



# Redwood Community Action Agency

## 1.0 Introductory Letter

July 27, 2021

To the HHAP Review Committee,

Redwood Community Action Agency (RCAA) is pleased to submit our application for the Homeless Housing, Assistance and Prevention Program (HHAP) funding allocated to Humboldt County. The opportunity to assist in immediately reducing homelessness is a crucial element of RCAA's Adult Protective Services Program (APSP). The target populations for APSP are individuals referred to RCAA by the Humboldt County Department of Health and Human Services, Adult Protective Services (APS) division that are homeless or at-risk of becoming homeless and meet the HUD definition of homelessness.

The aim of RCAA's APSP is to help APS referred-clients retain their current safe and healthy housing or attain permanent housing. Using the *Housing First* principles, including engaging clients in long term case management services focused on building resources, sustaining housing and reducing barriers, APSP will immediately work toward housing individuals in Humboldt County.

Keeping people in their present housing who are at-risk of losing their homes is a critical aspect of APSP's approach as well as finding homeless people housing. Eviction due to short-term, unexpected circumstances (i.e. mental illness, substance abuse disorder, illness, domestic violence, vulnerability, landlord disputes, etc.) puts many at risk of homelessness; APSP will provide ongoing rental/utilities assistance, if needed, as well as landlord liaison advocacy for 25-30 at-risk households located throughout Humboldt County.

People who are moving into new housing will be provided funds, if needed, for first month's rent, security and animal deposits, ongoing rental subsidies and landlord liaison advocacy.

RCAA has 40 years of experience working with community partners from various sectors including hundreds of local businesses, jurisdictions, and State and Federal agencies. With this experience comes a stable, trusted organization skilled in managing grants, contracts, sub-contracts, and operating programs meeting evidence based best practices and rigorous standards. RCAA's established policies and procedures mitigate risk and protect funding sources and the safety of our clients.

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

For any questions about RCAA's APSP initiative contact Lorey Keele, Community Services Director at (707) 269-2052 or lkeele@rcaa.org. Thank you for seriously considering our funding proposal.

Sincerely,

*Lorey Keele*

Lorey Keele  
RCAA Community Services Director  
904 G Street  
Eureka, CA 95501



# REDWOOD COMMUNITY ACTION AGENCY’S ADULT PROTECTIVE SERVICES ROGRAM

## 2.0 TABLE OF CONTENTS

1.0	Introductory Letter	1
2.0	Table of Contents	2
3.0	Signature Affidavit	3
4.0	Professional Profile	4
	A. Organizational Overview	4
	B. Qualifications	6
5.0	Project Description	16
	A. Project Design	16
	B. Project Budget and Narrative	23
6.0	Supplemental Documentation	25
7.0	Exceptions, Objections and Requested Changes	26
8.0	Required Attachments:	26
	• Signature Affidavit	3
	• Project Budget and Narrative	23
	• Supplemental Documentation	26

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

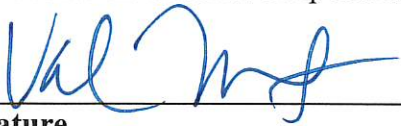
**ATTACHMENT A – SIGNATURE AFFIDAVIT  
(Submit with Proposal)**

<b>REQUEST FOR PROPOSALS – NO. DHHS2021-02 SIGNATURE AFFIDAVIT</b>	
<b>NAME OF ORGANIZATION/AGENCY:</b>	REDWOOD COMMUNITY ACTION AGENCY ADULT PROTECTIVE SERVICES PROGRAM
<b>STREET ADDRESS:</b>	904 G ST.
<b>CITY, STATE, ZIP:</b>	EUREKA, CA. 95501
<b>CONTACT PERSON:</b>	LOREY KEELE
<b>PHONE #:</b>	(707) 269-2052
<b>FAX #:</b>	(707) 442-2430
<b>EMAIL:</b>	LKEELE@RCAA.ORG

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**

**VAL MARTINEZ**  
\_\_\_\_\_  
**Name**

  
\_\_\_\_\_  
**Date**

**JULY 22, 2021**  
\_\_\_\_\_  
**Date**

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

# REDWOOD COMMUNITY ACTION AGENCY'S ADULT PROTECTIVE SERVICES PROGRAM

## 4.0 Professional Profile

**A. Organization Overview. The professional profile must contain an overview of the structure and operation of the Proposer's organization, which includes, at a minimum, all of the following information:**

**1. The Proposer's organization name, physical location, mission statement, legal organizational status and current staffing levels.**

Redwood Community Action Agency (RCAA) 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 part-time and seasonal employees, 12 AmeriCorps members, and hundreds of volunteers annually, are dedicated to achieving these goals with our community, state, and national partners

**2. A detailed description of the Proposer's current and previous business activities, including, without limitation:**

**a. The history of the Proposer's organization, including the date when the organization was founded and how innovation and high-quality performance is fostered thereby.**

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 with the capacity to manage over \$9.5 million in grants and contracts (much of which are subcontracted to other local businesses).

Humboldt County's low-income and moderate-income community members, particularly those facing homelessness, health disparities, and severe poverty are the focus of RCAA's variety of programs. Overall, in 2019 RCAA directly served over 9,650 individuals including 4,508 youth and more than 1,700 seniors. Of the 4,702 households served, over 47% of the community

members RCAA worked with in 2019 reported that they did NOT have permanent housing. Secure housing is one of the primary goals that community members working with RCAA hope to achieve through our programs; advocating for affordable housing is part of RCAA's Strategic Plan and our goals are to provide this housing to the homeless and those that need RCAA services. The HHAP funding will help fill the gap left in providing housing to the over 1700 reported in Humboldt County's homeless point in time count (PIT).

Contributing factors to this problem of homelessness include: lack of affordable housing; knowledge of local resources; lack of health care services; chronic homelessness and no housing or credit history; unemployment; very low income and mental illness. RCAA services are based on the number of homeless community members needing assistance as evidenced in the PIT count as well as quantifiable evidence collected by RCAA. For example, upon entering RCAA in 2019 only 45% of clients reported having health care coverage of any kind (RCAA helped enroll 140 new clients); and, while only 48 individuals reported having employment, RCAA was able to assist another 46 community members in gaining employment and another 29 clients increase employment hours, wages, or benefits; additionally, 112 clients reported improved financial well-being. As part of RCAA's youth and family programs these types of services also become primary steps as we work with clients in achieving self-sufficiency and maintaining secure housing.

