



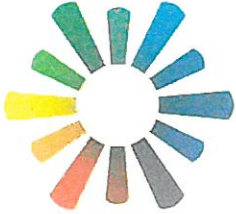
redwood
communityaction
agency

A CATALYST FOR CHANGE

**California Emergency Solutions and Housing Program
RFP No. DHHS2019-02**

**Youth Housing Program Continuation
Response to Request for Proposal**

**Redwood Community Action Agency
Youth Service Bureau
904 G Street
Eureka, CA 95501**



Redwood Community Action Agency

Introductory Letter

October 1, 2019

To Review Committee for CESH applications and Board of Supervisors,

Redwood Community Action Agency's (RCAA) Youth Service Bureau (YSB) is pleased to submit this application for CESH funding allocated to the Humboldt community to help meet housing needs. The chance to **help youth immediately** in reducing and preventing homelessness is the goal of YSB's Youth Housing Program (YHP). The **target populations** for YHP are youth 18 up to 22 that are **homeless or at-risk of becoming homeless and need assistance in finding and maintaining permanent housing**. The aims of this program are to: **help youth attain permanent housing; have access to transportation for school, employment, and appointments; as well as to increase and retain health and safety in existing housing** for at-risk youth. YHP was funded through HEAP youth set-aside funds for just 1 year but we need to make sure youth have a secure and stable place to call home beyond this temporary fix.

RCAA's YSB program has been operating in Humboldt County for 35 years and was designed in response to the unmet shelter and housing needs of Humboldt County's youth population; unfortunately this need still exists. YSB has expanded programs through the years to help meet this need and offers a continuum of services from street outreach to shelter and transitional living programs designed to keep youth safe as they leave the streets or flee dangerous living situations. YHP seeks to assist youth transitioning into permanent housing with additional case management focused on client and landlord engagement. A central **Housing First** Principle for YHP is to get participants into permanent housing as quickly as possible, YHP will help do this. CESH funds will provide housing support assistance for transition age youth in apartments and case management to help youth succeed in permanent housing.

RCAA has over 38 years of experience working with community partners from a variety of different sectors, local businesses, community groups and jurisdictions, as well as State and Federal agencies. With this experience comes a stable, trusted organization familiar with managing grants/contracts/subcontracts and operating programs meeting evidence-based best practices and rigorous standards. RCAA's established policies and procedures help mitigate risk and protect the safety of our clients we serve as well as our funders. As a non-profit focused on serving the low-income members of our community, RCAA is dedicated to working to prevent homelessness in Humboldt County. The RCAA tripartite Board of Directors prioritized Housing in our Strategic Plan and sees that CESH funding will help us contribute to meeting this goal by continuing and growing this housing program to meet our community needs.

Thank you for your time in consideration of this proposal. Please contact us should you have any questions. The YHP contact is Maura Eastman, RCAA YSB Director, 904 G St. Eureka, CA, 95501 (707)443-8322 x203, meastman@rcaa.org.

Sincerely,

Val Martinez, RCAA Executive Director

A Catalyst For Change

Equal Opportunity Housing Provider / EOE

904 G Street * Eureka, CA 95501 * (707) 269-2001 * Fax (707) 445-0884 * www.rcaa.org

**REDWOOD COMMUNITY ACTION AGENCY'S
YOUTH HOUSING PROGRAM CONTINUATION
TABLE OF CONTENTS**

1.0 Introductory Letter		
2.0 Table of Contents		3
3.0 Signature Affidavit	See Attachment 1	18
4.0 Professional Profile		4
4.1 Organizational Overview		4
4.2 Overview of Qualifications and Experience		7
5.0 Project Description		10
5.1 Project Design		10
5.2 Project Budget and Budget Narrative	See Attachment 2	19
6.0 Supplemental Documentation	See Attachment 3	23
7.0 Exceptions, Objections and Requested Changes – N/A		
8.0 Required Attachments:		
• Attachment 1 - Signature Affidavit		18
• Attachment 2 – Project Budget and Budget Narrative		19
• Attachment 3 - Supplemental Documentation		23

REDWOOD COMMUNITY ACTION AGENCY'S COMMUNITY HOUSING PROGRAM

Section 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.

