



# Redwood Community Action Agency

## 1.0 Introductory Letter

May 14, 2020

To the HHAP Review Committee and Board of Supervisors,

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 Community Housing Program (CHP). The target populations for CHP are individuals and families that are homeless or at-risk of becoming homeless and *do not meet the eligibility requirements for any other housing program.*

The aim of RCAA's CHP is to help low income community members retain their current safe and healthy housing or attain permanent housing. Using the ***Housing First*** principles, including engaging clients in case management services focused on building resources and reducing barriers, CHP will immediately begin housing individuals and families in Humboldt County.

Keeping people in their present housing who are at-risk of losing their homes is a critical aspect of CHP's approach. Eviction due to short-term, unexpected circumstances (i.e. layoffs, illness, family violence, etc.) puts many at-risk of homelessness; CHP will provide rental/utilities assistance as well as 1<sup>st</sup> months' rent or security or animal deposits for a ***minimum*** of 150 at-risk households located throughout Humboldt County, with special emphasis in the Southern Humboldt region with the assistance of the newly formed non-profit, SOHUM. CHP, with offices in both Eureka and Southern Humboldt, will serve a minimum of 150 households, 30 of those in Southern Humboldt within a 24 month period.

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, subcontracts, 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 CHP 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  
RCAA Community Services Director  
904 G Street  
Eureka, CA 95501

**REQUEST FOR PROPOSALS – NO. DHHS2020-05  
HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM**

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

REQUEST FOR PROPOSALS – NO. DHHS2020-05 SIGNATURE AFFIDAVIT	
NAME OF ORGANIZATION/AGENCY:	Redwood Community Action Agency
STREET ADDRESS:	904 G street
CITY, STATE, ZIP	Eureka, CA 95501
CONTACT PERSON:	Lorey Keele
PHONE #:	707-269-2052
FAX #:	707-442-2430
EMAIL:	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. DHHS2020-05 and declares that the attached Proposal and pricing are in conformity therewith.

Val Martinez  
Signature

5/12/20  
Date

Val Martinez  
Name

5/12/20  
Date

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



# REDWOOD COMMUNITY ACTION AGENCY'S COMMUNITY HOUSING PROGRAM

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# REDWOOD COMMUNITY ACTION AGENCY'S COMMUNITY HOUSING PROGRAM

## 4.0 Professional Profile

Proposals shall include a clear and concise narrative that identifies the Proposer's ability to meet the program objectives, local funding priorities, requirements, specifications and standards set forth in this RFP. Humboldt County departments are not required to submit a Professional Profile if they submit a proposal.

**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 68 full-time and 18 part-time and seasonal employees, 10 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 (which RCAA plans to provide as part of this program); knowledge of local resources (RCAA will also provide this through Direct Outreach, and Point-of-Entry Service Coordination with 211); lack of health care services (RCAA will provide this direct link including enrollment assistance and transportation); and another major factor - unemployment (one of the key areas of RCAA's work with clients including skill building and job placement). The focus on these areas of RCAA service are based on the number of homeless community members needing assistance as evidenced in the PIT count and McKinney-Veto Act statistics as well as quantifiable evidence collected by RCAA. For example, upon entering RCAA in 2019 only 45% 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 increased 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 CHP 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. CHP Overview of Qualifications and Experience**

The Professional Profile must contain an overview of the Proposer's qualifications and 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, at a minimum, all of the following information:

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 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.

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. During 2018, RCAA's cost of service is only \$1,017 per household or \$467 per individual served through our 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.

Although, the majority of services that RCAA provides are concentrated in the Humboldt Bay region, many of our services also impact the smaller communities in Willow Creek and Orick as well as Bridgeville and Southern Humboldt in order to meet the needs of all community members. A new partner for RCAA to complement CHP success is the SOHUM Housing Opportunities (SHO) non-profit 501c3 formed in 2018. SOHUM has offered to collaborate with RCAA for the purposes of this grant and provide additional resources and referrals to RCAA staff serving that region. They are committed to supporting this proposal which aligns with their mission “to explore all possible options for creating adequate, affordable housing for all in our community. We envision a healthy community where every individual is acknowledged for their right to affordable shelter, basic sustenance, and opportunities for improving their lives.”

RCAA’s CHP 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.

