

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

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

## **4.0 Professional Profile**

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

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

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

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

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

The purpose of these goals is to enable low-income and/or disadvantaged persons to gain the necessary skills, education, and motivation to become self-sufficient in a healthy, sustainable environment. RCAA's 68 full-time and 18 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.

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

The Professional Profile must contain an overview of the Proposer's qualifications and experience regarding the provision of services and/or capital improvements equivalent to those that will be provided as part of the proposed HEAP project, which includes, at a minimum, all of the following information:

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

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.

### **CSD Qualifications and Experience**

The Family Services Division of RCAA, established in 1986, evolved into the Community Services Division (CSD) which serves homeless families and single adults in our three transitional housing programs and, most recently, assisted in the development of the Waterfront Recovery Services, supporting individuals recovering from substance abuse.

RCAA's CSD worked with the CalFresh program in order to build gardens at the shelter houses and facilitate nutrition classes for sheltered families. CSD continues to direct the AmeriCorps AFACTR Program of 10 members serving at 7 Family and Community Resource Centers providing case management services for differential response referrals and center clients in need of basic services. Through CSD, RCAA provides Children's Mental Health therapeutic services. The AB109 Case Management Services project provides vital support to three substance abuse

treatment program's locally with essential case management staff, training and supervision. CSD manages the Teaching Oral Optimism Throughout Humboldt (TOOTH), an oral health program of RCAA, directed at providing education and preventive services to preschool and elementary school students and their families.

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

RCAA's CSD continues to provide a variety of services to homeless individuals and families. CSD currently operates housing with 41 beds in three short-term transitional living facilities for homeless families and women with children escaping domestic violence. All of RCAA's transitional housing programs provide comprehensive case management and outpatient mental health services with a focus on building a stable life after homelessness. We support adults and families with budgeting, housing and job searches, mental health and resources for substance abuse disorder. Our agency has years of demonstrated success in supporting adults and families to achieve this goal.

As specific evidence of RCAA's success in operating the proposed CHP HEAP project, we can look to previous experience in running a very similar program on a larger scale when funding like HEAP was more readily available in Humboldt County. Over 10 years ago RCAA operated *Humboldt Housing Now-Homeless Prevention and Rapid Re-housing Program (HPRP)* with more than 12 partner and vendor agencies throughout the region. More than 5,000 phone screenings requesting help and 3,369 unduplicated phone screenings were received by the United Way. The program was able to serve 921 households (over 1,900 individuals). The CHP is based on this model of referral and single point of entry utilizing 211. RCAA has updated and revised the program guidelines and procedures for immediate program implementation. .

### **211 CSD Qualifications and Experience (Subcontractor)**

RCAA's CHP will subcontract with our partners at 211 that also have tremendous experience handling community referrals. 211, formerly known as the Community Switchboard, has been serving Humboldt County for over 40 years. 211 is dedicated to collecting and sharing resources and information with our community's service providers and the public at large and currently provides prescreening as the 'point of entry' for HUD services within the county.

A part of the Humboldt Network of Family and Community Resource Centers, 211 is one of 16 Centers serving in Humboldt County. These centers have close connections with individuals and families who are high risk of eviction or are experiencing homelessness people in each of their communities. They work closely with each center to make sure they have up to date information to distribute to those seeking services. They act as a hub for the entire community of providers who serve the homeless or at risk of being homeless.

Since 211 is a resource center for social services available in Humboldt County, callers can be assessed according to their individual needs and given information on resources that could provide assistance to them, such as; shelters, food, clothing/blankets, medical, veteran services, substance abuse treatment, mental health providers, document recovery, etc. In addition, 211 has access to a virtual system of communication which greatly improves access to persons with physical disabilities, limited transportation availability, and those in the rural most part of Humboldt County.

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

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

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

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.

### **CSD Staff relevant qualifications**

Under the general supervision of the RCAA Community Services Director, Lorey Keele, Casey Crabb will act as Project Deputy Director for CHP . Ms. Keele has over 30 years of administrative experience and a proven track record of successfully implementing programs and managing federal, state, county and foundation contracts with nonprofits and government organizations, within our local community, as well as multicounty and statewide.