4.1 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 PT employees, plus hundreds of volunteers annually, are dedicated to achieving these goals with our community 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 managing over \$9.5 million in grant and contracts (much of which is subcontracted to other local businesses). In 2018 RCAA provided services to more than 20,600 individuals and

9,460 households, including 2,039 seniors and 1,584 persons with a disability. This equates to RCAA's cost of service being only \$1,017 per household or \$467 per individual served through our programs. Over 615 of the households and youth RCAA worked with in 2018 reported being homeless at time of service (approximately 42% of the 2019 PIT count).

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

2. 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 CESH project.

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.

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 CESH 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 CESH 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 CESH project.

2 a. b. c. d. RCAA has been serving low income residents of rural Humboldt, Del Norte, Modoc counties for over 38 years (with some smaller-scale programs in Siskiyou, Trinity and Mendocino counties as well). During these years, RCAA has provided services to thousands of community members and managed capital improvements on hundreds of properties. These projects involve working with more than 30 government agencies annually ranging from small cities or community services districts to federal and state funding or oversight departments. In addition, RCAA works with hundreds of local businesses and contractors.

The Youth Service Bureau (YSB), which was the second division created by RCAA in 1984, serves the needs of runaway and homeless youth, youth fleeing dangerous or unsuitable living situations. Our programs begin with RAVEN Street Outreach, which meets youth where they are and provides information and referrals, basic supplies and hygiene and first aid items. RAVEN also operates a drop in center, which provides a place for youth to work with a case manager, attend groups, obtain food, as well as shower and do laundry. Employment assistance is available, as is access to the WIOA Step Up program. YSB also operates a shelter program, Our House, and a transitional living program, Launch Pad to provide both short and long term housing for youth.

YSB's model utilizes a Trauma Informed Care (TIC) positive youth development framework to respond to those who have experienced trauma. This model examines the experience of a youth (and family when possible) and is guided by training that promotes:

- Recognition of the presence of trauma
- Acknowledgement of the role trauma has played
- Creation of a healing environment that embraces the principles of safety, trust, collaboration, choice and empowerment
- The potential every child and youth possesses to succeed
- Addresses the trauma experienced by first responders and staff

YSB provides services to County of Humboldt – Department of Health and Human Services, Department of Probation, Cal-Fresh, and works collaboratively with multiple agencies throughout the county including Humboldt County Office of Education, Court and Community School, and Eureka Police Department, among others.

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 CESH project that has been brought by or against the Proposer, including the nature and result of such litigation, if applicable.

There is no litigation regarding provision of services and/or capital improvements equivalent to those that will be provided as part of the proposed CESH project.

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 CESH project, if applicable.

RCAA has no fraud convictions related to the provision of services or operation of programs within the Agency.

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

There are no current or prior debarments, suspensions or other ineligibility to participate in contracts or grants within the agency.

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

RCAA has no violations of state and/or federal regulatory regulations.

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.

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

4.2. Overview of Qualifications and Experience *The professional profile must contain an overview of the Proposer's qualifications and experience regarding provision of service equivalent to those that will be provided as part of the proposed CESH project, which includes all of the following information.*

1 Provide a detailed description of the proposer's and each subcontractor's overall experience regarding provision of services equivalent to those that will be provided as part of the proposed CESH project.

Overall Experience

RCAA's Youth Service Bureau has partner relationships with multiple private and public organizations. Collaborative partners include: Humboldt County Department of Health and Human Services including Child Welfare Services, Public Health, Mental Health, the Probation Dept.; as well as the Workforce Development Board; Job Market/America's Job Center (EDD, DOR, CR); Office of Education (school districts countywide); City of Eureka and Arcata and several local smaller jurisdictions and community service districts; St. Joseph Health System;

North Coast Garden Collaborative; Network of Family/Community Resource Centers, Arcata House Partnership, Waterfront Recovery Service, and many more partnerships across sectors. In rural communities these partnerships are essential to effectively connecting the network of providers.

These partnerships, RCAA administration and YSB staff, and strong fiscal systems allow RCAA 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.

Qualifications and Experience for Youth Programs

RCAA's Youth Service Bureau (YSB) has been operating as a division of Redwood Community Action Agency since 1984. YSB operates a number of youth programs, including a 12 bed group home, licensed by the State of California Department of Social Services Community Care Licensing Division, and meets or exceeds all of the requirements for licensure. YSB operates the only local emergency shelter for un-accompanied minors (12 to under 18) as well as transitional living facilities and an extended foster care program for 18-to under 22 year-old youth. YSB has a close working relationship with the Humboldt County Social Services Branch to provide Transitional Living Facility beds for youth who age out of the foster care system. YSB also operates the RAVEN Project, a Street Outreach program and drop-in center for homeless and runaway youth, where youth can get meals, a shower, receive referrals and other support.