### **CSD 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 is slated to open in June 2020 and will provide permanent supportive housing for 7 single adults in collaboration with Arcata House Partnership. The second housing project - ONYX Family Apartments is a combined effort on the part of Arcata House Partnership, Strombeck Properties, St. Joseph’s Health System and RCAA. Within a very short period of time our collaborative was able to build 10 permanent support apartments for families who had previously been homeless. RCAA continues to support both project with ongoing case management and support services.

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 CHP HHAP project, 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. Over 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). The CHP is based on this model of referral and single point of entry utilizing 211. RCAA has updated and revised the program guidelines and procedures for immediate program implementation.

One of our CHP partners and vital to this HHAP (but not subcontractor) proposal is SOHUM. SOHUM is a newly formed non-profit with a board of 7 and a small but active group of volunteers. Currently they offer providing food and safety supplies 3 days a week to homeless encampments and trailheads. They have also secured motel rooms and are delivering meals to 20 elderly citizens regularly. They were successful in receiving funds from the Humboldt Area Foundation in the amount of \$12,500 to facilitate those support activities. In April 2020 they were also able to receive funding through DHHS to continue these services. The Emergency Office of Services has been assisting them by supplying food so they can continue providing assistance for homeless campers. Altogether SHO provides over 105 homeless individuals with meals, including the 20 most vulnerable in motel rooms who receive 3 meals a day through EOC (prepared at Blue Lake Rancheria). SHO coordinates these efforts with assistance from various agencies and provides the volunteer work of making, packing and delivering meals to the

trailheads and tracks the number and status of motel residents daily and provides DHHS and FEMA that data on a weekly basis.

**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. 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** – Two FTE, Case Worker I (CWI) positions will be hired by RCAA to help stabilize families and individuals eligible for CHP services. Case Workers will screen 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 short-term housing transition stabilization services. CWI's will have experience in client case management, counseling 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 abuse reporting. Currently two Case Worker I's are in line for serving in 1.5 FTE of the CWI positions. Both CWI's have extensive experience in case management services, substance abuse treatment services and supporting clients through the local Probation Department. Additionally, the Southern Humboldt community has 2 potential applicants interested in the one 50% FTE position, whom live in and serve that community.

**Project Coordinator** – RCAA's Project Coordinator (PC) has been with RCAA for more 15 years supporting youth, adults and families who have found themselves homeless and living in one of our shelters. 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's Launchpad and Family Services at the Multiple Assistance Center and our transitional shelter houses.

Ms. Wild was an integral part of the program development and implementation of RCAA's *Humboldt Housing Now-Homeless Prevention and Rapid Re-housing Program* during the 2009 to 2012 contract period. This previous experience in working with such a similar project will give RCAA the foundation and knowledge needed to implement this program immediately.

As the CHP PC Ms. Wild will evaluate all monetary requests for accuracy and meeting the program's eligibility criteria. The PC will initiate background checks and verification of income, contact vendor's to confirm application details, process all check requests with the Fiscal Specialist to ensure funds are delivered and the payment process is completed, as well as ensure data collection and submission to HMIS is accurate. In addition, they will act as a liaison and cultivate positive relationships with landlords, property managers and vendors.

Ms. Wild spent several years assisting in the management of RCAA was responsible for managing a large contract that provided housing assisting and Rapid Re-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 be paid in a timely manner.

Soon after the *Humboldt Housing Now-Homeless Prevention and Rapid Re-housing Program* closed Ms. Wild began the arduous task of supervising our County Mental Health, Title 19

contract, programming, and training staff. It was at this time that she transitioned into a more administrative role, assisting in submitting bills for payment, writing grants, monitoring grant requirements, training and supervising staff, and documenting and reporting relevant data to funding sources. She is well known for her attention to detail, completing documentation in a timely and thorough manner, working efficiently, while also assisting management in creating easier ways to track required paperwork and other documentation.

**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, 25 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 staff and subcontractor's staff 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 will follow a competitive bid process and be 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. Project description

Proposals shall include a clear and concise description of the proposed HHAP project which identifies the Proposer's ability to comply with the program objectives, local funding priorities, requirements, specifications and standards set forth in this RFP NO. DHHS2020-05.

### 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 Community Housing Program (CHP) 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. CHP will also offer participants case management services, financial literacy counseling, referrals for legal and credit remediation services, and other referrals as needed.

