

# **REDWOOD COMMUNITY ACTION AGENCY'S COMMUNITY HOUSING PROGRAM FOR YOUTH**

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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 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 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 HEAP 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 HEAP 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 HEAP 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 HEAP 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.

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 HEAP 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 HEAP 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 ineligibility 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.

## **CHPY Overview of Qualifications and Experience**

### **4.B. 1**

RCAA operates a multitude of services and programs 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.) or substance abuse. In 2018 RCAA provided services to more than 20,600 individuals and 9,460 households, including over 2,039 seniors and 1,584 persons with a disability. In this past year, 615 of the households RCAA worked with reported being homeless at time of service (approximately **42% of the total 2019 PIT** homeless count). These are the community members that RCAA will help get into permanent housing with the right partnerships and resources.

In order to provide this valuable service, RCAA will rely on the strength of qualified, dedicated 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, and complex HUD programs such as Community Development Block Grants, HOME Investment Partnership funds, Federal Emergency Shelter Grants, and the Emergency Housing Assistance Program. In addition, RCAA oversees state and private contracts with the Coastal Conservancy, the California Endowment, the 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: Humboldt County Department of Health and Human Services including Child Welfare Services, Public Health, Mental Health, Healthy Mom's, etc.; Economic Development, and 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 as well as several local smaller jurisdictions and community service districts; St. Joseph Health System; NorthCoast Garden Collaborative; First 5 Humboldt; Redwood Coast Regional Center; Network of Family/Community Resource Centers, Arcata House Partnership, Waterfront Recovery Services, Crossroads, Humboldt Recovery Services, and many more partnerships across sectors. In rural communities these partnerships are essential to connecting the network of providers.

These partnerships, RCAA 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. 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 work crews and subcontractors similar to the capital improvement effort proposed in this HEAP 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. RCAA has also operated First-time homebuyer programs for many years that included rehabilitation work. This includes housing rehabilitation for over 650 low income homeowners to repair roofs, foundations, and other structural repairs to enable them to keep 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, wheel chair and bicycle friendly trails. Most recently RCAA completed construction and renovation of the former Jefferson School site, converting the facility to Community Center and Park with multiple funding sources and volunteer labor; now the site is open for mixed use and includes programs for all ages within one of the most low-income areas of Eureka.

RCAA's CHP initiatives are built upon a solid foundation of experience developing and operating innovative programs such as those proposed. Both the Community Services Division and Youth Service Bureau of RCAA have the capacity and partnerships to accomplish HEAP program goals and address local priorities.

## **Qualifications and Experience**

RCAA's Youth Service Bureau (YSB) has been operating as a division of Redwood Community Action Agency since 1980. 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 runaway minors (12 to 18) and two transitional living facilities for homeless 16 to 18 year olds and 18-21 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, 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 HEAP funding will enable YSB to efficiently help more youth into permanent housing and provide continued safe shelter facilities for homeless youth.

YSB has a long established track record in serving the needs of youth and has the capacity to undertake the CHPY project. YSB will provide the supervisory and organizational structure,

staff and training, and an evidence-based, trauma focused program. CHPY 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 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.

#### **4.0. B. 2.**

RCAA is familiar with the Legal and procedural obligations and requirements of the proposed Humboldt County similar to HEAP project. Our organization has managed thousands of grants and contracts of this nature and does not anticipate challenges. RCAA has abundant 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 a 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 lists Supplemental Documentation of RCAA Policies and Procedures, etc. available for review at any time.

#### **4.0. B. 3.**

Under the Youth Service Bureau and Community Services Divisions of the RCAA umbrella are Program Directors of long standing to manage and oversee 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 eight 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 in these beds.

**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, software and hardware used by staff.

**Finance Specialist-** RCAA’s Finance Specialist (FS) has been with RCAA for more than 9 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 records of all program clients, accounts payable in preparation and processing of checks.

The Contractors hired to perform installation of the heating unit at California Street and the heating unit and ductwork at 17<sup>th</sup> Street are licensed by the State of California, and meet RCAA’s guidelines for bid qualification. Bid estimates have been obtained as a guideline, and a formal bid process will be initiated upon funding with installation to follow on completion of the competitive bid process.

#### **4.0. B. 4.**

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 HEAP 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 timeframe allowed for this HEAP funding.

## 5.0 A CHPY

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

Through the HEAP funding, 5 additional beds will be provided through the use of scattered site apartments, 17 beds in two locations will be maintained through installation of safe heating, transportation resources will be provided, and youth will be assisted in obtaining permanent housing. CHPY will provide a subsidy for 5 apartments, and RCAA's CHP and CHPY 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 CHPY Case manager will conduct an initial screening upon self-referral or referral from another program or agency.