Through street outreach and drop-in the RAVEN project serves 234 youth annually and each year 74 youth are served by YSB in shelter and transitional living programs. The CESH funding will enable YSB to continue efficiently helping more youth into permanent housing and provide continued case management to empower youth to achieve success in meeting their goals.

YSB has a long established track record in serving the needs of youth and has the capacity to continue the Youth Housing Project (YHP). Under the direction of YSB Director, Maura Eastman, YSB will provide the supervisory and organizational structure, staff and training, and an evidence-based, trauma focused program. YHP will partner with schools, mental, physical, and dental health care providers, job readiness programs, legal aid and supplemental income service (SSI WIC, etc.) and other partners as needed to provide a complete program to support youth.

RCAA'S history of administering innovative and rurally appropriate programming is recognized both within our community as well as nationally. For example, YSB's Launch Pad and the RAVEN Project are nationally recognized programs that are unique in their design and service delivery in rural communities.

2. Legal and Procedural knowledge

RCAA is familiar with the legal and procedural obligations and requirements pertaining to the provision of services equivalent to those that will be provided as part of the proposed CESH project. Our organization has managed multiple grants and contracts of this nature and does not anticipate challenges. RCAA's Fiscal Policies specify that all substantial purchases follow a documented bid process... Documented policies and procedures for internal controls are included in RCAA's comprehensive Accounting & Financial Policies and Procedures Manual for maintaining good internal controls. 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 Attachment 3 lists Supplemental Documentation of RCAA Policies and Procedures, etc. available for review at any time.

3. Staff Qualifications

Under the Youth Service Bureau division of the RCAA umbrella is a Program Director who has held the position for 9 years, who manages and oversees compliance with all program requirements.

Staff relevant qualifications

Under the general supervision of the RCAA Executive Director, the *YSB Director* assumes responsibility for administration of a variety of youth-related services, is the primary contact with multiple funding sources, and is responsible for the administration and integration of youth related services into a single cohesive unit. The position requires a BA in social work, psychology or a related field and five years administrative experience in a service agency or equivalent education/experience. The current Director has over 35 years of experience in youth-serving programs, the last nine of which have been spent at the Youth Service Bureau.

The *Program Manager* is responsible for daily operations of the YSB programs. This position requires a BA in social work, psychology or related field and/or equivalent experience in a social service setting. The current Program Manager is a licensed Group Home Administrator, and has been employed by the Youth Service Bureau for 23 years.

The *Case Manager* position requires a BA in social work or psychology or a related field and two years of experience working with youth. This is a full-time position which will be dedicated to serving the needs of youth seeking housing or maintaining current housing.

H.M.I.S. Program Administrator - our HMIS Administer has worked for RCAA for over 16 years in the area of data management and includes years of operating the Homeless Management Information System (HMIS) for the collection and reporting of data countywide. The HMIS Program Administer position trains and supports users of the Homeless Management Information System (HMIS), responds to questions and problems, installs hardware, produces reports as needed, and ensures client confidentiality.

Network Systems Specialist – RCAA’s Network Systems Specialist (NSS) has been with RCAA for more than 10 years, with 25 years’ experience in the field of computer technologies. The NSS manages and maintains more than 80 computers across 7 sites, facilitating the collaboration of computers, programs and 5 networks. The NSS will provide monitoring of the network and computer system’s performance, while also coordinating computer access and use for optimal functioning by staff. This Specialist will ensure data backup and disaster recovery, and all protections for data (including and most importantly HIPPA) on all software and hardware used by staff.

Finance Specialist- RCAA’s Finance Specialist (FS) has been with RCAA for more than 9 years and has more than 40 years of experience and expertise in principles and practices of accounting and financial record keeping procedures, especially as they pertain to government funded programs. RCAA’s FS will be responsible for the financial reports and records of all program clients, accounts payable in preparation and processing of checks for clients, landlords, and vendors.

4. Staff use of funds

Under the direction of the YSB Director, the staff of the YHP will use the funds to ensure success in providing assistance to transition age youth who are homeless or at immediate risk of homelessness. YSB staff working in this program will all have the necessary qualifications and experience to meet the proposed program’s standards. The local funding priorities and CESH program objectives are in alignment with the proposed program and will contribute to attaining Humboldt County’s goals in reducing homelessness.

