCAA has the following in-place and available for County review upon request:

- Fiscal Policies and Procedures
- Human Resources Policies and Procedures
- Job Descriptions
- Best Practices
 - Concept of Trauma and Guidance for a Trauma-Informed Approach – by SAMSHA’s Trauma and Justice Strategic Initiative, July 2014
 - “TRAUMA-INFORMED CASEMANAGEMENT PRACTICE FOR YOUTH EXPERIENCING HOMELESSNESS: CONNECTION, HEALING AND TRANSFORMATION” by Frank McAlpin 5-18
- Licenses, certifications and accreditation documents for services and work provided
- Evidence of prior program performance
- Audits and Letters regarding any relevant audit findings

YSB Youth Housing Program guidelines in place include:

- Procedural Manual and Forms
- General Disbursement Processing
- Income Guidelines
- Homeless Prevention and Rapid Rehousing Program – Case Management Best Practices
- Humboldt Community Housing List
- Exit Form
- Housing Habitability Standards Inspection Checklist Tool
- Initial Telephone Screening Tool
- Homeless Management Information System Client Privacy Notice
- Release of Information Authorization
- Documentation Order Form
- Formal Grieving Process
- Ongoing Case Management Form
- Self-Declaration of Income
- Services Form

7.0 Exceptions, Objections, and Requested Changes – N/A

8.0 Required Attachments

Attachment 1 - Signature Affidavit – Page 3

Attachment 2 - Project Budget – Page 23

Attachment 3

- YSB Program Manger’s Group Home Administrator License – Page 25
- Launch Pad License – Page 26
- Job Descriptions for HHAP Staff - 27



STATE OF CALIFORNIA
DEPARTMENT OF SOCIAL SERVICES
COMMUNITY CARE LICENSING DIVISION



Daniel P Sweeney

Completed the Group Home Administrator Certification Program

Standard Certificate 6022506730

Effective Date: 11/29/2018 Expiration Date: 11/28/2020

Training and Certification Bureau

This certificate is issued in accordance with all applicable laws and regulations. Certificate holders are required to maintain compliance at all times. Certification alone does not qualify the person to be employed; other qualifying requirements must be met and documented.



State of California

Department of Social Services

Facility Number: 125000571

Effective Date: 12/23/1997

Total Capacity: 12

In accordance with applicable provisions of the Health and Safety Code of California, and its rules and regulations; the Department of Social Services hereby issues

this License to

REDWOOD COMM. ACTION AGENCY YOUTH SERVICE BUREAU

to operate and maintain a

GROUP HOME

Name of Facility

LAUNCH PAD
1100 CALIFORNIA ST.
EUREKA, CA 95501

This License is not transferable and is granted solely upon the following:

LICENSED TO PROVIDE TREATMENT CARE SERVICES FOR AMBULATORY CHILDREN AGES 12-17 YEARS AND NON MINOR DEPENDENTS AGES 18-19 YEARS, AND RUNAWAY HOMELESS YOUTH 12-17 YEARS.

Client Groups Served:

CHILDREN

Complaints regarding services provided in this facility should be directed to:

CCLD Regional Office

(530) 895-5033

Pamela Dickfoss
Deputy Director,
Community Care Licensing Division

Donald Watters
Authorized Representative of Licensing Agency

POST IN A PROMINENT PLACE

**REDWOOD COMMUNITY ACTION AGENCY
YSB SHELTER PROGRAM MANAGER
(Community Services Division)**

POSITION PURPOSE

Under the direct supervision of the Division Director, or their designee, the Program Manager is responsible for the daily operation of the Program(s) facilities; this includes, but is not limited to, implementation and maintenance of the program's milieu service plan goals; hiring, training, and scheduling of staff; care and supervision of residents; provision of crisis intervention and case-management services; and supervision of the facility's maintenance per licensing or funder requirements. The Program Manager also serves as the Acting Division Director in their absence.

ESSENTIAL JOB FUNCTIONS

Specific Tasks:

- Managing and supervising the functioning of a Program facility
- To maintain compliance with all general requirements for all direct and indirect provisions of care for residents
- Maintain data management records, and provide daily, monthly, quarterly and annual reports
- Insure compliance with Community Care Licensing or the Grant Funders standards and regulations
- Responsible for community outreach
- Maintain CPR and First Aid certification for staff
- Develop and provide supervision and training for the staff, volunteers, and interns
- Develops, monitors, supervises and insures that all residents are provided with direct supervision and assistance as needed, in activities of daily living (hygiene, nourishment, social, educational, recreational and transportation services)
- Maintains schedule for staffing; including ongoing recruitment, hiring, orientation, training, evaluating, and makes recommendations for terminations
- Supervise/conduct intakes & insure that documentation of new resident's entry into the program indicates that entrance criteria have been met
- Insure responsibility for the care and supervision of residents, including the monitoring and management of their whereabouts
- Insure for discharging of residents after-hours, per case plan
- Perform duties of the Residential Counselors when they are not on-site
- Provide limited direct service interventions as required
- Insure that case plans are established and implemented, and that residents' records are current and accurate
- Insure the implementation of emergency/disaster procedures as needed
- Insure maintenance of facility and grounds in accordance with state licensing or funders requirements
- Insure maintenance of a daily shelter communication log and share with program staff
- Maintain program data and submit monthly progress reports to Division Director
- Represent your Division on various committees and advisory groups as directed
- Support and provide public relations and fundraising duties as directed
- Conduct performance evaluations of staff and interns
- Perform case supervision and case management services
- Assure that staff are in compliance with the Title XIX (Medi-Cal) program requirements
- Other duties as deemed necessary