- a. How many individuals will be served?  
A minimum of 15 youth will be served. The total number may increase, depending on the length of stay of each youth in the program. Our commitment is to maintain 5 subsidized beds during the entire 24 month period.
- b. How the proposed project will serve the entirety of Humboldt County.  
CHPY will notify agencies 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. CHPY staff will be able to be contacted by phone, email or in person. The Case Manager will work with clients to ensure they receive services. Staff will be available Monday through Friday to meet with clients to assess their need for service.
- c. How the proposed HEAP project will assist in the County's effort to end homelessness in Humboldt County.  
The CHPY will provide an additional 5 beds to meet, in part, the need for housing for transition age youth. The Case Manager will work closely with landlords to place youth in permanent housing, will work with clients to help retain housing, and will provide a rental subsidy for assistance. Through the installation of heaters in 2 facilities RCAA-YSB will maintain 17 existing beds for youth, serving over 68 youth annually. Life skills programs will provide youth with tools they will need to get permanent housing and continue to take their place in the community.

Program activities will include:

- Positive Youth Development – Youth will participate in all care planning and goal setting.
- Intake – Youth will receive a life skills, substance abuse and mental health assessments.
- Support Services – housing assistance, mental, physical, physical health care referrals, substance abuse prevention and treatment referrals.
- Life Skills – Health promotion, goal setting/life planning, household management,



interpersonal skill building, building permanent connections.

- Education – school connectedness, assistance graduating, GED preparation, secondary education support.
- 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), 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.
- 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 HEAP project will serve and how the project will benefit the individuals being served.

The CHPY program will serve homeless youth ages 18 up to 22. CHPY will assist youth in obtaining safe, stable living accommodations in scattered site locations, will conduct individual assessments of each youth entering the program (where the youth, with the assistance of the Case Manager) 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, 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 HEAP 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.

No additional funding has been identified for this project. There is no new construction involved, only the purchase and installation of heating units in two existing facilities and duct work for central heating in 1 unit serving multiple youth. This project can begin immediately after funding.

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 HEAP 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.

CHPY will provide a \$500 per month rental assistance to each client in the five new housing beds as part of the HEAP project. CHPY will work with the RCAA CHP project and other housing assistance programs to provide funds for deposits to qualify for rental. In the event that an emergency occurs and a youth is unable to make a rent payment, additional assistance through CHP may be available to retain the housing.

To provide the above services, RCAA will work with 211 for coordinated entry through 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 get the assistance they need. Once that part of the process is completed, staff continue to work with callers in providing the additional resources and referrals they might need. Callers who do 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 2-1-1 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, veteran services, substance abuse treatment, mental health providers, document recovery, etc.

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

Capital Improvements include the following renovations to sustain shelters and transitional facilities for homeless youth:

HEAP funds will be used for the purchase and installation of a Lennox ML180UH090P36B natural gas furnace and installation of ductwork in individual bedrooms at the transitional living facility located on 17<sup>th</sup> Street in Eureka. The furnace currently in place is well over 20 years old, and heats only the common areas of the facility. Heat is only available to the bedrooms if doors are let open. The new furnace and ductwork will provide heat to every area of the facility. HEAP funds will also be used to purchase and install a HTP UFT High Efficiency Boiler to replace a 20+ year old boiler in the California Street shelter and transitional living facility.

To facilitate transport of youth a KIA Sedona or similar type of vehicle seating 6 passengers will be purchased with HEAP funds. Transportation is frequently a barrier for youth in obtaining needed services (including applying for housing and keeping employed).

6. A detailed description of how the proposed HEAP 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 CHPY budget submitted has been developed specifically to support the startup and implementation activities RCAA is committed to enacting for homeless youth, should we be funded, and will lead to future funding toward our identified goals. The CHPY budget provides a reasonable amount of funding for staffing the project with highly effective and expert staff to fill the positions of Case Manager and support personnel as defined in the Proposed Budget and Budget Narrative, Section 5.0 B which follows.

7. A detailed description of how the proposed HEAP 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 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 many years of experience doing this type of work with our community's most vulnerable youth. HEAP funding will allow RCAA to expand these programs to more youth, create more opportunities for youth shelter and foster transition to permanent housing for youth.

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 HEAP 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. Data will be collected on on-going basis by the Case Manager.

9. A detailed description of how the provision of the services or capital improvements that will be provided as part of the proposed HEAP project will continue past the period in which HEAP 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 significant amount of the funding requested through HEAP is for the one-time expenses of furnace replacement and purchase of a passenger van. That reduces dramatically the cost of continuing the CHPY program to serve youth facing homelessness. In addition, RCAA will continue to encourage use and reuse of existing resources as seen in our ability to utilize the existing infrastructure developed over the last 38 years of RCAA's existence serving low income and poverty level community members of Humboldt. We will encourage development of internal expertise to transmit, maintain and advance our ability to appropriately respond to those with trauma needs.