RCAA is governed by a tripartite Board of Directors made up of low-income individuals, private businesses, 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 high-quality program performance, and encouraging responsible innovation based on evidence based best-practices. While there are certainly a multitude of community needs in Humboldt County, the RCAA Board prioritized *Housing* in our agency's 2015 Strategic Plan.

b. The number of years the Proposer has been operating under the present organization name, and any prior organization names under which the Proposer has provided services and/or capital improvements equivalent to those that will be provided as part of the proposed HHAP project.

c. The number of years the Proposer has been providing services and/or capital improvements equivalent to those that will be provided as part of the proposed HHAP project.

d. The total number of government agencies for which the Proposer has provided services and/or capital improvements equivalent to those that will be provided as part of the proposed HHAP project.

**2. b. c. d.** RCAA has been serving low income residents of rural Humboldt, Del Norte, Modoc counties since opening our doors of operation in 1980, over 38 years (with some smaller-scale

programs in Siskiyou, Trinity and Mendocino counties as well). During these years, RCAA provided services 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. During the APSP project RCAA anticipates working with several of these governmental agencies as well as numerous other community partners.

**3. A detailed description of any litigation regarding the provision of services and/or capital improvements equivalent to those that will be provided as part of the proposed HHAP project that has been brought by or against the Proposer, including the nature and result of such litigation, if applicable.**

**4. A detailed description of any fraud convictions related to the provision of services and/or capital improvements equivalent to those that will be provided as part of the proposed HHAP project, if applicable.**

**5. A detailed description of any current or prior debarments, suspensions or other ineligibility to participate in public contracts, if applicable.**

**6. A detailed description of any violations of local, state and/or federal regulatory requirements, if applicable.**

**7. A detailed description of any controlling or financial interest the Proposer has in any other organizations, or whether the Proposer's organization is owned or controlled by any other organizations. If the Proposer does not hold a controlling or financial interest in any other organizations, that must be stated.**

**3. 4. 5. 6. 7.** RCAA is not involved in any litigation, fraud convictions, current or prior debarment, suspensions, or other activities that would make us ineligible to participate in public contracts. Furthermore, RCAA is not in violation of any local, state or federal regulatory requirements. RCAA does not hold a controlling or financial interest in any other organization.

#### **4.0 B. Overview of Qualifications and Experience**

**1.** A detailed description of the Proposer's, and each subcontractor's, overall experience regarding the provision of services and/or capital improvements equivalent to those that will be provided as part of the proposed HHAP project, which includes specific examples of the outcomes and successes of such services and/or capital improvements, as applicable.

RCAA operates a multitude of programs and services for low-to-moderate income households. Many of these programs focus on community members who are facing homelessness, grappling

with family abuse and trauma, and/or suffering with debilitating chronic health issues (mental health, disabilities, etc.) and/or substance abuse. In 2020 RCAA directly served 14,952 individuals and households including more than 1,595 seniors, 5,750 youth, and 2,214 persons with a disability.

In order to provide HHAP services, RCAA will rely on the strength of qualified, trained staff to work with the community in developing and operating programs. RCAA's experienced administrative and fiscal team manages over 100 active federal, state and local government, foundation and/or private fee-for-service contracts. This fiscal team manages federal contracts with Dept. of Energy, Health & Human Services, FEMA, complex HUD programs such as Community Development Block Grants, HOME Investment Partnership funds, Federal Emergency Shelter Grants, Corporation for National and Community Service, Partnership HealthPlan California, Prevent Child Abuse California, and the Emergency Housing Assistance Program. In addition, RCAA oversees state and private contracts with the Coastal Conservancy, California Endowment, California Wellness Foundation and other smaller community foundations and service organization grants. Many local jurisdictions also contract with RCAA to work in partnership to provide services for our community. Annual independent fiscal audits have noted excellent fiscal management on the part of RCAA and its staff.

Annually, RCAA has partner relationships with over 300 other private and public organizations. Collaborative partners include the above mentioned entities as well as Humboldt County Department of Health and Human Services-Child Welfare Services, Public Health, Mental Health, Healthy Mom's, etc.; Economic Development; Probation Dept.; Workforce Development Board; Job Market/America's Job Center (EDD, DOR, CR); Office of Education (school districts countywide); City of Eureka, Fortuna, and Arcata as well as several local smaller jurisdictions and community service districts; Humboldt Area Foundation; St. Joseph Health System; North Coast Garden Collaborative; First 5 Humboldt; Redwood Coast Regional Center; Network of Family/Community Resource Centers; Arcata House Partnership; Alcohol and Drug Care Services-Waterfront Recovery Services; North Coast Substance Abuse Council-Crossroads; Humboldt Recovery Services; Family/Community Resource Centers, and many more partners across all sectors including private businesses. In rural communities these partnerships are vital in connecting to the broad network of service providers and businesses that make it thrive.

These partnerships, RCAA staff, and strong fiscal systems allow this agency to cost-effectively administer quality programs supported by the mission of Community Action. This is illustrated by client success and continued funding for successful programs.

Cost effectiveness can only be matched with quality programs and outcomes. RCAA has considerable experience in conducting substantial rehabilitation work with crews and subcontractors similar to the capital improvement effort proposed in this HHAP application. For

example, RCAA has provided emergency energy assistance to over 51,500 income-eligible households through the LIHEAP (Low Income Home Energy Assistance Program); weatherized over 27,800 homes of low-income renters and homeowners to make them more energy efficient and affordable; and sustained over 70 units of affordable housing including tenant qualification verification, maintaining positive relationships and property management. RCAA has also operated First-time Homebuyer Programs for many years that included rehabilitation work and following strict federal guidelines. This includes housing rehabilitation for over 650 low income homeowners to repair roofs, foundations, and other structural repairs to enable them to reduce the cost of their utilities and sustain adequate housing and their largest asset – *their home*.

RCAA also works on innovative community-driven projects including the Hammond Trail construction and many of our other local accessible pedestrian, wheelchair and bicycle friendly trails. Most recently RCAA completed construction and renovation of the former Jefferson School site, converting the facility to a Community Center and Park with multiple funding sources and volunteer labor; now the site is open for mixed use and includes programs for all ages within one of the most low-income areas of Eureka.