JOB REQUIREMENTS

Knowledge of and Experience With:

- Generalist methods of social work practice and application of the ecological model
- Crisis theory and family systems interventions
- Psychosocial and developmental concepts of child and adolescent development
- Effective interventions with multiple family problems and at risk youth
- Grant funding and ability to assist in the development of grants, Agency contracts and budgets

Ability To:

- Demonstrate good organization skills, including prioritizing and organizing tasks effectively
- Lead, direct, supervise and positively motivate staff
- Perform job duties with a high degree of self-direction and with minimal supervision
- Understand and implement written and verbal instructions with a high degree of accuracy

- Communicate clearly and efficiently, written and orally; and be competent in English grammar, punctuation and spelling
- Coordinate a number of varied projects or programs and activities responsibly and effectively
- Prepare and track financial documentation and manage budgets
- Communicate/relate with individuals of various cultures, ethnicity, philosophical views, background, income levels and communication skills
- Establish and maintain cooperative and effective relationships with RCAA, personnel of other agencies, funding source representatives and the local service population
- Effectively develop, facilitate and lead meetings as needed
- Conduct self in professional, courteous and cooperative manner at all times; and maintain a professional standard based on RCAA's Personnel Policies & Procedures Handbook and the Employee Code of Conduct
- Establish and maintain personal and programmatic boundaries while providing services
- Clearly articulate the mission, goals, strategies and purposes of RCAA and your divisions' projects or programs
- Sensitively interact with the media and foster good relations within the community
- Ensure and protect Agency, employee, program and client confidentiality and safety; and follow all protocols and procedures defined by this Agency and/or State and Federal laws to achieve this protection
- On a rotating schedule, provides on-call support and crisis management to program occupants and staff as needed; and can provide that support either by phone or in-person after hours on nights, weekends and/or holidays

OTHER REQUIREMENTS

- Must be a U.S. citizen or lawful permanent resident, and have the ability to provide proof of identity and employment eligibility in accordance with Federal law
- Must have means and capacity to perform job related duties with personal vehicle, as will be required, and must have proof of current automobile insurance
- Possession of valid California Driver's License with current DMV printout showing acceptable driving record
- Submit to fingerprinting for criminal record clearance and background checks with acceptable results
- Proof of required education (i.e. AA, BA, MSW, etc.)
- Must have effective means of communication at all times; a home/cell phone with the ability to accept messages

ESSENTIAL PHYSICAL ABILITIES

Employee must be able to provide the following with or without reasonable accommodation:

- Sufficient clarity of speech and hearing or other communication capabilities to enable the employee to communicate effectively
- Sufficient vision or other powers of observation to enable the employee to review a wide variety of materials in electronic or hard copy form
- Sufficient manual dexterity to enable the employee to operate a personal computer, telephone, and other related equipment
- Sufficient personal mobility and physical reflexes to enable the employee to safely lift, move or maneuver whatever may be necessary to successfully perform the duties of their position
- Sufficient personal mobility and physical reflexes to enable the employee to efficiently function in their assigned work environment, including, where applicable, the operation of motorized vehicles and equipment

PLEASE NOTE: This position is considered a "safety sensitive" job and will be subject to RCAA's "Substance Free Workplace" policy. This policy is included in the Policies and Procedures Handbook and a more detailed brochure is available from the Human Resources Department which further outlines the policy

EXEMPT STAFF ONLY

This position is considered exempt from overtime according to the California Department of Labor; and as such, may occasionally include extended hours into the evenings and/or weekends. Weekly hours worked may exceed 40.

AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

**REDWOOD COMMUNITY ACTION AGENCY
YSB SHELTER PROGRAMS COORDINATOR I
Youth Service Bureau Division**

POSITION PURPOSE

Under the general direction of and supervision by the Division Director or their designee; the Coordinator I position is responsible for all aspects of the coordination and implementation of single or multiple projects or programs and may lend technical assistance to other division projects. The Coordinator I may undertake primary implementation responsibility for any number, complexity, and size of projects or programs. The Coordinator I may assist with division planning, providing project specific updates, implementation strategies and timelines, as well as providing an understanding of project staffing and resource requirements. The Coordinator I may also assist with Division management tasks as needed or requested, and with the dissemination of information to project teams and general staff. The Coordinator I may supervise (including ongoing training, evaluating, and dissemination of information) other staff as assigned.

ESSENTIAL JOB FUNCTIONS

Specific Tasks:

- Provide assistance, as necessary, to the Director and may be designated as Acting Director in their absence; if appropriate
- Work with the other staff as needed to coordinate all division project schedules and resources
- Assist with developing direct project work for self and other division staff, as necessary
- Assure that the project/program maintains high quality standards and meets all grant and funding guidelines
- Provide specialized technical knowledge and experiential knowledge to projects or programs, including guidance on implementation techniques, budgeting, invoicing, timelines, quality control, subcontractors, and sensitive representation of RCAA and the division
- Implementation of multiple complex projects or programs with other staff or consultants, as needed
- Accurately estimate materials and costs required for project or program work
- Assists with the planning of program staffing levels and makes hiring recommendations to the Director, if applicable
- Actively participate in Strategic/Operational planning and trouble-shooting for the division, if applicable
- Management of practical budgets and maintenance of all necessary files and back-up information
- Oversight of project or program expenditures, invoicing and monitoring payment receipts
- Development of good working relationships with landowners/landlords, government agencies, private or public agencies and other business/community personnel
- Completion of project progress and final reports, and creation of project products as appropriate
- Maintenance of high quality work standards and project or program timelines and deadlines
- Maintain project or program data records; and provide daily, weekly, monthly, quarterly or annual reports
- Represent the division on various committees and advisory groups as directed
- Develop relationships with additional community partners to assist in accomplishing project or program objectives
- Work with Federal, State or local field representatives and other funding source staff, as needed
- Encourage and facilitate clear communication between staff members, if applicable
- Delegate tasks to others including appropriate follow up, if applicable
- Other duties as assigned or needed