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

- Have an initial consultation with an RCAA CHP staff member located in Eureka, Southern Humboldt 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
- 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?

A *minimum* of one hundred and fifty (150) community members will be served by the CHP over a period of 24 months. If the amount distributed per individual or family is less than expected CHP will continue to provide financial assistance to eligible applicants within the 24 month period. Twenty-30 of these community members/households will be residents of Southern Humboldt and served by the south region staff over the 24 month period.

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

Community members and resource providers throughout Humboldt County will be advised of CHP services including 211 who currently serves as the coordinated point of entry. 211 will receive calls from community members, assess their individual needs and provide information on resources that could assist them, such as; shelters, food, clothing/blankets, medical referrals, veteran services, substance abuse treatment, mental health providers, document recovery, etc. 211 staff will be provided RCAA's CHP screening tool which will help identify those potential referrals that fit the CHP participant criteria, and who are not eligible or do not fit any other housing program. Once 211 staff have processed the potential participant, they will refer them to RCAA CHP staff who will make contact and begin the screening and application process.

RCAA staff can be contacted by phone, email, or in-person. Staff will work with clients and their work or transportation schedule to ensure they receive services. Staff will be available Monday through Friday, Saturdays and evenings by appointment so we can be sure to meet the client's housing needs. Once recipients are successful in being processed for housing support services, they will be assigned a case management specialist who will be able to meet them at our offices in either Eureka or Southern Humboldt, their personal residence or community anywhere within Humboldt County.

Thirty of these community members/households will be residents of Southern Humboldt and will be served by the south region staff over the 24 month period. RCAA has agreed to serve the Southern Humboldt region of the county in collaboration with the SOHUM Housing Opportunities (SHO).

SHO volunteers have regular contact with many of their community members who are homeless or temporarily housed in hotel room as a result of the Coronavirus funding. Currently they are distributing food and safety supplies 3 days a week in homeless encampments and trailheads. They also deliver meals to 20 elderly citizens daily who are temporarily housed in hotel rooms (who were previous homeless) and over the age of 65. Altogether SHO provides over 105 homeless individuals with meals, including the 20 most vulnerable in motel rooms who receive 3 meals a day.

SHO also collaborates with Affordable Housing and Homeless Assistance (AHHA) and Redwoods Rural Health Center (RRHC) to host shower events at RRHC on the last Sunday of each month. SHO provides clothing donations, volunteer assistance and a hot meal to attendees. RCAA staff located in Southern Humboldt will work with SHO volunteers during these SHO activities and help to identify those needing RCAA's housing assistance and support in whatever form.

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

RCAA's CHP will provide eligible community members with housing assistance funds who are 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. For 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 immediately prevent clients from homelessness and increase their knowledge of resources to assist in economic recovery. The result will be seen in Humboldt County by the impact on a minimum of 150 households 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.

CHP clients will all be low-income (up to 200% above the federal poverty level) and homeless or at risk of becoming homeless. The target population for CHP are community members countywide who meet the income eligibility criteria and who are **not** eligible for **any** other housing program or resources such as: CalWORKs, Veterans, Foster Youth, Permanent Supportive Housing, Rapid Rehousing, etc. Applicants will be screened through 211 for program eligibility and referred to other services if deemed eligible. RCAA's CHP 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.

N/A Project will begin immediately. No construction involved. No additional funding has been identified and is available to support the CHP 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 Community Housing Program (CHP) 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 households who are experiencing homelessness by paying security deposits, first and/or last months' rent, animal and/or utility deposits. CHP will also offer participants short term case management services, financial literacy counseling, referrals for legal and credit remediation services, and other referrals as needed.

To provide the above services, RCAA will subcontract with 211 for coordinated referrals to CHP. For years 211 has been the initial point of entry or coordinated entry for the HUD program funded through the Continuum of Care (COC) which serves our community members that are experiencing homelessness. Those with the highest level of needs per the VI-SPDAT score are given the option to be placed in the first available bed or placed on a priority waiting list for a program appropriate for their needs. 211 works closely with COC providers and HMIS to

determine bed availability and each program's scope of service. As beds come open, the highest eligible person on the prioritized waiting list will be given the option to be placed at that site.