RCAA's APSP initiative is built upon a solid foundation of experience developing and operating innovative programs such as those proposed. The Community Services Division of RCAA has the capacity and partnerships to accomplish HHAP program goals and address local priorities.

### **Qualifications and Experience**

The Family Services Division of RCAA, established in 1986, evolved into the Community Services Division (CSD) which serves homeless children and their families, adults and youth in transitional housing programs, and crisis shelters. CSD assisted in the development and implementation of the Alcohol and Drug Care Services-Waterfront Recovery Services, supporting individuals recovering from substance abuse.

Most recently, RCAA was awarded funding from Partnership HealthPlan California to support two permanent supportive housing projects. RCAA's Blue VIC opened in June 2020 and is currently providing permanent supportive housing to 7 single adults with a diagnosed disability including mental illness. The second housing project - ONYX Family Apartments is a combined effort on the part of Strombeck Properties, St. Joseph's Health System, Partnership HealthPlan California and RCAA. Within a very short period of time our collaborative was able to build 10 permanent supportive apartments for families who had previously been homeless. RCAA continues to support both projects with ongoing case management and support services. A key or essential partner in both projects is the Arcata House Partnership working alongside RCAA to provide various services in conjunction with RCAA.

RCAA's CSD worked with the CalFresh program to build gardens at the shelter houses and facilitate nutrition classes for sheltered families. CSD continues to direct the AmeriCorps



AFACTR Program of 12 members serving at 10 Family and Community Resource Centers providing case management services for differential response referrals and clients in need of basic human services. Through CSD, the Parents and Children in Transition Program and the Youth Service Bureau provide Children's Mental Health therapeutic services. The AB109 Case Management Services project through the Probation Department provides vital support to the three substance abuse treatment programs' locally with essential case management staff, training and supervision. CSD manages the Teaching Oral Optimism Throughout Humboldt (TOOTH), an oral health program, directed at providing education and preventive services to preschool and elementary school students and their families countywide. RCAA's Financial Empowerment Coordinator is able to provide financial literacy education through our four year grant through the Office of Child Abuse Prevention. These services provide low income residents countywide with a 9 course financial literacy curriculum, is presented to clients in one to one or group settings and designed to build the assets of individuals and families.

CSD is responsible for service projects and programing that "build the assets of individuals and organizations, maintain and increase community assets, and establish household or individual self-sufficiency". For example: RCAA's CSD AmeriCorps\*VISTA program placed more than 300 members in 45 non-profit and government agencies in Humboldt and 24 other California counties as far south as San Diego over a 12-year period. Members were placed in organizations to develop capacity and infrastructure of agencies to help build the assets of low-income and poverty level clients.

RCAA's CSD continues to provide a variety of services to homeless children and their families, individuals and runaway or foster care youth. CSD currently operates housing with 41 beds in three short-term transitional living facilities for homeless families, women with children escaping domestic violence and 24 beds in 3 short and long term facilities for runaway and foster care youth in crisis. All RCAA transitional housing programs provide comprehensive case management and outpatient mental health services with a focus on building a stable life after homelessness. We support adults, families and youth in accessing information and resources on budgeting, housing searches, school and job exploration, health services and providers, etc. Our agency has years of demonstrated success in supporting adults, youth and families to achieve these goals.

As specific evidence of RCAA's success in operating the proposed HHAP APSP, we can look to previous experience in running a similar program on a larger scale when funding like HHAP was more readily available in Humboldt County.

More than 10 years ago RCAA operated ***Humboldt Housing Now-Homeless Prevention and Rapid Re-housing Program (HPRP)*** with more than 12 partner and vendor agencies throughout the region. More than 5,000 phone screenings requesting help and 3,369 unduplicated phone

screenings were received by United Way. During the life of the three-year program RCAA Family Services was able to serve 921 households (over 1,900 individuals). RCAA has updated and revised the program guidelines and procedures for immediate program implementation.

RCAA's current HHAP APSP began in October 2020. Currently APSP receives referrals from only one source, Humboldt County's Department of Health and Human Services (DHHS) Adult Protective Services Division. The County's Adult Protective Services (APS) provides protective services to elders (65 and older) and dependent adults (18-64) who are unable to protect their own interests or to care for themselves and is committed to having elders and dependent adults live in a safe environment free from abuse and exploitation. They are also dedicated to having elders and dependent adults in Humboldt County live to their highest personal potential in the least restrictive environment hence the creation of RCAA's APSP.

During the 2020 program year, DHHS's APS received 1,353 referrals from community sources identifying individuals who are highly vulnerable and unable to protect themselves from abuse and exploitation. Of those referrals:

- 13% were homeless
- 20% were experiencing mental health issues
- 14% were being evicted or dealing with eviction issues
- 17% were having other housing instability issues
- 19% were having issues with their health

Of the 28 adults referred to RCAA's APSP over the last nine months, all were homeless or at high risk for losing current housing and all referrals fit the HUD guidelines for homelessness or being at imminent risk of homelessness. In an effort to ensure APS clients have the best chance of living in a safe and supportive environment, RCAA's APSP was crafted to do just that – assist the most at-risk APS clients in finding and sustaining housing while also providing ongoing or long term support. APSP Case Worker's meet with clients in the field wherever they are to assess their needs and assets and their eligibility for services. Case Worker's assist clients in finding permanent housing and provide ongoing case management to help them sustain and thrive in their newly found homes.

APSP is also able to provide financial assistance that is crucial to clients being able to move in to and stay housed. Those benefits include: move-in costs such as first month's rent, security/animal deposits, rent subsidy up to 2/3 of rent amount, utility turn-ons or deposits, essential pieces of furniture, household goods and food.

Long term case management is a unique and important aspect of the APSP. With the client population served, many have not lived in housing for years and have past trauma, mental illness and/or substance abuse disorders which are barriers to having the skills to maintain housing. There have been many situations where, without a case worker to assist with an issue, clients

would not have sustained their housing past the first 24-48 hour period of living in their new home. The case workers provide the following services: advocacy with landlord/tenant issues, help with paying rent and other bills on time, modeling how to keep a home clean and in good order, assisting with transportation to appointments and regular check-ins to help de-escalate situations that could turn serious, to name a few. Case management advocacy with landlords has helped to save housing for future clients by letting the landlords know they have a reliable professional to assist with difficult issues.