JOB REQUIREMENTS

Knowledge of and Experience With:

- Administration of multiple projects or programs; including fiscal management of budgets and basic methods of contract negotiations
- Basic personnel management and supervising multiple employees, including: providing leadership, motivation, training and evaluations
- Elements of project or program development, design, and implementation
- PC computers and various software, such as: Microsoft Office Suite (particularly Word, Excel and Outlook), desktop publishing, database management, navigating websites for research

Ability To:

- Demonstrate good organization skills, including prioritizing and organizing tasks effectively
- Lead, direct, supervise and positively motivate staff
- Perform job duties with a high degree of self-direction and with minimal supervision
- Understand and implement written and verbal instructions with a high degree of accuracy
- Communicate clearly and efficiently, written and orally; and be competent in English grammar, punctuation and spelling
- Coordinate a number of varied projects or programs and activities responsibly and effectively
- Prepare and track financial documentation and manage budgets
- Communicate/relate with individuals of various cultures, ethnicity, philosophical views, background, income levels and communication skills
- Establish and maintain cooperative and effective relationships with RCAA, NRS and personnel of other agencies, funding source representatives and the local service and natural resources population.
- Effectively develop, facilitate and lead meetings
- Conduct self in a professional, courteous and cooperative manner at all times; and maintain a professional standard based on RCAA's Personnel Policies and Procedures Handbook and the Employee Code of Conduct
- Establish and maintain personal and programmatic boundaries while providing services
- Clearly articulate the mission, goals, strategies and purposes of RCAA and your divisions' projects or programs
- Sensitively interact with the media and foster good relations within the community
- Ensure and protect Agency, employee, program and client confidentiality and safety; and follow all protocols and procedures defined by this Agency and/or State and Federal laws to achieve this protection

OTHER REQUIREMENTS

- Must be a U.S. citizen or lawful permanent resident, and have the ability to provide proof of identity and employment eligibility in accordance with Federal law
- Must have means and capacity to perform job related duties with personal vehicle, as will be required, and must have proof of current automobile insurance
- Possession of valid California Driver's License with current DMV printout showing acceptable driving record
- Submit to fingerprinting for criminal record clearance and background checks with acceptable results
- Proof of required education (i.e. AA, BA, MSW, etc.)
- Must have an effective means of communication at all times; a home or cell phone with the ability to accept voice messages

ESSENTIAL PHYSICAL ABILITIES

Employee must be able to provide the following with or without reasonable accommodation:

- Sufficient clarity of speech and hearing or other communication capabilities to enable the employee to communicate effectively
- Sufficient vision or other powers of observation to enable the employee to review a wide variety of materials in electronic or hard copy form
- Sufficient manual dexterity to enable the employee to operate a personal computer, telephone, and other related equipment
- Sufficient personal mobility and physical reflexes to enable the employee to safely lift, move or maneuver whatever may be necessary to successfully perform the duties of their position
- Sufficient personal mobility and physical reflexes to enable the employee to efficiently function in their assigned work environment, including, where applicable, the operation of motorized vehicles and equipment

PLEASE NOTE: This position is considered a "safety sensitive" job and will be subject to RCAA's "Substance Free Workplace" policy. This policy is included in the Policies and Procedures Handbook and a more detailed brochure is available from the Human Resources Department which further outlines the policy

QUALIFICATIONS & EXPECTATIONS FOR THE SHELTER PROGRAMS COORDINATOR I – Working in the Youth Service Bureau Divisions' Shelter & Transitional Living Programs / Community Care Licensed Facility #125000571. This position serves under the direct supervision of the Shelter Program Manager, or their designee.

POSITION PURPOSE

The Shelter Program Coordinator I is responsible for supporting the daily operation of the 24-hour TLP and Shelter Program; this includes the implementation and maintenance of the residential program's milieu service plan goals; hiring, training, and scheduling of TLP/Shelter and hot line staff; care and supervision of TLP/Shelter residents; provision of crisis intervention and case-management services; and supervision of the TLP/Shelter Facility's maintenance per licensing requirements. The Shelter Program Coordinator I may serve as the Acting Division Director or Alternate Facility Manager in their absence.