Section 5 - Project Description

1. Project Design

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

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

Through the CESH funding, 4 additional beds will be provided through the use of scattered site apartments, transportation resources will be provided, and youth will be assisted in obtaining permanent housing. YHP will provide a subsidy for 4 apartments, and RCAA's YSB and YHP will work together to provide subsidies and landlord incentives for clients to prevent homelessness.

Participants must be between the ages of 18 and up to 22 years of age, homeless, at risk of homelessness. The YHP Case manager will conduct initial screening upon self-referral or referral from another program or agency.

- a. . *How many individuals will be served?*

A minimum of 12 youth will be served. The total number of youth to be served may vary, depending on the level of financial assistance needed, and youth's length of stay of in the program. Our commitment is to assist 4 youth at all times for the duration of the grant, each for a 12 month period, as they obtain housing and the resources to maintain housing during the entire 12 month period.

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

YHP will notify agencies throughout Humboldt County, and the community at large, of the existence of this new program and the assistance available. It is anticipated that referrals may come primarily through other agencies, including 211, who will have information about the youth program, but the Outreach Worker will develop a schedule of regular stops on the street and places where youth in the target population congregate and are not served by any other means. Community bulletin boards, markets and other locations in outlying areas will be contacted monthly with information to be posted at their sites. YSB also maintains an active social media presence, which we find effective in reaching an additional sector of the population, which will be utilized to advertise the program.

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

The overwhelming lack of housing in Humboldt County, which so severely limits access for many people is exacerbated for youth who face additional barriers. In addition to the financial limitations, youth must also deal with other barriers, including poor or non-existent credit history and limited employment histories in low-paying jobs. The YHP will continue the operation of 4 beds for transition age youth in Humboldt County to address, in part, youth housing needs. With

the addition of a part time outreach worker, we will increase the number of youth made aware of this housing option, assuring full occupancy and decreasing the number of un-housed youth on the street. The Case Manager will work with the youth to identify and overcome barriers to obtaining and maintaining housing and will work closely with landlords to place youth in permanent housing.

Program activities - based on the youth established goals - will include:

- Intake – Youth will receive a life skills, substance abuse and mental health assessments.
- Positive Youth Development – Youth will participate in all care planning and goal setting.
- Support Services – housing assistance, mental and physical health care referrals, substance abuse prevention and treatment referrals.
- Education – school connectedness, assistance graduating, GED preparation, secondary education support.
- Life Skills – Health promotion, goal setting/life planning, household management, interpersonal skill building, building permanent connections.
- Job readiness – resume writing/job interviewing, job referral/placement, job-maintenance skill building.

Anticipated Program Outcomes include:

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

Measurable Outputs –

- Total number of youth served.
- Total number of youth housed.
- Positive Youth Development – number of opportunities for youth to participate in development of case plan and daily living, number of community service opportunities.
- Intake - number of life skills assessments completed, number of mental health or substance abuse assessments completed.
- Support Services - number of youth completing program, number of healthcare, mental

health or substance abuse referrals.

- Life skills – number and frequency of life skills addressed.
- Education – number of GED/tutoring sessions held or referrals made, number of post-secondary preparation services/referrals made.
- Job readiness - number of job readiness services provided, number of job referrals made.

2. A detailed description of the sector of the populations that the proposed CESH project will serve and how the project will benefit the individuals being served.

The Youth Housing Program (YHP) will serve homeless youth ages 18 up to 22. YHP will assist youth in obtaining safe, stable living accommodations in scattered site locations, will conduct individual assessments of each youth entering the program where youth will develop a Needs and Services Plan which will focus on the youth's individual goals and objectives. The Case Manager will support the youth in accomplishment of the Needs and Services Plan by providing weekly case management meetings and education opportunities, as well as employment and independent living skills to support success in permanent housing.

3. A detailed description of any and all operating subsidies that will be provided as part of the proposed CESH project which includes, without limitation, an 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.

This CESH funding will increase and extend the HEAP grant previously awarded to serve youth. Through funding from St. Joseph Health Foundation and Emergency Food and Shelter grants funds are available to alleviate food insecurity for program participants. No additional funding has been identified for this project, and no new construction is anticipated. This project, particularly the street outreach component, can begin immediately after funding.