**Case Worker I** – Two FTE, Case Worker I (CWI) positions will be hired by RCAA to help stabilize families and individuals eligible for CHP services. Case Workers will screen potential applicants according to the programs income eligibility criteria, and guidelines. CWI's will provide intakes and assist clients in completing program paperwork, resources and referrals as appropriate, as well as short-term housing transition stabilization services. CWI's will have experience in client case management, counseling techniques and procedures, certification in First Aid and CPR as well as experience with community resources/referrals, and be trained in motivational interviewing and mandated child abuse reporting.

**Project Coordinator** – RCAA's Project Coordinator (PC) has been with RCAA for more 15 years supporting youth, adults and families who have found themselves homeless and living in one of our shelters. Our PC was an integral part of the program development and implementation of RCAA's Homelessness Prevention Program from the period of 2009 to 2012. This previous experience in working with such a similar project will give RCAA the foundation and knowledge needed to implement this program immediately.

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

**Program Deputy Director** – RCAA's Program Deputy Director (PDD) has been working in the mental health field since 1997 in both residential and community based programs, serving adults, youth and families. The PDD managed RCAA's Multiple Assistance Center (MAC) serving adults struggling with mental illness, substance abuse disorders, etc. Once the MAC transition to the Waterfront Recovery Services, the PDD managed the facility's operations while also overseeing our transitional shelter program, Parents and Children in Transition (PACT) project, providing housing to families, and women and children fleeing domestic violence. The CSD PDD has more than 20 years of program and administrative experience and a proven track record of successfully implementing programs and managing federal, state, county and foundation contracts. The CHP Program Deputy Director will oversee all program activities, maintain the structure of the program, support and supervise frontline staff, and monitor for quality assurance.

**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 to landlords, property managers, utilities, and vendors specific to the Community Housing Program.

**Financial Education Program Specialist** – Last year, RCAA received funding from the Office of Child Abuse Prevention to implement the Your Money, Your Goals curriculum led by the Financial Education Program Specialist (FEPS) provides leadership, coordination and technical support to further develop and sustain the Economic Empowerment programming within RCAA. The FEPS provides financial literacy education and information to low income families and individuals throughout Humboldt County in one to one meetings as well as community group setting. Our last hire comes to use with more than 30 years of business management experience and expertise.

**Call Center Specialist** – 211 will hire and train part time staff member to provide additional phone time to compensate for the increase in CHP callers. Call Center Specialist (CCS) will prescreen all housing specific callers using the CHP screening tool provided in order to decipher the clients’ needs and make the appropriate referral to the housing assistance program best suited to the individual or family. CCS will also enter caller information into the HMIS system when appropriate.

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

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. Project description**

Proposals shall include a clear and concise description of the proposed HEAP project which identifies the Proposer's ability to comply with the program objectives, local funding priorities, requirements, specifications and standards set forth in this RFP RFP NO. DHHS2019-01 10

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

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

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

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

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

- ◆ Have an initial consultation with an RCAA CHP staff member who can determine the appropriate type of assistance to meet their needs;
- ◆ The household must be low-income (up to 200% of the federal poverty level);
- ◆ Have a form of income;
- ◆ Must be homeless or at risk of losing their housing Must not be eligible for any other housing assistance support

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

A minimum of one hundred and fifty (150) community members will be served by the CHP over a period of 24 months. If the amount distributed per individual or family is less than expected CHP will continue to provide financial assistance to eligible applicants within the 24 month period.

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

Community members and resource providers throughout Humboldt County will be advised of CHP 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. Through the initial screening process, 211 staff will have been thoroughly trained in the use of the CHP screening tool and will identify those potential referrals that fit the CHP participant criteria, and who are not eligible or do not fit any other housing program. Once 211 staff has processed the potential participant they will refer them to RCAA CHP staff who will make contact and begin the screening and application process.

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

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

RCAA's CHP will provide eligible community members with housing assistance funds who are at risk of becoming homeless and/or being evicted from their current homes. Staff will contact landlords in order to work out a plan to keep them in their homes, reducing their chances for eviction and helping them catch up on late/past rent. For those who meet the eligibility criteria and have found appropriate housing but are unable to afford payments for the following: first months' rent, last months' rent, security deposit, animal deposit, and/or utility turn on services. This assistance will help immediately prevent clients from homelessness and increase their knowledge of resources to assist in economic recovery. The result will be seen in Humboldt County by the impact on a minimum of 150 households which might otherwise end up without a home.