ESSENTIAL JOB FUNCTIONS

Specific Tasks:

- To maintain and insure compliance with all general requirements and Community Care Licensing standards/regulations as it pertains to all direct and indirect provisions of care for residents.
- Assist YSB Director with grant writing and review.
- Responsible for community outreach.
- Maintain CPR and First Aid certification for staff.
- Develop and provide supervision and training for the TLP/Shelter staff, hotline staff, volunteers, and interns; including documentation of trainings for licensing compliance.
- Develops, monitors, supervises and insures that all residents are provided with direct supervision and assistance as needed, in activities of daily living (hygiene, nourishment, social, educational, recreational and transportation services).
- Maintains schedule for 24-hour TLP/Shelter and hotline staffing; including ongoing recruitment, orientation, hiring and training.
- Supervise/conduct TLP intakes & insure that documentation of new resident's entry into the TLP/Shelter program indicates that entrance criteria have been met.
- Insure responsibility for the care and supervision of TLP/Shelter residents, including the monitoring and management of their whereabouts.
- Insure for discharging of residents after-hours, per case plan.
- Perform the duties of Residential Staff when they are not on-site.
- Provide limited direct service interventions as required.
- Insure that case plans are established and implemented, and that residents' records are current and accurate.
- Insure the implementation of emergency/disaster procedures as needed.
- Insure maintenance of a daily shelter log and communication with program staff.
- Insure maintenance of facility and grounds in accordance with state licensing requirements, which may require basic housekeeping and yard work.
- Represent YSB on various committees and advisory groups as directed.
- Support and provide public relations and fund-raising duties as directed.
- Assist with performance evaluations of TLP/Shelter staff and interns.
- Assist with case supervision and case management for residents.
- Assure that staff is in compliance with the Title XIX (Medi-Cal) program requirements and when necessary, assist with writing Title XIX notes.

JOB REQUIREMENTS

Knowledge of and Experience With:

- Generalist methods of social work practice and application of the ecological model
- Crisis theory and family systems interventions
- Psychosocial and developmental concepts of child and adolescent development
- Effective interventions with multiple problem families and at risk youth

**REDWOOD COMMUNITY ACTION AGENCY
CSD PROGRAMS COORDINATOR II (Administrative Services)**

POSITION PURPOSE

Under the general direction of the Division Director, or their designee; the Coordinator II is responsible for the coordination and implementation of multiple projects or programs within their division and may lend technical assistance to other projects or programs. The Coordinator II may undertake primary implementation responsibility for any number, complexity, and size of projects or programs. The Coordinator II assists with Division strategic planning and interfaces with the Management Team, providing specific division updates, strategies and timelines, as well as an understanding of project or program staffing and resource requirements. The Coordinator II also assists with division operations, management tasks as needed or requested, and has the ability to be self-directed and motivated; detail oriented; excels at working with and assisting other staff with project or program administrative, fiscal or operational tasks. They are the direct Supervisor (including ongoing hiring, training, evaluating, and dissemination of information) to other staff as assigned.

ESSENTIAL JOB FUNCTIONS

Specific Tasks:

- Assist the Director in maintaining annual project or program budgets, grant funds and reporting
- Assist with recruitment, training and supervising project or program staff/volunteers; conduct performance evaluations; develop, implement and document staff trainings
- Assist in preparing invoices for various contracts or funding sources; and maintain fiscal processes supporting the division's accounts payable and account receivables, as needed
- Assists with the coordination of overall development efforts in the division, including trend analysis, and the accomplishment of goals and objectives as outlined in contracts or grants
- Manages project(s) or program(s) to ensure compliance with all of the contracts and/or grants
- Track data collection from each project/program, monitor progress, and prepare required reports
- Responsible for the inventory, storage and maintenance of inventory, and ordering of program supplies in accordance with RCAA policies
- Develop collaborations with other community and public service organizations for the benefit of the division's projects or programs and/or its' clients
- Collaborate on written procedures or other materials to ensure efficient operation of the project or program; prepare, edit, and produce project/program information
- Plans and organizes partnership meetings when necessary and develops working relationships with all partners
- Utilize media and speaking opportunities to promote community awareness and support for all projects and/or programs within their division
- Implement all RCAA policies and procedures as they relate to your position, including: monitoring and troubleshooting issues as they arise with staff, handle disciplinary actions if and when necessary, and make termination recommendations as needed
- Other duties as assigned or needed

JOB REQUIREMENTS

Knowledge of and Experience with:

- Networked PC computer systems; including proficient use of Word, Excel, Outlook and internet
- Non-profit funding sources, strategies and methods of non-profit management practices
- Grant writing or contract development
- Supervision of staff, volunteers and/or Interns; and provide them with leadership and motivation

Ability To:

- Communicate clearly and efficiently, written and orally; and be competent in English grammar, punctuation and spelling
- Work independently and as part of a team
- Perform job duties with a high degree of self-direction and with minimum supervision
- Show strong interpersonal skills and the ability to relate to individuals who may not share basic beliefs, including value systems and behavioral norms

- Develop comprehensive assessments and to work within clearly defined objectives
- Work with culturally diverse communities and peoples, and have the ability to be culturally sensitive and appropriate
- Establish and maintain cooperative and effective relationships with agency staff; personnel of other agencies; funding source representatives; the local service population; and with individuals contacted in the course of work
- Communicate with and relate with individuals of various cultures, ethnicity, philosophical views, backgrounds and income levels
- Manage multiple tasks in an efficient manner
- Establish and maintain personal and programmatic boundaries while providing services
- Conduct self in a professional, courteous and cooperative manner at all times; and maintain a professional standard based on RCAA's Personnel Policies and Procedures Handbook and the Employee Code of Conduct
- Travel in or out of County to trainings, seminars or community events related to your work
- Ensure and protect Agency, employee, program and client confidentiality and safety; and follow all protocols and procedures defined by this Agency and/or State and Federal laws to achieve this protection