4. A detailed description of any and all rental assistance, housing stabilization, housing relocation and/or emergency housing intervention assistance services that will be provided as part of the proposed CESH 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.

YHP will provide up to \$4,800 per year, per youth, which will be used for deposits and rental subsidies or eviction prevention. YHP will work with the other agency partners, such as Arcata

House Partnership to provide funds for deposits to qualify for on-going rent utilizing rapid rehousing funds. Community members and resource providers throughout Humboldt County will be advised of YHP services and 211 will serve as the coordinated point of entry. 211 will be available to receive callers who 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, veteran services, substance abuse treatment, mental health providers, document recovery, etc. 211 staff will be trained in the use of the YHP screening tool and will identify those potential referrals that fit the participant criteria, and who are not eligible or do not fit any other housing program. Once 211 staff has processed the potential participant they will refer them to RCAA YHP staff who will make contact and begin the screening and application process.

5. *A detailed description of how the proposed CESH 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 YHP budget submitted has been developed specifically to support the continuation of the Youth Housing Project. RCAA is committed to maintaining and enhancing this program to decrease the number of youth who are homeless or may become homeless through housing location assistance, case management and support. The YHP budget provides a reasonable amount of funding for staffing the project with highly effective and expert staff to fill the positions of 1 FT Case Manager, and a .50 FTE Outreach Worker and administrative support personnel as defined in the Proposed Budget and Budget Narrative which follows.

6. *A detailed description of how the proposed CESH 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 service.*

Once initial contact is made, either by the YHP Outreach Worker or through self or other agency referral the Case Manager will fill a primary role as outlined below.

- Case management will be provided to clients during their participation in the program. Beginning with initial assessments, support for each youth in achieving their goals and objectives will be ongoing. Based on the Needs and Services plan developed by the youth with assistance of the Case Manager, referrals will be made to the appropriate community partners for needed services and resources.

YSB has over 35 years of experience assisting our community's most vulnerable youth and referring them to needed services with partner agencies. The YHP will provide assistance and support in the following areas and more:

- Medical
- Mental health
- Substance use disorder
- Intimate partner violence/trafficking
- Financial assistance and benefits,
- Food security
- Employment training and search
- Housing location and application
- Household management
- Financial literacy
- Legal services

CESH funding will allow RCAA to continue the Youth Housing Program for the transition age youth population and foster transition to permanent housing.

7. 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 CESH 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 YHP will use best practices and collect and evaluate information and data regarding client demographics, financial stabilization tools that were most effective, unexpected successes and challenges, other referrals needed to support clients who have never used government assistance, utilizing new partners or program services, and 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 Case Manager and the HMIS Administrator. Data will be collected on an on-going basis by the Case Manager. The YSB Director and Program Manager will review data to make sure targets are met.

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

A portion of the funding requested through CESH is for the one-time expenses of purchasing a vehicle. The second year budget does not include any capital expenses. As the grant period expires we will seek other funding through Federal, State or local agencies to continue the program to serve youth facing homelessness. Continuing to strengthen our coalition work will be 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, and we will work with our partners to continue this program. In addition, RCAA continues to research and network with partner organizations in order to learn about other potential sources of collaborative funding that may be available. When additional sources are available, RCAA will hope to be at the table in developing or creating new streams of funding for our Youth Housing Programs.

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

YHP 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 specifically focused on maintaining permanent housing or the acquisition and sustainment 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 on the basis of 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 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.

Providing additional safety to clients through housing, as defined by those served, is a high priority. YHP operations and decisions are conducted with transparency to build and maintain trust with clients, among staff and others involved in the organization. The Youth 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 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 responsive services and recognize the healing value of traditional cultural connections. Throughout the Youth Service Bureau we utilize policies and processes that are responsive to client needs.

ATTACHMENT 1 - SIGNATURE AFFIDAVIT

**REQUEST FOR PROPOSALS – NO. DHHS2019-02
CALIFORNIA EMERGENCY SOLUTIONS AND HOUSING PROGRAM**

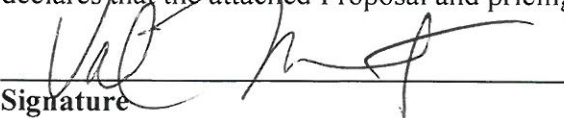
**ATTACHMENT A – SIGNATURE AFFIDAVIT
(Submit With Proposal)**

REQUEST FOR PROPOSALS – NO. DHHS2019-02 SIGNATURE AFFIDAVIT	
NAME OF ORGANIZATION/AGENCY:	Redwood Comm. Action Agency
STREET ADDRESS:	904 G St
CITY, STATE, ZIP	Eureka, Ca.
CONTACT PERSON:	Maura Eastman
PHONE #:	707-443-8322 ext 203
FAX #:	707-445-1445
EMAIL:	meastman@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. DHHS2019-02 and declares that the attached Proposal and pricing are in conformity therewith.