The COC Coordinated Entry subcommittee plays a large role in the design and implementation of the system in order to maximize community input and expertise which ensures fair and equal treatment of participants and those ranked highest on the VI-SPDAT to get the assistance they need. Once that part of the process is completed, staff continues to work with callers in providing the additional resources and referrals they might need. Callers who are not successful in being placed on the list are then provided other available housing options or shelter information they could be eligible for and that might better suit their situation.

Since 211 is a resource center for social services available in Humboldt County, callers can be assessed according to their individual needs and given information on resources that could provide assistance to them, such as; shelters, food, clothing/blankets, medical referrals, veteran services, substance abuse treatment, mental health providers, document recovery, etc.

Meeting with RCAA staff is required to receive CHP assistance, although it is not necessarily the first step. Staff will provide a limited screening, intake, assessment, and eligibility determination to proceed and move toward receiving financial assistance to maintain or attain permanent housing. Once the initial process has been successful, the assigned case worker will plan, implement, coordinate, monitor the options and services required to meet the client's housing service needs.

The Project Coordinator (PC) will review and investigate the application and paperwork submitted to make the final determination of eligibility. The PC will confirm the information is accurate and factual by contacting individuals and companies referred to in the applicant's documentation. If all the information submitted is accurate, the PC will notify the client that the application was approved, and a check is being requested and the date and time that check or checks will be ready. No check will be written to clients, relatives, or their friends. The PC will make contact with the vendor or landlord notifying them that the application has been approved, that the check/s are being processed and when they can expect to receive the payment. PC may also provide letter committing to the provision of funding on behalf of the client. How the check gets to the vendor or landlord expeditiously will be the decision of the PC. The PC will also take into consideration the urgency of whatever situation the client is in currently to ensure as quick a response as is possible. 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 PC and go directly to the CHP Finance Specialist to gather the supporting documentation (W9) needed to dispense a check, and to the Finance Director for immediate approval. The CHP Finance Specialist will process the request with immediacy and until the check is administered to the PC for final action.

Once all financial transactions have been completed the CWI will continue to work with clients helping them to stabilize their situation and make the additional referrals and links to service to support the client's needs. At this time a formal introduction will be made to the Financial Education Specialist (FES) who shares the same office as the CWI.



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

To address this critical area RCAA, has developed a program called "***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. Our FESP provides free assistance to empower our 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" (YMYG) to our CHP 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 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 CHP budget submitted has been developed specifically to support the startup and implementation activities RCAA is committed to enacting should we be funded and will lead to future funding toward our identified goals. The CHP budget provides a reasonable amount of funding for staffing the project with highly effective and expert staff to fill the 2.73 FTE positions, as clearly detailed in the Proposed Budget and Budget Narrative, Section 5.0 B which follows.

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 CHP. 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 families and 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 and families move through crisis towards stability.

Case management specialists will provide eligible clients with ongoing services for a maximum of 3 months. Services will include: plans for sustaining housing, and referrals for medical and mental health services; employment searches and training through the job market; applying to CalFresh or SSI; legal assistance for remediating negative credit history, and/or family reunification 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 CHP 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 HCD/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 Project Coordinator and the HMIS Administrator.

New data elements to be tracked will include: 1) a program descriptor data element and identifier to be used, and 2) Financial Assistance provided and Housing Relocation & Stabilization Services provided will be used to track assistance provided to CHP appropriate clients.

## **9. Sustainability**

A detailed description of how the provision of the services and/or capital improvements that will be provided as part of the proposed HHAP project will continue past the period in which HHAP funding is available or, alternatively, how such activities will be phased out in a manner that does not disrupt access to other appropriate services, require relocation or impose other related hardships on members of the Target Population.

CHP should be launched and maintained with very little infusion of 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 CHP will inform 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 experience 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 our Community Housing Programs.

**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.

*CHP 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.
- Housing assistance including financial assistance with housing costs (e.g., security deposit, first month's rent, move-in and utilities connection, short-term housing

subsidies); advocacy, referrals and/or assistance in addressing housing barriers (e.g., poor credit history or debt, prior eviction, criminal conviction).

- Case management services (short-term up to 3 months) 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. CHP operations and decisions are conducted with transparency to build and maintain trust with clients, among staff and others involved in the organization.