OTHER REQUIREMENTS

- Must be a U.S. citizen or lawful permanent resident, and have the ability to provide proof of identity and employment eligibility in accordance with Federal law
- Must have means and capacity to perform job related duties with personal vehicle, as will be required
- Possession of valid California's Driver's License, current auto insurance and acceptable DMV record
- Submit to fingerprinting for criminal record clearance and/or background checks with acceptable results
- Proof of required education (i.e. AA, BA, MSW, etc.)
- Proof of valid First Aid/CPR certification or willingness and ability to be certified (if required)
- Must have an effective means of communication at all times; a home phone and/or cell phone and the ability to accept voicemail

ESSENTIAL PHYSICAL ABILITIES

Employee must be able to provide the following with or without reasonable accommodations:

- Sufficient clarity of speech and hearing or other communication capabilities to enable the employee to communicate effectively
- Sufficient vision or other powers of observation to enable the employee to review a wide variety of materials in electronic or hard copy form
- Sufficient manual dexterity to enable the employee to operate a personal computer, telephone, and other related equipment
- Sufficient personal mobility and physical reflexes to enable the employee to safely lift, move or maneuver whatever may be necessary to successfully perform the duties of their position
- Sufficient personal mobility and physical reflexes to enable the employee to efficiently function in their assigned work environment, including, where applicable, the operation of motorized vehicles and equipment

PLEASE NOTE: This position is considered a "safety sensitive" job and will be subject to RCAA's "Substance Free Workplace" policy. This policy is included in the Policies and Procedures Handbook and a more detailed brochure is available from the Human Resources Department which further outlines the policy

**REDWOOD COMMUNITY ACTION AGENCY
YOUTH SERVICE BUREAU DIVISION CASE WORKER I**

POSITION PURPOSE

Under the general supervision of the Division Director, and the direct supervision by the assigned management staff or their designee, the Case Worker I will provide: crisis intervention, case management services, client advocacy, life skills education, and information and referral services to the program clients. To assess client and/or family needs; implement and monitor appropriate strategies to meet identified needs; maintain adequate case notes to monitor and analyze service delivery; prepare various reports as required; provide community outreach and liaison with other local service providers; initiate or assist in community development activities to increase the availability of services to clients and families.

ESSENTIAL JOB FUNCTIONS

Specific Tasks

- Provide supervision, assistance and mentoring in activities of daily living (i.e. hygiene, cleanliness of living areas, nutrition, employment readiness, appropriate social and/or recreational activities, educational needs and transportation).
- Conducts intake activities for new residents; including, verifying all documentation, completing required forms, coordinate with clinical staff, make room assignments and assure residents enter the facility in a safe manner without any inappropriate belongings.
- Assess client needs; identify services to meet those needs and develop a service delivery plan with the assistance of client and/or family; also lead client or family meetings/mediations.
- Implement broad based treatment methods to meet needs of individuals with mental health issues
- Monitor and evaluate achievement of service delivery plan.
- Case conference with referring agency personnel and other significant individuals and work cooperatively with personnel from law enforcement, probation, child welfare services, schools and other client-serving agencies (public, private and non-profit)
- Maintains updated case notes; maintain resident's records in compliance with programmatic, state and federal standards.
- Complete work activity reporting as required, and in compliance with all California laws and funding source standards and regulations.
- Attend weekly case supervision meetings with Head of Clinical Services; come to those meetings prepared with case information, service delivery plan, and any problems encountered.
- Confer with other staff, program leaders and clinician regarding client needs and ways of improving staff ability to impact clients in a positive manner.
- Represent the Division at various team community meetings.
- Expand community knowledge of the division's programs and services through collaboration with other service providers.
- Collaborate with multidisciplinary teams to plan treatment strategies and assist with developing treatment programs for clients.
- Facilitate weekly groups and life skills classes with clients.
- Attend in-service training's as required
- Maintain case notes, records and program compliance
- Provide for all clients' safety.
- Assists to manage assaultive behavior and crisis intervention; to provide support and assistance in problem resolution; and to coordinate/arrange for the provision of needed services to address these issues.
- Support and assist clients on a regular basis on developing or maintaining the skills required to achieve and sustain independent living status (i.e. socialization, rehabilitation, etc.)
- Transport clients to medical, psychiatric or legal appointments, shopping, and to other providers as needed to insure reaching goals of case plan.
- Arranges for use of various community resources, and secures necessary equipment and transportation for such activities.
- Respond to on-call duties as assigned; and other duties as assigned or necessary.

JOB REQUIREMENTS

Knowledge of and Experience With:

- Social work and mental health models of intervention; crisis intervention, family and ecological systems, and counseling theories/approaches

REDWOOD COMMUNITY ACTION AGENCY
Youth Service Bureau Division
RESIDENTIAL SPECIALIST I

POSITION PURPOSE

Under the general direction of the Division Director, and the direct supervision by the Program Manager or their designee, the Residential Specialist I are responsible for providing the daily link with program clients and assisting in maintaining the stability and structure of our programs. The Residential Specialist I assists with individual assessments, client goals and participates in therapeutic, educational and enriching activities designed to assist the specific cognitive, physical, social, and emotional needs and development of our clients.

ESSENTIAL JOB FUNCTIONS

Specific Tasks:

- Provide direct supervision of residents and assist as necessary in activities of daily living.
- Teach and assist clients to increase independent daily living skills, pro-social behaviors and support clients to reduce maladaptive coping skills and behaviors.
- Participate in treatment team meetings and provide observational data to assist in developing and implementing individualized treatment goals.
- Maintain accurate clinical documentation regarding individual client function and progress toward treatment goals, in compliance with Federal, State, and local regulations.
- May be required to maintain case notes, records and program compliance data.
- Participate in maintenance and upkeep of the RCAA facilities as assigned.
- Participate in shelter activities.
- Participate in staff trainings, meetings and in-service opportunities as directed.
- Attend weekly consultation with Head of Clinical Services or their designee as working schedule permits.
- Participate in reporting and database management tasks as assigned.
- Perform job-related errands and tasks in the community.
- Other duties as assigned.
- Respond to on-call duties as assigned.