Signature

10-1-2019
Date

Val Martinez
Name

10-1-2019
Date

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

ATTACHMENT 2 - BUDGET AND BUDGET NARRATIVE

Program: CESH - Youth Housing Program Continuation				
Lead Agency: Redwood Community Action Agency				
Budget Start Date:		Budget End Date:		
A. PERSONNEL				TOTAL PROGRAM
A. PERSONNEL COSTS				CALCULATION
Director		37.07	.2 FTE	14,288
Program Manager		\$34.83	.2 FTE	13,584
Case Worker I	1	\$17.49	1 FTE	34,106
Street Outreach Worker	1	\$16.50	.5 FTE	16,088
HMIS Program Specialist (5% of 1560 Hrs)	1	\$24.65	.05 FTE	1,923
Network Systems Specialist (5% of 2080 Hrs)	1	\$24.36	.05 FTE	2,533
Finance Specialist (5% of 2080 Hrs)	1	\$21.54	.5 FTE	2,240
		Subtotal		84,761
Personnel Fringe Benefits				
SSI, FICA, SUI, WC, Vacation, Health Insurance		30% Ave rate		25,428
		Subtotal		25,428
PERSONNEL TOTAL				\$110,189
B. OPERATIONAL COSTS				
Communications - office & cell phones, internet, etc.		cell phone @\$55/mo, desk phone & internet @\$15/mo*1		840
Copier rental & maintenance		\$20/mo * 12 mo		240
Office space, utilities & janitorial		\$300/mo * 12 mo		3,600
Insurance		\$200/mo * 12 mo		4,800
		Subtotal		\$9,480
C. SUPPLIES				
Employee background checks - DMV, DOJ, Livescan				250
Consumables - printer cartridges, postage, etc.		\$30/mo * 12 mo		360
Office supplies - pens, pencils, paper, clips, etc.		\$15/mo *12 mo		180
Printing forms & documents		\$40/mo *12 mo		240
		Subtotal		1,030
D. TRANSPORTATION				
Mileage reimbursement		200 mi/mo*58.5/mi		1,404
		Subtotal		1,404
E. OTHER COSTS				
Housing Funds for Youth (1st. Mo., deposits, subsidy)	4	\$1,000 depo		18,400
Laptop Computer	1	Laptop Computer \$1,500, Printer \$225.00		1,725
Trainings - CPR, First Aid, etc.	4	training/certifications * \$85/training		340
Office desk & chair, room divider, client chair	1	\$900 staff & client station		900
		Subtotal		\$21,365
OPERATIONAL COSTS TOTAL				\$33,279
F. CAPITAL EXPENSE				
Prius Hybrid for program operation		Vehicle		24,000
CAPITAL EXPENSE TOTAL				24,000
TOTAL ALL EXPENSES				\$167,468
Administrative Fee - 5%				\$8,373
Total Program Cost YEAR ONE				\$175,841