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 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 Community Housing Programs.

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

*CHPY 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.

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 and CHPY operations and decisions are conducted with transparency to build and maintain trust with clients, among staff and others involved in the organization. The community housing program and community housing program for youth recognize 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 and CHPY both 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 HEAP 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.

# 5B Project Budget

A	B	C	D	E	F
<b>5B PROJECT BUDGET - ATTACHMENT B</b>					
Grant: HEAP - Community Housing Program for Youth					
Lead Agency: Redwood Community Action Agency					24 mo. program
Budget Start Date: JUNE 1, 2019 Budget End Date: MAY 30, 2021					
<b>SECTION I PERSONNEL</b>					<b>TOTAL PROGRAM</b>
<b>A. PERSONNEL COSTS</b>		<b>RATE</b>	<b>% TIME (FTE)</b>		<b>CALCULATION</b>
Case Worker I	1	\$16.50	100%		64,350
Program Manager	1	\$34.83	10%		13,584
HMIS Program Specialist	1	\$24.65	5%		2,011
Network Systems Specialist	1	\$24.36	2%		1,900
Finance Specialist	1	\$21.54	2%		1,680
				Subtotal	83,525
Personnel Fringe Benefits					
SSI, FICA, SUI, WC, Vacation, Health Insurance		31% Ave rate			25,893
				Subtotal	25,893
<b>SECTION I TOTAL</b>					<b>\$109,418</b>
<b>SECTION II</b>					
<b>B. OPERATIONAL COSTS</b>					
Communications - office & cell phones, internet, etc.	24/mos	cell phone @\$35/mo, desk phone & internet @\$15/mo*24			1,200
Copier rental & maintenance	24/mos	\$20/mo*24/mos			480
Office space, utilities & janitorial	24/mos	\$300/mo*24/mos			7,200
Insurance	24/mos	\$200/mo*24/mos			4,800
				Subtotal	\$13,680
<b>C. SUPPLIES</b>					
Employee background checks - DMV, DOJ, Livescan					178
Consumables - printer cartridges, postage, etc.	24/mos	\$30/mo*24/mos			720
Office supplies - pens, pencils, paper, clips, etc.	24/mos	\$15/mo*24/mos			360
Printing forms & documents	24/mos	\$20/mo*24/mos			480
				Subtotal	1,738
<b>D. TRANSPORTATION</b>					
Mileage reimbursement	24/mos	200 mi/mo*54.5/mi*24/mos			2,616
				Subtotal	2,616
<b>E. OTHER COSTS</b>					
HOUSING SUBSIDY FOR 5 YOUTH	5	\$500 per month* 5 youth *24 months			60,000
Laptop Computer	1	Laptop Computer \$1,500, Printer \$225.00			1,725
Trainings - CPR, First Aid, etc.		4 * \$85/training			260
Office desk & chair, room divider, client chair		\$900 staff & client station			900
				Subtotal	\$62,885
<b>SECTION II TOTAL</b>					<b>\$80,919</b>
<b>F. CAPITAL EXPENDITURES</b>					
TLP House Heating System renovation					9,980
Shelter / TLP Heating System replacement					\$4,872
Youth Transport Passenger Van					\$32,000
<b>SECTION III Total</b>					<b>\$46,852</b>
<b>SECTION I, II, III TOTAL</b>					<b>\$237,189</b>
<b>Administrative Fee - 10%</b>					<b>\$23,719</b>
<b>Total Program Costs</b>					<b>\$260,908</b>

## **5.0 2. Community Housing Program for Youth - Budget Narrative**

The CHPY 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.

**Program Manager** – this position 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.

**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** – 2% of salary and benefits is charged to this program for network support, computer maintenance, software installation and training.

**Finance Specialist** – 2% 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 31% 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 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 reoccurring expense, based on a \$500 rental subsidy per youth per month during participation in the program.



***Capital Expenditures:***

These are one-time only expenses, which will provide safe heating of two existing facilities and the purchase of a passenger van for transport of youth to appointment, interview, etc.

Purchase and installation of a high efficiency gas boiler to replace a 20+ year old boiler located at 1100 California Street in a building housing 12 youth.

This expense is for the purchase and installation of a Lennox ML natural gas furnace and installation of ductwork to provide heat to each bedroom in a building on 17<sup>th</sup>. Street currently housing 5 youth.

Purchase of a 2019 6-passenger van for transport of youth to appointments, job interviews, and school.

***Administrative fee:***

Administrative rate, charged at 10% of the total budget, provides for program support and a share of RCAA's annual audit expense.

Total Program cost:   \$237,189

Administrative fee:       23,719

Total requested budget for CHPY:   \$260,908

## 6.0 Supplementary 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:

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

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