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

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

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, any and all other sources of

financing that will be utilized to support the project, any and all applicable construction timelines and any and all applicable unit breakdowns and affordability levels, if applicable.

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

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

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

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

Meeting with RCAA staff is required in order to receive CHP assistance, although it is not necessarily the first step. Staff will provide a limited screening, intake, assessment and eligibility determination in order to proceed and move toward receiving financial assistance to maintain or

attain permanent housing. Once the initial process has been successful, the assigned case worker will plan, implement, coordinate, monitor the options and services required to meet the client's housing service needs.

The Project Coordinator (PC) will review and investigate the application and paperwork submitted to make the final determine of eligibility. The PC will confirm the information is accurate and factual by contacting individuals and companies referred to in the applicant's documentation. If all the information submitted is accurate the PC will notify the client that the application was approved and a check is being requested and the date and time that check or checks will be ready. No check will be written to clients, relatives, or their friends. The PC will make contact with the vendor or landlord notifying them that the application has been approved and that the check/s are being processed and when they can expect to receive the payment. How the check gets to the vendor or landlord expeditiously will be the decision of the PC. The PC will also take into consideration the urgency of whatever situation the client is in current in order to ensure as quick a response as is possible.

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

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

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

To address in this critical area RCAA, has developed a program called ***"Money! Search and Rescue"***. ***Money! Search and Rescue*** is not designed to make anyone rich, but it is designed to put client in control of their money. We do this by sharing money practices that are informative and road tested. Our FES provides free assistance to empower the clients with the knowledge and tools they need to navigate a wide variety of money topics. The ***Money! Search and Rescue*** curriculum incorporates the *Your Money, Your Goals* toolkit provided by the *Office of Child Abuse Prevention*.

Client will be offered a menu of topic and tools including but not limited to:

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

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

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

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

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

**6.** A detailed description of how the proposed 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 CHP budget submitted has been developed specifically to support the startup and implementation activities RCAA is committed to enacting should we be funded and will lead to future funding toward our identified goals. The CHP budget provides a reasonable amount of funding for staffing the project with highly effective and expert staff to fill the 2.73 FTE positions, as clearly detailed in the Proposed Budget and Budget Narrative, Section 5.0 B which follows.

**7.** A detailed description of how the proposed 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 is essential to the success of the CHP. RCAA staff will provide a blend of assessment and coordination services. They will also possess an in-depth knowledge of our community's available services and housing, mixed with a genuine empathy and respect for the families and individuals who will be seeking our assistance. RCAA staff will use this expertise and empathy to provide services that are "just enough" to help individuals and families move through crisis towards stability.

Two case management specialists will provide eligible clients with case management services for a maximum of 3 months. Services will include: plans for sustaining housing, and referrals for medical and mental health services; employment searches and training through the job market; applying to CalFresh or SSI; legal assistance for remediating negative credit history, and/or reunification efforts; access to Family/Community Resource Centers for food, clothing, health related services and ongoing case management support; income tax return assistance; employment and training services; medical/dental /mental health services; transportation services; and links to other benefits they may be eligible to receive.

**8.** A detailed description of the systems and processes that will be utilized to collect data related to, and evaluate the performance of, the services and/or capital improvements provided as part of the proposed 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.

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

## **9. Sustainability**

A detailed description of how the provision of the services and/or capital improvements that will be provided as part of the proposed 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 that does not disrupt access to other appropriate services, require relocation or impose other related hardships on members of the Target Population.

CHP and CHPY both base the passion of those involved in the programs can be launched and maintained with very little infusion of resources. RCAA will continue to encourage use and reuse of existing resources as seen in our ability to utilize the 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 are available. When additional sources are found, RCAA will hope to be at the table in developing or creating new streams of funding for our Community Housing Programs.

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

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

- Emergency Services that address the immediate need for shelter or stabilization in current housing.
- Housing, Resource, and Support Services Assessment focusing on housing needs, preferences, and barriers; resource acquisition (e.g., entitlements); and identification of services needed to sustain housing.
- Housing assistance including financial assistance with housing costs (e.g., security deposit, first month's rent, move-in and utilities connection, short-term housing subsidies); advocacy, referrals and/or assistance in addressing housing barriers (e.g., poor credit history or debt, prior eviction, criminal conviction).
- Case management services (short-term up to 3 months) specifically focused on maintaining permanent housing or the acquisition and 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.