A strong working relationship has been created between RCAA's APSP and the DHHS APS staff members who are in regular communication, having team meetings biweekly and are in close contact to deal with client issues that need immediate attention. There has also been a valuable network established with other agencies that APSP clients work with so that service delivery is effective and not duplicated.

In the first 9 months of the HHAP program, there have been 29 referrals received with 13 individuals housed. Many of the other clients at some point refused services, moved out of the area or found their own housing. With many of these clients, case management was provided to assist them in finding temporary housing and other resources to ultimately obtain permanent housing.

**4.0. B. 2. A detailed description of the Proposer's, and each subcontractor's, knowledge of the legal and procedural requirements pertaining to the provision of services and/or capital improvements equivalent to those that will be provided as part of the proposed HHAP project.**

RCAA is familiar with the legal and procedural obligations and requirements of the proposed Humboldt County HHAP project. Our organization has managed thousands of grants and contracts of this nature and does not anticipate challenges. RCAA has experience working with the community on capital improvements including rehabilitating the Jefferson School site, several multi-family units, and hundreds of homes, as well as trails and water quality improvements throughout Humboldt County.

RCAA's Fiscal Policies specify that all substantial subcontracted work follows a documented bid process, is certified and complies with any Labor Compliance wage requirements or permitting requirements as applicable. Documented policies and procedures for internal controls are included in RCAA's comprehensive Accounting & Financial Policies and Procedures Manual for maintaining good internal controls. A few examples of these procedures follow:

- 1) RCAA maintains separation of duty to prevent misuse.
- 2) RCAA allocates allowable expenses and matching funds and addresses separation of funds

3) RCAA accounts for in kind contributions and valuation of contributions

**The Appendix 3 (6.0) lists Supplemental Documentation of RCAA Policies and Procedures, etc. available for review at any time.**

**4.0. B. 3 A detailed description of the relevant qualifications and experience of the members of Proposer's staff, and the members of each subcontractor's staff, that will be providing services and/or capital improvements as part of the proposed HHAP project, including, without limitation, job titles, responsibilities, special training, licenses and certifications.**

**4.0. B. 4 A detailed description of how the qualifications and experience of the members of Proposer's staff, and the members of each subcontractor's staff, that will be providing services and/or capital improvements as part of the proposed HHAP project will help meet the program objectives, local funding priorities, requirements, specifications and standards set forth in this RFP.**

**4.0 B, 3, 4 - CSD Staff relevant qualifications and experience**

Under the general supervision of the agency's Executive Director, Val Martinez, the Community Services Director will assume responsibility for administration and management of the housing and homeless related services and is the primary contact with multiple funding sources. The CSD Director is responsible for the administration and integration of housing assistance related services for children and their families, adults and runaway and foster care youth. The position requires a BA in social work, psychology or a related field and/or five years administrative experience in a service agency or equivalent education/experience. The current Community Services Director has over 40 years of experience in family, youth and adult, trauma informed related programming.

**Case Worker I (CWI)** positions will be hired by RCAA to help stabilize individuals eligible for APSP services. Case Workers will assess potential applicants according to the program's income eligibility criteria, and guidelines. CWI's will provide intakes and assist clients in completing program paperwork, accessing resources, and making referrals as appropriate, as well as housing transition stabilization services. They will also serve as client advocates when necessary including as a liaison with landlords to help mitigate difficult issues that arise as another aspect of supporting client housing sustainability. CWI's will have experience in client case management and trauma informed techniques and procedures, certification in First Aid and CPR as well as experience with community resources/referrals, trained in motivational interviewing and mandated child and elder/dependent abuse reporting. Currently there are two Case Workers who are serving as the CWI positions. Both CWI's have extensive experience in case management services, substance abuse disorder services and supporting clients with mental illness.

**Special Projects Coordinator** Lynn Kerman has been with RCAA for 11 years. She has helped to create and supervise 3 AmeriCorps programs providing social services to several different populations. She supervised the RCAA contract with Humboldt County Probation to provide case management services to probation clients coming out of Substance Abuse Treatment. Lynn served as a case manager for Afghani refugees for resettlement and integration and has supervised the current HHAP program for the last 9 months.

In APSP, Lynn is the overall supervisor of the program. She has developed strong networking relationships with the program's APS partner as well as with other agencies that are providing adjunct services. She also approves and submits all client subsidy requests for payment. Lynn facilitates all meetings associated with HHAP and creates forms and templates as necessary. She supervises the CWI's, not only meeting with them weekly but also being available on a daily basis for consultation since the client population's life situations are sometimes extremely fluid. She is the direct contact with DHHS APS and receives and processes all new client referrals. Lynn will act as a liaison and cultivate positive relationships with landlords, property managers and vendors when necessary. Lynn has a B.A. in Psychology with over 25 years of social service experience.

**Administrative Services Coordinator** Rachel Wild has been with RCAA for more than 15 years supporting youth, adults and families who have found themselves homeless and living in one of the RCAA transitional housing facilities. Ms. Wild has her BA in Social Work and began with RCAA as a Case Manager for our Transitional Housing Program; assisting clients with long and short term goal setting, search for housing and/or jobs, budgeting for bills and savings, and helping to link families with resources specific to the needs of the family as a whole. During that time, she worked for Youth Service Bureau and Family Services at the Multiple Assistance Center and our transitional shelter houses.

As the APSP Administrative Services Coordinator, Ms. Wild will evaluate all clients' eligibility criteria as to whether they conform to HUD homelessness parameters. She will oversee the enrollment of all clients into the HMIS system and assure that all information going forward with a case is accurate. This also entails her participating in weekly staff case conferencing meetings to provide feedback on whether new clients are eligible for services as well as input on case particulars.

Ms. Wild spent several years assisting in the management of RCAA Rapid Re-housing program that provided housing vouchers to community members that met the program's criteria. Ms. Wild completed intakes and referrals for the program and assisted with training additional intake staff. She also organized and managed fiscal requests coming from other agencies, tracked each agency's totals, processed all monetary requests, and submitted them to our fiscal department in order that they are paid in a timely manner.

**Community Services Director** - RCAA's Community Housing Program will fall under the general supervision of the Community Services Director, Lorey Keele, who has over 40 years of administrative management and direct service experience working for non-profits and for-profit businesses, 27 of those years with RCAA. Ms. Keele has a proven track record of successfully creating and implementing a multitude of effective community driven programs; managed federal, state, county and foundation contracts with nonprofits, government, and tribal organizations, locally, multiple counties and statewide.