RCAA's Community Housing 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 and experiences are recognized and built upon. We foster a belief in resilience and the ability to heal and promote recover 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 responsive services and recognize the healing value of traditional cultural connections. CHP will utilize policies and process 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.** The Project Description must contain a project budget which includes an itemized list of all of the expenditures of HHAP funds associated with the proposed project in a form that is substantially similar to the budget template that is attached hereto as Attachment B – Proposed Budget. In addition the above-referenced budget information, Proposals should also include a detailed explanation of how the costs and expenses in each budget line item were estimated and the justification for such costs and expenses. It should be noted that startup expenses, and administrative costs not to exceed ten percent (7%) of the overall cost of the proposed HHAP project, may be included in the proposed project budget.

5B PROJECT BUDGET - ATTACHMENT B				
Grant: HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM				
Lead Agency: Redwood Community Action Agency COMMUNITY HOUSING PROGRAM				24 month program
Budget Start Date: June 1, 2020		Budget End Date: May 31, 2022		
				<b>TOTAL PROGRAM</b>
<b>A. PERSONNEL COSTS</b>	<b>% TIME (FTE)</b>	<b>SALARY PER</b>		<b>CALCULATION</b>
Case Workers I	100%	\$18.00	\$18/HR*4160*2CWI (EKA: 1.5CW1, SHUM: .50CW1)	149,760
Project Coordinator	50%	\$25.09	\$25.09/HR*2080/HRS	52,187
Community Services Director	3%	\$45.00	\$45/HR*104/HRS	4,680
Financial Education Program Specialist	5%	\$18.51	\$18.51/HR*208/HRS	3,850
Network Systems Specialist	2%	\$24.72	\$24.72/HR*83/HRS	2,052
Finance Specialist	7%	\$22.19	\$22.85/HR*291/HRS	6,457
<b>Subtotal</b>				<b>\$ 218,986</b>
<b>Personnel Fringe Benefits</b>				
Benefits - SSI, FICA, SUI, WC, Vacation, Health/Dental Insurance, 401K		40% Ave rate-		87,595
<b>Subtotal</b>				<b>\$ 87,595</b>
<b>SECTION I TOTAL</b>				<b>\$ 306,581</b>
<b>B. OPERATIONAL COSTS</b>				
Communications - office & cell phones, internet, etc.	24/mos		Cell phones@\$43/mo*2/staff, desk phone & internet @\$15/mo*1.5/employees	1,572
Copier rental & maintenance	24/mos		EKA Office: \$75/mo*24/mos	1,800
Office space, utilities & janitorial	24/mos		EKA Office: \$500/mo*24/mos, SHUM Office: \$400/mo*24/mos	21,600
Insurance	24/mos		\$300/mo*24/mos	7,200
<b>Subtotal</b>				<b>\$ 32,172</b>
<b>C. SUPPLIES</b>				
Employee background checks			\$90/per person*3/employees	270
Consumables - printer cartridges, postage, ads, etc.	24/mos		\$30/mo*24/mos	720
Office supplies - pens, pencils, paper, clips, etc.	24/mos		\$25/mo*24/mos	600
Printing forms & documents	24/mos		\$30/mo*24/mos	720
<b>Subtotal</b>				<b>\$ 2,310</b>
<b>D. TRANSPORTATION</b>				
Mileage reimbursement	24/mos		500/mi*58.5/mi*24/mos	7,020
<b>Subtotal</b>				<b>7,020</b>
<b>E. OTHER COSTS</b>				
Trainings - CPR & First Aid			\$65/per person*3/employees	195
Computer, monitor, printer/copier/fax/scanner			EKA: \$935/computer/monitor SHUM: \$935/computer/monitor,	2,195
Office desk & chair, client chair			SHUM: \$400/desk+\$250/2 chairs	650
Rental assistance or eviction prevention support for eligible individuals	50+/households		up to \$3000/ea*50+/households	150,000
Rental assistance or eviction prevention support for eligible families	50+/households		up to \$5000/ea*50+/households	250,000
Deposit assistance - security, animal, utilities, etc.	50-100/households		up to \$1000/ea*50-100/households	50,000
<b>Subtotal</b>				<b>\$453,040</b>
<b>SECTION II TOTAL</b>				<b>\$494,542</b>
<b>SECTION I &amp; II TOTAL</b>				<b>\$801,123</b>
Administrative Fee - 7%				\$56,079
<b>Total Program Costs</b>				<b>\$857,201</b>

## **Community Housing Program – Budget Narrative**

The CHP budget represents the necessary expenses to reduce the number of community members at risk of losing their current housing and increase the number of community members able to afford housing.