JOB REQUIREMENTS

Knowledge of and Experience With:

- Effective methods of Social Work focusing on the issues of homelessness, trauma, addiction, treatment, recovery and harm reduction strategies.
- Social work models of interventions and family systems theory.
- Rapid Re-Housing and Permanent Supportive Housing models and processes with obtaining and sustaining housing in rural communities.
- Motivational interviewing techniques and theories.
- Basic networked computer skills.
- Group dynamics and facilitation, staff development and community building.
- Local community resources and services in relationship to client needs.

Ability To:

- Work effectively under pressure with an ability to manage multiple client appointments and needs, and compose timely case notes.
- Work independently and with minimal supervision.
- Work well in a team approach and collaborate effectively with other agencies and providers.
- Build therapeutic rapport with individuals of various cultures, ethnicities, viewpoints, life experiences, socioeconomic status and methods of communication.
- Utilize resources within the agency and the community to implement problem-solving strategies.
- Communicate clearly and efficiently, written and orally; and be competent in English language, grammar, punctuation and spelling.
- Demonstrate good organizational skills and manage multiple tasks in an efficient manner.
- Develop and maintain cooperative and effective relationships with co-workers, RCAA Agency staff, personnel of other agencies, funding source representatives, the local service population and with individuals contacted in the course of work

- Strong interpersonal skills and the ability to relate to individuals who may not share basic beliefs, including value systems and behavioral norms.
- Work with culturally diverse communities and families, with the ability to be culturally sensitive and appropriate.
- Conduct self in a professional, courteous and cooperative manner at all times and maintain a professional standard based on RCAA's Personnel Policies & Procedures handbook and the Employee Code of Conduct.
- Establish and maintain personal and programmatic boundaries
- Ensure and protect Agency, employees, program and client confidentiality and safety; and follow all protocols and procedures defined by this Agency and/or State and Federal laws to achieve this protection

OTHER REQUIREMENTS

- Must be able to work flexible hours that may include evenings, weekends and holidays.
- Must be a U.S. citizen or lawful permanent resident, and have the ability to provide proof of identity and employment eligibility in accordance with Federal law.
- Must have means and capacity to perform job related duties with personal vehicle, as will be required.
- Possession of valid California's Driver's License, current auto insurance and acceptable DMV record.
- Submit to fingerprinting for criminal record clearance or background checks with acceptable results.
- Valid First Aid and CPR certification or willingness/ability to be certified.
- Must have an effective means of communication at all times; a home or cell phone with the ability to accept voicemail.

ESSENTIAL PHYSICAL ABILITIES

Employee must be able to provide the following with or without reasonable accommodation:

- Sufficient clarity of speech and hearing or other communication capabilities to enable the employee to communicate effectively.
- Sufficient vision or other powers of observation to enable the employee to review a wide variety of materials in electronic or hard copy form.
- Sufficient manual dexterity to enable the employee to operate a personal computer, telephone, and other related equipment.
- Sufficient personal mobility and physical reflexes to enable the employee to safely lift, move or maneuver whatever may be necessary to successfully perform the duties of their position.
- Sufficient personal mobility and physical reflexes to enable the employee to efficiently function in their assigned work environment, including, where applicable, the operation of motorized vehicles and equipment.

NOTE FOR ALL EMPLOYEES

- This job description should not be construed to imply that these requirements are the exclusive standards for the position. Incumbents may be required to follow instructions and perform other duties as required by their supervisor.
- This position is considered a “**safety-sensitive**” job and will be subject to RCAA's “Substance/Alcohol Abuse” policy. This policy is included in the Policies and Procedures and a more detailed brochure is available from the Human Resources Department which further outlines the policy.
- RCAA is an “**Essential Business**” that continues to operate during unexpected events, such as: earthquake, natural disaster or a public health emergency. Thus, employees of RCAA are expected to continue to perform their jobs while taking all appropriate safety precautions.

AN EQUAL OPPORTUNITY / AFFIRMATIVE ACTION EMPLOYER

**REDWOOD COMMUNITY ACTION AGENCY
CSD DIVISION DIRECTOR
(Community Services Division)**

POSITION PURPOSE

Under the direction of the Executive Director, the Division Director has responsibility for all programs/projects undertaken by the Division including: staff hiring and overall supervision; developing the annual division budget; monitoring division finances; invoicing; timelines; quality control; subcontractors; and representation of the division and RCAA to various vendors, community partners and the media. The Director is also responsible for the administration and integration of all related services into one cohesive unit.

The Director also has responsibility for operations management including: office space; vehicles; tools; setting the Charge Out Rate fees (if applicable); staff training; performance evaluations; and information dissemination to staff.

The Director will be responsible for primary implementation of any number, complexity, and size of projects, as necessary. This position is primarily office-based but will include attending various public meetings, and assuming a leadership role in various conferences.