**Network Systems Specialist** – RCAA's Network Systems Specialist (NSS) Ryan Peters has been with RCAA for more than 11 years, with 26 years' experience in the field of computer technologies. Currently, Mr. Peters manages and maintains more than 80 computers across 7 sites, facilitating the collaboration of computers, programs and 5 networks. Mr. Peters 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 HIPAA, software and hardware used by staff.

**Finance Specialist**- RCAA's Finance Specialist (FS) Karen Erickson 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.

**Financial Education Program Specialist** – In 2018, RCAA received funding from the Office of Child Abuse Prevention to implement curriculum developed by the Consumer Financial Protection Bureau and led by the Financial Education Program Specialist (FEPS) who provides leadership, coordination and technical support to further develop and sustain the Economic Empowerment programming within RCAA. The FEPS provides financial literacy education and information to low income families and individuals throughout Humboldt County in one to one meetings as well as community group settings. Chris Driscoll comes to us with more than 30 years of business management experience and expertise including the mortgage industry and first-time home buyer program.

RCAA will subcontract with Victoria Ziskin, a Licensed Marriage and Family Therapist since 1996. She held the position of Supervising Mental Health Clinician at DHHS Children, Youth and Family Services division from 1998-2005 and served as the Clinical Services Director at Changing Tides from 2009-2011. She opened her own Private Psychotherapy Practice in 2005 and has been providing individual and family therapy ever since. She has served as RCAA's Head of Clinical Services off and on since 2016, and is currently providing ongoing clinical

support and supervision to several RCAA programs and their staff. Her expertise in the realm of youth and families is extensive and she is a valuable asset to the work that we do.

All APSP 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 client needs. In accordance with RCAA policy, all staff, interns, volunteers, and consultants who come into contact with RCAA clients 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 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) or vulnerable adult clients are accompanied by RCAA staff members at all times while they are in areas where our clients 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 the California Child Abuse Mandated Reporter training or the Elder and Dependent Adult Abuse and Neglect Mandated Reporter Training and also receive additional hours of relevant training annually. Special attention is paid to trainings in cultural humility and awareness to best serve clients who identify as part of marginalized communities such as LGBTQ, elderly, disabled, etc. New staff members are required to receive hours of training on program and policies. Staff training takes place on a regular basis.

Weekly staff meetings, weekly meetings with the Clinical Head of Service, and program staff meetings with APS. Trainings include disaster preparedness; aftercare services and counseling; background checks; core competencies in working with the elderly or disabled; crisis intervention techniques; cultural and linguistic diversity; development of coordinated networks for local services; ethics and staff safety; fiscal management; risk and protective factors related to homelessness; screening and assessment practice; 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.

RCAA staff and subcontractor will all have the necessary qualifications and experience to meet the proposed program's standards. The local funding priorities and HHAP program objectives are in alignment with the proposed program and will contribute to attaining Humboldt County's goals in reducing homelessness.

All construction subcontractors have followed a competitive bid process and are screened for licensure. RCAA is aware of the County's standards, contracting process, and usual specifications for funding. We do not anticipate any delays in getting the projects started immediately and concluding within the time frame allowed for this HHAP funding.

## **5.0 Project Description**

### **A. Project Design.**

**The Project Description must contain a description of the overall design of the proposed HHAP project, which includes, without limitation, all of the following information:**

#### **5.0 A. 1 A detailed description of the overall goals of the proposed HHAP project, which includes, without limitation, all the following information:**

RCAA's APSP will provide assistance for households up to 200% of the federal poverty level to remain housed by paying a portion of their rent, rental and utility arrears or households who are experiencing homelessness by paying security deposits, first months' rent, and/or animal and/or utility deposits. APSP will also offer participants case management services, financial literacy counseling, referrals for legal and credit remediation services, and other referrals as needed.

The APSP emphasizes that HHAP funds provide temporary financial assistance and housing stabilization services to individuals who are homeless or would be homeless but for this assistance. APSP will require that households assisted must at minimum:

- Have an initial consultation with an RCAA APSP staff member located in Humboldt County or through a reliable cloud platform for video and audio conferencing, who will determine the appropriate type of assistance to meet their needs;
- The household must be low-income (up to 200% of the federal poverty level according to the American Community Survey or US Census data)
- Have a form of verifiable income or ability to apply for income
- Must be homeless or at risk of losing their housing and must not be eligible for any other housing assistance support to be verified by agency staff

#### **a. How many individuals will be served by the proposed HHAP project and for what period of time?**



Twenty-five to thirty community members will be served by the APSP each year over a period of 48 months. If the amount distributed per individual or family is less than expected APSP will continue to provide financial assistance to eligible applicants within the 48 month period.

**b. How the proposed HHAP project will serve the entirety of Humboldt County.**

DHHS's APS will provide all referrals through the leadership staff to RCAA's APSP which will come from all over the County. APS has been provided the HUD guidelines eligibility criteria for housing case management services with APSP. RCAA staff will work with clients' schedules to ensure they receive services regardless of where they are currently located. Staff will be available Monday through Friday during regular business hours with some flexibility. Once recipients are deemed eligible, they will be assigned a case worker who will be able to meet them at our offices or out in the field anywhere within Humboldt County.

**c. How the proposed HHAP project will assist in the County's effort to end homelessness in Humboldt County.**

RCAA's APSP will provide eligible community members with housing assistance funds who are homeless, at risk of becoming homeless and/or being evicted from their current homes. Staff will contact landlords to work out a plan to keep them in their homes; reducing their chances for eviction and helping them catch up on late/past rent. APSP will assist those who meet the eligibility criteria and have found appropriate housing but are unable to afford payments for one or more of the following: first months' rent, last months' rent, security deposit, animal deposit, and/or utility turn on services. This assistance will help to immediately prevent clients from entering homelessness and increase their knowledge of resources to assist in economic recovery. The result will be seen in Humboldt County by the impact on 25-30 households per year which might otherwise end up without a home.