Program: CESH - Youth Housing Program Continuation			
Lead Agency: Redwood Community Action Agency Year two			
Budget Start Date:		Budget End Date:	
A. PERSONNEL			TOTAL PROGRAM
A. PERSONNEL COSTS			CALCULATION
Director		37.07	.2 FTE
Program Manager		\$34.83	.2 FTE
Case Worker I	1	\$18.54	1 FTE
Street Outreach Worker	1	\$17.49	.5 FTE
HMIS Program Specialist (5% of 1560 Hrs)	1	\$24.65	.05 FTE
Network Systems Specialist (5% of 2080 Hrs)	1	\$24.36	.05 FTE
Finance Specialist (5% of 2080 Hrs)	1	\$21.54	.5 FTE
		Subtotal	87,773
Personnel Fringe Benefits			
SSI, FICA, SUI, WC, Vacation, Health Insurance		30% Ave rate	26,332
		Subtotal	26,332
PERSONNEL TOTAL			\$114,105
B. OPERATIONAL COSTS			
Communications - office & cell phones, internet, etc.		cell phone @\$55/mo, desk phone & internet @\$15/mo*1	840
Copier rental & maintenance		\$20/mo * 12 mo	240
Office space, utilities & janitorial		\$300/mo * 12 mo	3,600
Insurance		\$200/mo * 12 mo	4,800
		Subtotal	\$9,480
C. SUPPLIES			
Employee background checks - DMV, DOJ, Livescan			250
Consumables - printer cartridges, postage, etc.		\$30/mo * 12 mo	360
Office supplies - pens, pencils, paper, clips, etc.		\$15/mo *12 mo	180
Printing forms & documents		\$40/mo *12 mo	240
		Subtotal	1,030
D. TRANSPORTATION			
Mileage reimbursement		200 mi/mo*58.5/mi	1,404
		Subtotal	1,404
E. OTHER COSTS			
Housing Funds for Youth (1st. Mo., deposits, subsidy)	4	\$1,000 depo, plus \$300/mo rental assistance	18,400
Laptop Computer		purchased year 1	
Trainings - CPR, First Aid, etc.	4	training/certifications * \$85/training	340
Office desk & chair, room divider, client chair	1	purchased year 1	
		Subtotal	\$18,740
OPERATIONAL COSTS TOTAL			\$30,654
F. CAPITAL EXPENSE			
Prius Hybrid for program operation		Purchased year 1	
CAPITAL EXPENSE TOTAL			
TOTAL ALL EXPENSES			\$144,759
Administrative Fee - 5%			\$7,238
Total Program Cost YEAR TWO			\$151,997

Youth Housing Program Continuation - Budget Narrative

The YHP budget represents necessary expenses to increase housing and housing access for youth, age 18 up to 22 during a twenty four month period.

Personnel Costs:

Employee rates and benefits are defined on the attached budget form. Positions are identified as follows:

Case Manager - a full time equivalent position, to provide direct service to youth. This is a benefited position, and requires specific skills and training to ensure success.

Outreach Worker – a .5 FTE position to conduct regularly scheduled outreach to other agencies, on the street and in areas where youth in the target population gather to inform youth and refer them for services.

Program Manager – this position, identified as .2 FTE provides supervision to the Case Manager and assures that the program meets the goals and objectives established. Salary and benefits are charged at 10% of 1 FTE.

Director – Identified at .2 FTE provides overall direction and planning for the program, represents this and other programs in the community, seeks additional funding streams and assures compliance with all necessary reports and regulations.

HMIS Program Administrator – 5% of the salary and benefits for this position will be charged to this program. The position ensures compliance with data collection standards, generates required reports, provides staff training and coordinates with all YSB program data collection.

Network Systems Specialist – 5% of salary and benefits is charged to this program for network support, computer maintenance, software installation and training.

Finance Specialist – 5% of salary and benefits are charged to the program. This position ensures that funds are tracked in compliance with established RCAA systems, accounts payable or receivable are processed, and financial reports are generated as needed.

Fringe benefits for these positions are calculated at 30% average rate, based on existing costs.

Operating expenses:

Operating expenses include recurring expenses incurred in the operation of the program office. Expenses include office space, utilities, janitorial, office and cell phone, copier rental and maintenance.

Supplies:

This cost provides for the expense of background checks, consumable supplies such as printer cartridges and postage, office supplies and printing/copying forms and documents.

Transportation:

This expense provides for mileage reimbursement for use of personal vehicles for transportation during the program period.

Other Costs:

The laptop computer and office furnishings are a one-time expense. Training will be a recurring expense as they are offered. The Housing subsidy for youth is a recurring expense, based on a \$400 rental subsidy per youth per month during participation in the program.

Capital Expenditures:

Purchase of a Toyota Prius hybrid for staff transportation and transport of youth to appointments, job interviews, and school.

Administrative fee:

Administrative rate, charged at 5% of the total budget, provides for program support and a share of RCAA's annual audit expense.

Total Program cost: Year 1: \$175,841.00
Year 2: \$151,997

Total requested budget for Youth Housing Program Continuation for 2 years: \$327,838

ATTACHMENT 3 – SUPPLEMENTAL DOCUMENTATION

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

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

Program specific guidelines in place include:

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

6.8 Exceptions, Objections and Re requested Changes

No exceptions, objections and changes are requested.
Attachment 1 - RFP Signature Affidavit

Attachment 2 – Project Budget

Attachment 3 – Supplemental Documentation