### **PERSONNEL COSTS:**

Employee rates and benefits are defined on the attached **BUDGET FORM – ATTACHMENT B**.

Positions are identified as follows:

**Case Worker I** – Two 100% FTE, Case Worker I (CWI) positions will be hired by to provide direct service to program participants. These are benefited positions, and require specific skills and training to ensure success. One 100% FTE and one 50% FTE's will be housed in our Eureka office to support ongoing case management services for all clients north of Rio Dell. One, 50% FTE position will be located and serving clients south of Rio Dell from our Southern Humboldt office with ongoing case management services.

**Project Coordinator** – One 50% FTE position will provide direct service to program participants and case management staff including: document verification, data collection, project reporting and processing assistance checks. This is a benefited position, and requires specific skills and training to ensure success.

**Community Services Director** – One 3% FTE position will provide supervision to Project Coordinator to ensure program goals and objectives are being met, and that our agency is in compliance with grant requirements and required reporting. This is a benefited position and requires specific skills and training to ensure success.

**Financial Education Program Specialist** – One 7% FTE of the salary and benefits are charged to this program. This position will provide comprehensive financial literacy education to participants according to their specific fiscal needs. This is a benefited position and requires specific skills and training to ensure success.

**Network Systems Specialist** – One 2% FTE of the salary and benefits for computer and software installation and maintenance, network support and staff training and support. This is a benefited position and requires specific skills and training to ensure success.

**Finance Specialist** - One 5% FTE of the salary and benefits are charged to this program. This position processes and tracks participant checks in a timely manner, ensures funds are used in compliance with established RCAA systems and grant requirements. This is a benefited position and requires specific skills and training to ensure success.

Fringe benefits include: SSI, FICA, SUI, WC, Vacation, Health and Dental Insurance, and 401K. These positions are calculated at 40% which is the average rate based on the high cost of health insurance for new and existing employees.

**OPERATIONAL COSTS:**

Operating costs include recurring expenses incurred in the operation of the program offices both in Eureka and Southern Humboldt. Expenses include office space and utilities; cell phones; internet; and insurance. The Eureka office will also require copier, lease and maintenance.

**SUPPLIES:**

The cost of supplies to support staff and client expenses include: employee background checks, consumables such as printer cartridges, postage, office supplies such as paper and pens, and printing for client and office forms and documents.

**TRANSPORTATION:**

This expense provides for mileage reimbursement, vehicle insurance and maintenance for staff traveling to and from client meetings, housing sites and meetings with landlords/property management, vendors, etc.

**OTHER COSTS:**

RCAA CHP expenses include will trainings costs provide CPR & First Aid certification for new staff members. Our Southern Humboldt office will also need a laptop computer, monitor, printer/copier, office desk & chairs.

Other costs include:

- rental assistance, eviction prevention support for eligible individuals – up to \$3,000 per person will be made available to a maximum of 50 clients needing financial assistance and support. If less than \$3,000 is spent per person, additional clients may be served.
- rental assistance, eviction prevention support for eligible families – up to \$5,000 per family will be made available to a maximum of 50 families needing financial assistance and support. If less than \$5,000 is spent per family, additional families may be served.
- deposit assistance will be available for eligible applicants (individuals or families) needing animal or utilities deposits.

**ADMINISTRATIVE FEE:**

RCAA’s administrate rate is calculated at 7% of the total budget, and provides for program support from our Fiscal Department, Human Resources Department, Planning Department, Executive Director and a share of our annual audit expense.

**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. If applicable, Proposals shall also include a legal opinion letter which demonstrates that the Proposer has considered both the legal requirements of Article XXXIV of the California Constitution, as clarified by Sections 37000, *et seq.* of the California Health and Safety Code, and the relevant facts of the proposed HHAP



project. Any conclusion that the proposed HHAP project is exempt from Article XXXIV must include a specific legal theory and project-specific facts which supports such a conclusion.

RCAA CHP 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:

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

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