**2. A detailed description of the sector(s) of the Target Population that the proposed HHAP project will serve and how the project will benefit the individuals being served thereby.**

APSP clients will all be low-income (up to 200% above the federal poverty level) and homeless or at risk of becoming homeless referred by APS. The target populations for APSP are community members countywide who are not eligible for any other housing program or resources such as: CalWORKs, Veterans, Permanent Supportive Housing, etc. They are also some of the county's most vulnerable residents that have high incidences of chronic homelessness, mental illness, very low income and no or negative housing or credit history. RCAA's APSP will help the people that are falling through the cracks and are at high-risk of homelessness.

**3. A detailed description of any and all operating subsidies that will be provided as part of the proposed HHAP project which includes, without limitation, any and all other sources of financing that will be utilized to support the project, any and all applicable construction timelines and any and all applicable unit breakdowns and affordability levels, if applicable.**

Project will begin immediately. No construction involved. No additional funding has been identified and is available to support the APSP activities at this time.

**4. A detailed description of any and all emergency assistance, stabilization, housing relocation and/or rental assistance services that will be provided as part of the proposed HHAP project which includes, without limitation, the process by which the level of services provided to members of the Target Population will be determined, how the County's Coordinated Entry System will be utilized to match members of the Target Population to appropriate programs and services and the strategies that will be employed to maximize transition to permanent housing, if applicable.**

RCAA's APSP will provide assistance for households up to 200% of the federal poverty level to remain housed by temporarily paying a portion of their rent, rental and utility arrears or individuals who are experiencing homelessness by paying security deposits, first and/or last months' rent, animal and/or utility deposits, rent subsidies, funds for move-in costs such as essential furniture pieces, household goods and food. APSP will also offer participants long term case management services, financial literacy counseling, referrals for legal and credit remediation services, and other referrals as needed.

To provide above mentioned services, APSP will receive referrals from APS for clients in need of housing or assistance to stay in current housing. The clients' eligibility for services will be assessed according to HUD guidelines for homelessness.

Meeting with RCAA staff is required to receive APSP assistance. Staff will provide an assessment and eligibility determination to proceed with opening a case and move toward clients receiving financial assistance to maintain or attain permanent housing if needed and long term case management services. The assigned case worker will plan, implement, coordinate and monitor with the client the options and services required to meet the client's housing service needs. The case worker will meet with APSP management once a week at least to case conference and get feedback and suggestions regarding case work services as well as ongoing evaluation as to whether the client meets eligibility.

The Special Projects Coordinator (SPC) will review referrals submitted and forward them to a CWI and ultimately to make the final determination of eligibility in consultation with the

Administrative Coordinator. The SPC will determine any subsidy (according to HUD rent subsidy determination form) or payment amount and submit the request to the fiscal department making sure there is ample time to process the check in a timely manner. The SPC will arrange for the monies to be distributed to the correct property owner directly. W9's will be obtained for payment to ensure a smoother process and fewer possibilities for holding payments up.

Check requests will be initiated by the SPC and go directly to the APSP Finance Specialist to gather the supporting documentation (W9) needed to dispense a check, and to the Finance Director for immediate approval. The APSP Finance Specialist will process the request with immediacy, until the check is administered to the SPC for final action.

The CWI will continue to work with clients providing long term case management to assist them in sustaining their housing by contacting clients at least weekly, providing needed resources and referrals, modeling good housekeeping behavior, providing transportation to important appointments, continuing landlord advocacy if necessary and by being a consistent, supportive presence and help to mitigate any client situations from becoming serious and threatening housing stability.

We understand that money is a main contributor to household anxiety. The concern is real as the demand to keep lights on and food available seem almost impossible, much less forward planning like, saving for rainy day, retirement, buying a car, or saving for rental deposit. These obtainable goals can seem so out of reach for so many individuals in Humboldt County. The sometime perceived inability to plan and reach targets can result in immeasurable stress that often manifests itself into an unstable household.

To address this critical area RCAA, has developed a program we call "***Money! Search and Rescue***". ***Money! Search and Rescue*** is designed to put clients in control of their money. Staff does this by sharing money practices that are informative and road tested according to client needs and abilities. The FESP provides free assistance by empowering clients with the knowledge and tools they need to navigate a wide variety of money topics and issues. The ***Money! Search and Rescue*** curriculum created by the Consumer Financial Protection Bureau incorporates the *Your Money, Your Goals* toolkit provided by the *Office of Child Abuse Prevention*.

Clients will be offered a menu of topics and tools including but not limited to:

- Setting obtainable financial goals
- Saving for emergencies
- Managing income
- Paying bills
- Improving cash flow

- Dealing with debt
- Student loans
- Income Tax assistance
- Tax credits
- How to obtain your credit report
- Identity theft and fraud
- Banking basics

Delivering the lessons from "Your Money, Your Goals" to our APSP clients who are lower income and economically vulnerable is an essential tool of RCAA's commitment to end the cycle of poverty in our community. The FESP will work directly with the family or individuals in need of help in any of these specific subjects. The program is nimble enough to tailor each session to the individual or family needs. The goal of ***Money! Search and Rescue*** is to empower participants and reduce the high-level stress money issues often create in a household to help them retain their permanent housing.

**5. A detailed description of any and all capital improvements that will be provided as part of the proposed HHAP project which includes, without limitation, any and all applicable construction timelines, if applicable.**

No capital improvements are included in this request for funding proposal.

**6. A detailed description of how the proposed HHAP project will be staffed which includes, without limitation, a summary of the process by which staffing levels will be determined and how such staffing will ensure the effective and efficient implementation of the proposed project.**

The APSP budget submitted has been developed specifically to support the continuation of activities RCAA is committed to should we be funded and will lead to future funding toward our identified goals. The APSP budget provides a reasonable amount of funding for staffing the project with highly effective and expert staff as clearly detailed in the Proposed Budget and Narrative.

**7. A detailed description of how the proposed HHAP project will ensure that members of the Target Population are connected to other appropriate services and resources, including, without limitation, primary care, behavioral health, employment, benefits advocacy and legal assistance services.**

Case management is essential to the success of the APSP. RCAA staff will provide a blend of assessment and coordination services. They will also possess an in-depth knowledge of our

community's available services and housing, mixed with a genuine empathy and respect for the individuals who will be seeking our assistance. RCAA staff will use this expertise and empathy to provide services that are "just enough" to help individuals move through crisis towards stability.