ESSENTIAL JOB FUNCTIONS

Specific Tasks:

- Day-to-day management of the division programs/projects.
- Oversight of division operations including office space, vehicles and tools, as appropriate.
- Overall fiscal management, including preparation of the Division budget, the program/project budgets, and interface with the fiscal department to approve fiscal payment requests for all program/project expenditures.
- Point of contact with the Executive Director.
- Coordinates with program/project leads for staffing and allocation of resources for programs/projects.
- Responsible for quality control of division programs/projects.
- Cost Report reviews of division program/projects to assess expenditures, cost projections; expenditure patterns; progress towards program/project completion and the attainment of goals.
- Responsible for development within all programs and projects.
- Program/project and funding source development and trend analysis within all programs/projects.
- Possess specialized technical knowledge and experience.
- Ensure accurate and timely program information and analysis.
- Provide training and technical support to programs/projects including: guidance on implementation techniques; quality control; use of subcontractors; and the employment of consultants to assist as needed.
- Responsible for the staffing-related recommendations for the division, including: hiring, layoffs, disciplinary measures and terminations.
- Maintenance of high quality work standards and program/project timelines.
- Representation of RCAA and the divisions programs/projects to the media.
- Responsible for delegating tasks to others, including appropriate follow-up.
- Program administration and fiscal management; including negotiation of contracts, agreements, and the management of complex budgets.
- Research funding sources and prepare grant or contract applications.
- Other duties as assigned or necessary.

JOB REQUIREMENTS

Knowledge of and Experience With:

- Principles of administration and supervision.
- Basic personnel management, as well as providing leadership, motivation, training and supervision to staff, including experience with appropriate delegation and follow up.
- Federal, State and local funding sources; as well as other potential funding sources.
- Development of good working relationships with landowners, public agencies, businesses and organizations relevant to your program/project management and planning.
- Elements of program/project development, design, and implementation; including development of funding sources, competitive grant writing, and the creation of project bids, specifications and budgets.
- Creation and design of program/project implementation strategies and team building.
- Oversight of multiple complex programs/projects with consultants and subcontractors, as appropriate.
- First aid/safety procedures, maintenance of safety and high quality work standards.
- Fundamentals of community and resource planning and management as it relates to your programs/projects.
- Researching Agency resources and industry rules and best practices.
- Technical analysis and assessments, technical writing and research, as appropriate.
- Macintosh and/or PC computers and Microsoft Office Suite; especially word and excel.

Ability To:

- Lead, direct, supervise and positively motivate division staff.
- Ability to represent the division in preliminary contract and agreement negotiations, to be finalized by the RCAA Executive Director.
- Perform job duties with a high degree of self-direction and with minimal supervision.
- Oversee a large number of varied programs/projects and activities responsibly and effectively.
- Communicate clearly and efficiently, written and orally; and be competent in English grammar, punctuation and spelling.
- Facilitate meetings with small to large groups of people.
- Communicate/relate with individuals of various cultures, ethnicity, philosophical views, background, income levels and communication skills in a culturally sensitive and appropriate manner.
- Establish and maintain cooperative and effective relationships with agency staff, personnel of other agencies, funding source representatives, businesses, the community, and with individuals contacted in the course of work.
- Prepare and track financial documentation and manage budgets.
- Accurately estimate materials and costs required for your programs/projects.
- Demonstrate creative approaches to problem solving.
- Organize and assimilate complex information and learn new tasks quickly.
- Understand and implement written and verbal instructions with a high degree of accuracy.
- Conduct self in a professional, courteous and cooperative manner at all times; and maintain a professional standard based on RCAA's Personnel Policies and Procedures Handbook and the Employee Code of Conduct
- Maintain a professional, confidential work environment.
- Have means and capacity to run job-related errands.

REDWOOD COMMUNITY ACTION AGENCY
Administration Division
NETWORK SYSTEMS COORDINATOR

POSITION PURPOSE

Under general supervision of the Director of Finance, the Network Systems Coordinator maintains RCAA's local area networks (LAN), Internet system, VoIP phone system, and computer hardware and software.

GENERAL RESPONSIBILITIES

Specific Tasks:

- Maintain and administer computer networks and related environments including computer hardware, systems software, application software, and configuration.
- Maintain the agency's web presence and email.
- Monitor network and computer system performance, and coordinate computer access and use.
- Perform tape data backups and disaster recovery.
- Confer with network users regarding network problems, and train users less familiar with computer system use.
- Diagnose hardware and software problems, and replace defective components.
- Coordinate and implement network security measures to protect data, software and hardware.
- Perform other related duties as assigned.

JOB REQUIREMENTS

Knowledge of and Experience With:

- Computers: hardware, applications, and operating systems (OS)
- Installation of IT equipment and software to meet specifications

Ability To:

- Troubleshoot and install operating systems, networking equipment, and software, including Windows and MacOS-based servers and workstations; stand alone VoIP phones; network hubs, switches, and routers; and common word processing, spreadsheet, and database systems
- Understand and follow technical terminology and manuals
- Work well with limited supervision
- Write, maintain, and publish Web pages
- Communicate effectively in written and oral form.
- Communicate/relate with individuals of various cultures, ethnicity, philosophical views, background, income levels and communication skills.
- Establish and maintain cooperative and effective relationships with agency staff, personnel of other agencies, funding source representatives and the local service population.
- Follow all RCAA Agency policies as set forth in our handbook.
- Lift and move heavy items (50 Lbs.) on a regular basis.
- Have means and capacity to run job-related errands.
- Insure and protect agency, employee and client confidentiality and safety.