CWIs will provide eligible clients with ongoing services for the duration of the grant. This kind of support has proven absolutely necessary to these most challenged and vulnerable clients to sustain and thrive in housing. Services will include: plans for sustaining housing, referrals for medical and mental health services; applying to CalFresh or SSI; legal assistance for remediating negative credit history, and/or family re-unification efforts; access to Family/Community Resource Centers for food, clothing, health related services and ongoing case management support; income tax return assistance; employment and training services; medical/dental /mental health services; transportation services; and links to other benefits they may be eligible to receive.

**8. A detailed description of the systems and processes that will be utilized to collect data related to, and evaluate the performance of, the services and/or capital improvements provided as part of the proposed HHAP project which includes, without limitation, the process for collecting and analyzing program and client-level data, the process for entering program and client-level data into the County's Homeless Management Information System, the process for measuring the success of the services and/or capital improvements being provided and the steps that will be taken if identified performance targets are not met.**

RCAA's APSP will use best practices and glean valuable information and data regarding client demographics, financial stabilization tools that were most effective, unexpected successes and challenges, other referrals needed to support clients who had never used government assistance, utilizing new partner or program services, trends in service needs or delivery.

In addition, we will track all data required by HUD and include supplemental qualitative information to support project evaluation. The American Recovery and Reinvestment Act of 2009 includes provisions for homelessness prevention activities, as such, appropriate submissions, tracking, coordination, and reporting of these activities will be the job of both the Administrative Services Coordinator as well as the HMIS Administrator.

## **9. Project Sustainability**

APSP should be launched and maintained with very little infusion of additional resources. RCAA will continue to encourage use and reuse of existing resources as seen in our ability to utilize the infrastructure developed over the last 40 years of RCAA's existence serving low

income and poverty level community members of Humboldt. Building on the successes for clients gleaned during the APSP will inform and sustain the program beyond the funding period. We will encourage development of internal expertise to transmit, maintain and advance our ability to appropriately respond to those with trauma.

Strengthening coalition work is instrumental in creating a sustainable program, as experienced by many years of actively participating in the Humboldt Housing and Homeless Coalition. Partnerships have developed between RCAA and other members of the coalition which have proven to be financially and programmatically successful. In addition, RCAA continues to research and network with partner organizations in order to learn about best practices and other potential sources of collaborative funding that are available. When additional sources are found, RCAA will hope to be at the table in developing or creating new streams of funding for the APSP.

**10. A detailed description of how the proposed HHAP project adheres to the County's Housing First Principles, which includes specific programmatic examples, as appropriate.**

*APSP priorities that align with the County's Housing First Principles are as follows:*

- Emergency Services that address the immediate need for shelter or stabilization in current housing.
- Housing, Resource, and Support Services Assessment focusing on housing needs, preferences, and barriers; resource acquisition (e.g., entitlements); and identification of services needed to sustain housing.
- Ongoing housing assistance including financial assistance with housing costs (e.g., security deposit, first month's rent, move-in and utilities connection subsidies); advocacy, referrals and/or assistance in addressing housing barriers (e.g., poor credit history or debt, prior eviction, criminal conviction).
- Ongoing case management services specifically focused on maintaining permanent housing or the acquisition and sustainability of permanent housing.
- Participants are kept in their current housing, or are moved into permanent housing as quickly as possible, thereby reducing the need for temporary shelter.
- Rules are limited to income and criminal history, and do not try to change or control participants or their behaviors.
- Project uses a trauma-informed approach by employing staff and supervisors thoroughly trained in trauma informed service delivery and support.
- Project does not require detox treatment and/or days of sobriety to enter.
- Project does not conduct drug testing.
- Project does not prohibit program entry based on mental illness diagnosis and does not have a policy requiring medication and/or treatment compliance to enter.

- Project accepts all participants regardless of sexual orientation or gender identification and follows all fair housing laws.
- Project is short-term and the services provided to enrolled participants are completely focused on securing permanent housing and enhancing housing stability.
- Project does not terminate program participants for any of the above listed reasons
- Project entails housing stability services and program staff work with clients and landlords to use eviction and/or termination of housing as a last resort. Staff engage in as many other alternative strategies as are applicable and reasonable, including, without limitation to:
  - a. referrals for conflict resolution; landlord mediation; tenancy skill building;
  - b. support with rental/utility arrears;
  - c. relocation

Throughout Redwood Community Action Agency, staff and the people they serve, whether children or adults, feel physically and psychologically safe; the physical setting is safe and interpersonal interactions promote a sense of safety. Understanding safety as defined by those served is a high priority. APSP operations and decisions are conducted with transparency to build and maintain trust with clients, among staff and others involved in the organization.

RCAA's Adult Protective Services Program recognizes that everyone has a role to play in a trauma informed approach. Importance is placed on partnering and demonstrating that healing happens in relationships and in the meaningful sharing of power and decision-making. In our trauma informed approach, our clients' individual strengths, assets and experiences are recognized and built upon. We foster a belief in resilience and the ability to heal and promote recovery from trauma. Clients are supported in shared decision making, and goal setting to determine their plan of action. They are supported in cultivating self-advocacy skills. Our programs offer access to gender, age and ability responsive services and recognize the healing value of traditional cultural connections. APSP will utilize policies and processes that are responsive to client needs.

**11. For projects involving the purchase of land, rehabilitation of structures, or building of structures, detailed description of how the proposed HHAP project complies with, or is exempt from, the requirements of Article XXXIV of the California Constitution, as clarified by Sections 37000, *et seq.* of the California Health and Safety Code, if applicable.**

Not applicable.

## **5.0 B Project Budget**

**5.2 Attachment 2 - PROJECT BUDGET**

<b>Grant: HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM</b>				
<b>Lead Agency: Redwood Community Action Agency ADULT PROTECTIVE SERVICES PROGRAM</b>				<b>YEAR 1</b>
<b>Budget Start Date: October 1, 2022</b>		<b>Budget End Date: September 31, 2023</b>		
<b>A. PERSONNEL COSTS</b>	<b>% TIME (FTE)</b>	<b>SALARY PER HOURLY RATE</b>	<b>CALCULATION</b>	<b>TOTAL</b>
Case Worker I	100%	\$19.49	\$19.49/HR*2080*2	81,078
Administrative Services Coordinator	25%	\$25.58	\$25.58/HR*520/HRS	13,302
Project Coordinator	40%	\$29.25	\$29.25/HR*832/HRS	24,336
Community Services Director	2%	\$47.40	\$47.40/HR*96/HRS	4,550
Network Systems Specialist	2%	\$26.20	\$26.20/HR*42/HRS	1,100
Finance Specialist	7%	\$23.52	\$23.52/HR*146/HRS	3,434
			<b>Subtotal</b>	<b>\$ 127,801</b>
<b>Personnel Fringe Benefits</b>				
Benefits - SSI, FICA, SUI, WC, Vacation, Health/Dental Insurance, 401K		43% Ave rate-		54,954
			<b>Subtotal</b>	<b>\$ 54,954</b>
<b>SECTION I TOTAL</b>				<b>\$ 182,755</b>
<b>B. OPERATIONAL COSTS</b>				
Communications - office & cell phones, internet, etc.	12/mos		Cell phones@\$100/mo*3/staff; desk phone & internet @\$15/mo*3/employees	7,740
Copier rental & maintenance	12/mos		EKA Office: \$50/mo*12/mos	600
Office space, utilities & janitorial	12/mos		EKA Office: \$500/mo*12/mos	6,000
Insurance	12/mos		\$300/mo*12/mos	7,200
			<b>Subtotal</b>	<b>\$ 21,540</b>
<b>C. SUPPLIES</b>				
Employee background & DMV checks			\$90/per person*2/employees	180
Consumables - printer cartridges, postage, ads, etc.	12/mos		\$25/mo*12/mos	300
Office supplies - pens, pencils, paper, clips, etc.	12/mos		\$20/mo*12/mos	240
Printing forms & documents	12/mos		\$20/mo*12/mos	240
			<b>Subtotal</b>	<b>\$ 960</b>
<b>D. TRANSPORTATION</b>				
Mileage reimbursement	12/mos		1000/mi*54.5/mi*12/mos	6,540
			<b>Subtotal</b>	<b>6,540</b>
<b>E. OTHER COSTS</b>				
Trainings - CP, First Aid, etc,			\$300/per person*3/employees	900
Client behavioral health and wellness support and management	12/mos		\$100/hr*4/hrs mo.	4,800
Rental assistance, eviction prevention support, deposit assistance, animal deposit, utilities assistance, etc. for eligible individuals	12/mos		\$1000/per person (deposits, utilities, etc.)*30/clients per year + \$600/ave. per person per mo for subsidised rent & utilities*12/mos	246,000
			<b>Subtotal</b>	<b>\$251,700</b>
<b>SECTION II TOTAL</b>				<b>\$280,740</b>
<b>SECTION I &amp; II TOTAL</b>				<b>\$463,495</b>
<b>Administrative Fee - 7%</b>				<b>\$32,445</b>
<b>Total Program Costs</b>				<b>\$495,940</b>



## 6.0 Supplemental Documentation:

Proposals shall include a list of any and all documents that will assist the County in evaluating the Proposer's ability to comply with the program objectives, local funding priorities, requirements, specifications and standards set forth in this RFP, including, without limitation, any and all administrative policies, procedures and best practices that must be in place prior to execution of a HHAP Agreement, any and all required licenses and certification and/or accreditation documents, job descriptions, evidence of prior program performance and explanatory letters regarding relevant audit findings.

RCAA APSP 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
- Licenses, certifications and accreditation documents for services and work provided
- Evidence of prior program performance
- Audits and Letters regarding any relevant audit findings

Program specific guidelines in place include:

- APSP Procedural Manual and Forms
- APSP General Disbursement Processing
- APSP Income Guidelines
- APSP Homeless Prevention and Rapid Rehousing Program – Case Management Best Practices
- APSP Humboldt Community Housing List
- APSP Exit Form
- APSP Housing Habitability Standards Inspection Checklist Tool
- APSP Initial Telephone Screening Tool
- APSP Homeless Management Information System Client Privacy Notice
- APSP Release of Information Authorization
- APSP Documentation Order Form
- APSP Formal Grieving Process
- APSP Ongoing Case Management Form
- APSP Self Declaration of Income
- APSP 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 24

**Attachment 3** - Job Descriptions for HHAP Staff - Page 26

**REDWOOD COMMUNITY ACTION AGENCY**  
**Community Services Division / HHAP**  
**CASEWORKER 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.

- The Case Worker I job description is a template for all of RCAA's Case Workers across all of our programs. Please note that the case worker may or may not be expected to do all of the tasks listed on the job description template as that is determined by the program you are working under (see last page for required tasks under SPECIFICS).

**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
- Local community services and California laws pertaining to youth and families
- Group dynamics and methods of resolving group conflict
- Staff development and community building
- Issues of homelessness, trauma, addiction, treatment and recovery
- Motivational interviewing techniques
- Basic networked computer skills; including, Microsoft office word, excel, and outlook

### Ability to:

- Communicate clearly/efficiently, written and orally; be competent in English grammar, punctuation & 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
- 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.
- Maintain a professional, confidential work environment.
- Establish and maintain personal and programmatic boundaries while providing support services.
- Work effectively under pressure
- Develop comprehensive assessments and develop clearly defined casework objectives
- Mediate family conflict and negotiate contracts leading towards family reunification, if necessary
- 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
- Work flexible hours, which may include evenings, weekends, and holidays, and arriving to work as scheduled and prepared.
- 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 work with personal vehicle, as may be required, and must have proof of current automobile insurance.
- Possession of valid California's Driver's License with acceptable DMV driving record.
- Submit to background clearance and/or fingerprinting with acceptable results.
- Valid First Aid and CPR certification or willingness/ability to be certified, if required.
- Proof of current (within 1 year) negative TB test, or willingness to obtain one, if required.
- 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

**REDWOOD COMMUNITY ACTION AGENCY  
CSD SPECIAL PROJECTS COORDINATOR II**

**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

## **CSD Special Projects Coordinator II (8/2019)**

### **Page 2**

- 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
- Travel in or out of County to trainings, seminars or community events related to your work
- 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
- 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 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 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.

### **SPECIFIC QUALIFICATIONS & EXPECTATIONS FOR THE SPECIAL PROJECTS**

**COORDINATOR II** - working in the Community Services Division serving under the direction of the CSD Division Director, or their designee.

### **POSITION PURPOSE**

This position is responsible for the overall project management, development, training, fund sustainability, data collection and reporting, monitoring, and evaluation of all assigned special projects. They will oversee

**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  
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.