REDWOOD COMMUNITY ACTION AGENCY
Fiscal Specialists I – Accounts Receivable

POSITION PURPOSE

Under the general direction of the Division Director, or their designee, a Specialist I may assist in implementing programs or activities of their associated department; provides assistance to other staff as needed or assigned; and performs related work as assigned. This class has no supervisory responsibility. A Specialist I is responsible for supporting program goals and objectives and to participate in the day to day operations and activities of their designated program or functional area within a department. A Specialist I works with their assigned supervisor to follow consistent and efficient implementation of agency operational policies and long-term operational excellence. This position class is distinguished by general and clearly-defined duties related to accounting program management, with expertise developed and expanded under supervision and oversight. This position exercises discretion and independent judgment in the coordination and prioritization of duties and assigned responsibilities.

ESSENTIAL JOB FUNCTIONS

Specific Tasks:

- Professionally represent the organization to customers, clients and other staff.
- Follow-up on securing required program or project documentation and other paperwork as needed
- Provide follow-up on all files to ensure completion and quality control checks.
- Assist in maintaining, implementing and evaluating the various fiscal programs' services.
- Maintain project/program data including demographics; prepare reports, track progress and document findings.
- Conduct research and analysis on selected or assigned topics.
- Attend training and seminars as required for job performance and to improve skills.
- Offer written suggestions for improving fiscal projects or program services.
- Other duties as assigned.

JOB REQUIREMENTS

Knowledge of and Experience With:

- Principles and practices of accounting and financial record keeping procedures, especially as they pertain to government funded programs.
- Business software applications, including: Microsoft Office, computerized accounting systems (Sage or Abila preferred), Adobe, web browsers and Outlook Email.
- Administrative office practices and procedures, operation of common office equipment including proficient use of a computer and business communications.
- Technologies and practices of your departments programs, projects or business needs.

Ability To:

- Make mathematical calculations with speed and accuracy
- Perform problem solving and analyze accounting data efficiently
- Prepare clear, accurate financial reports/records, and demographic reports as needed
- Work independently and also as a team member
- Work well under stressful situations and/or deadlines in a fast-paced environment
- Communicate clearly and efficiently, written and orally; and be competent in English grammar, punctuation and spelling.
- Demonstrate patience, tact, teamwork and commitment to superior service and performance.
- Exercise independence in identifying, evaluating, and prioritizing tasks to meet organizational goals and to assure program compliance.
- Demonstrate good organizational skills and manage multiple tasks in an efficient manner within stringent time constraints.
- Develop systems and organize time effectively to achieve goals.
- Monitor, evaluate and assure compliance with program goals, policies and procedures.
- Develop and maintain cooperative and effective relationships with co-workers, RCAA Agency staff, personnel of other agencies, funding source representatives, the local service population and with individuals contacted in the course of work

- Show strong interpersonal skills and the ability to relate to individuals who may not share basic beliefs, including value systems and behavioral norms.
- Work with culturally diverse communities and families, with the ability to be culturally sensitive and appropriate
- Conduct self in professional, courteous and cooperative manner at all times; and maintain a professional standard based on RCAA's Personnel Policies and Procedures Handbook and Employee Code of Conduct
- Establish and maintain personal and programmatic boundaries while providing support services.
- Ensure and protect Agency, employee, program and client confidentiality and safety; and follow all protocols and procedures defined by this Agency and/or State and Federal laws to achieve this protection.

MINIMUM QUALIFICATIONS

- One year of equivalent experience working in a position with similar responsibilities.
- Two years of computer experience and various software, such as: Excel, Word, and Database programs with efficiency.

Preferred Qualifications:

- Experience working with computerized accounting systems, such as: Abila, Sage or MIP
- Prior experience working with public agencies or non-profits
- Billing or accounting procedures for Federal, State and local agencies
- BS Degree or some college coursework in Accounting, Business or a related field

OTHER REQUIREMENTS

- Must be a U.S. citizen or lawful permanent resident, and have the ability to provide proof of identity and employment eligibility in accordance with Federal law
- Must have means and capacity to perform job related duties with personal vehicle, as will be required.
- Possession of valid California's Driver's License, current auto insurance and acceptable DMV record.
- Submit to fingerprinting for criminal record clearance and background checks with acceptable results
- Proof of required education (i.e. AA, BA, MSW, etc.)
- Must have a form of effective means of communication; a home phone and/or cell phone and the ability to accept voicemail.

ESSENTIAL PHYSICAL ABILITIES

Employee must be able to provide the following with or without reasonable accommodation:

- Sufficient clarity of speech and hearing or other communication capabilities to enable the employee to communicate effectively
- Sufficient vision or other powers of observation to enable the employee to review a wide variety of materials in electronic or hard copy form
- Sufficient manual dexterity to enable the employee to operate a personal computer, telephone, and other related equipment
- Sufficient personal mobility and physical reflexes to enable the employee to safely lift, move or maneuver whatever may be necessary to successfully perform the duties of their position
- Sufficient personal mobility and physical reflexes to enable the employee to efficiently function in their assigned work environment, to move safely between different staff work areas; including where applicable, the operation of motorized vehicles and equipment

NOTE FOR ALL EMPLOYEES

- This job description should not be construed to imply that these requirements are the exclusive standards for the position. Incumbents may be required to follow instructions and perform other duties as required by their supervisor.
- RCAA is an **"Essential Business"** that continues to operate during unexpected events, such as: earthquake, natural disaster or a public health emergency. Thus, employees of RCAA are expected to continue to perform their jobs while observing safety precautions.