N/A

**5.0 B Project Budget.** The Project Description must contain a project budget which includes an itemized list of all of the expenditures of HEAP funds associated with the proposed project in a form that is substantially similar to the budget template that is attached hereto as Attachment B – Proposed Budget. In addition the above-referenced budget information, Proposals should also include a detailed explanation of how the costs and expenses in each budget line item were estimated and the justification for such costs and expenses. It should be noted that startup expenses, and administrative costs not to exceed ten percent (10%) of the overall cost of the proposed HEAP project, may be included in the proposed project budget.

## 5B Community Housing Program – Project Budget

5B PROJECT BUDGET - ATTACHMENT B				
Grant: HEAP COMMUNITY HOUSING PROGRAM				
Lead Agency: Redwood Community Action Agency				24 month program
Budget Start Date: June 1, 2019		Budget End Date: May 31, 2021		
				<b>TOTAL PROGRAM</b>
<b>A. PERSONNEL COSTS</b>		<b>SALARY PER HOURLY RATE</b>	<b>% TIME (FTE)</b>	<b>CALCULATION</b>
Case Workers I	2	\$16.50	100%	68,640
Project Coordinator		\$21.20	33%	29,108
Program Deputy Director		\$34.83	15%	21,734
Financial Education Program Specialist		\$16.50	10%	6,864
HMIS Program Administrator		\$24.65	5%	4,102
Network Systems Specialist		\$24.36	5%	5,067
Finance Specialist		\$21.54	5%	4,480
			<b>Subtotal</b>	<b>139,994</b>
<b>Personnel Fringe Benefits</b>				
Benefits - SSI, FICA, SUI, WC, Vacation, Health Insurance	2.7FTE	40% Ave rate-		55,998
			<b>Subtotal</b>	<b>55,998</b>
<b>SECTION I TOTAL</b>				<b>\$195,992</b>
<b>B. OPERATIONAL COSTS</b>				
Communications - office & cell phones, internet, etc.	24/mos	2/cell phones mo. @ \$35/mo, desk phone & internet @ \$15/mo*2.33/employees,		2,760
Copier rental & maintenance	24/mos	\$73/mo*24/mos		1,752
Office space, utilities & janitorial	24/mos	\$350/mo*24/mos		8,400
Insurance	24/mos	\$200/mo*24/mos		4,800
			<b>Subtotal</b>	<b>17,712</b>
<b>C. SUPPLIES</b>				
Employee background checks		DMV @ \$5+DOJ @ \$49+Livescan @ \$35-\$89*4/employees		356
Consumables - printer cartridges, postage, etc.	24/mos	\$30/mo*24/mos		720
Office supplies - pens, pencils, paper, clips, etc.	24/mos	\$25/mo*24/mos		600
Printing forms & documents	24/mos	\$30/mo*24/mos		720
			<b>Subtotal</b>	<b>2,396</b>
<b>D. TRANSPORTATION</b>				
Mileage reimbursement	24/mos	200/mi mo*54.5/mi*24/mos		2,616
			<b>Subtotal</b>	<b>2,616</b>
<b>E. OTHER COSTS</b>				
Subcontract: 211 Humboldt Information & Resource Center		.50 FTE Staff @ \$37,428/yr. with benefits, + \$140/mo.*24/mos monthly online telephone system fee		40,788
Trainings - CPR & First Aid		2 staff * \$65/training		130
Computer & monitor		\$1,100/per computer/monitor*3 stations		3,300
Office desk & chair, room divider, client chair		\$900*3 staff & client stations		2,700
Rental assistance or eviction prevention support for eligible individuals	50	up to \$3000/ea*50/households		150,000
Rental assistance or eviction prevention support for eligible families	50	up to \$5000/ea*50/households		250,000
Deposit assistance - animal, utilities, etc.	50	up to \$300/ea*50/households		15,000
			<b>Subtotal</b>	<b>\$461,918</b>
<b>SECTION II TOTAL</b>				<b>\$484,642</b>
<b>SECTION I &amp; II TOTAL</b>				<b>\$680,634</b>
<b>Administrative Fee - 10%</b>				<b>\$68,063</b>
<b>Total Program Costs</b>				<b>\$748,698</b>

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

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

### **PERSONNEL COSTS:**

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

**B.** Positions are identified as follows:

**Case Worker I** – Two 100% FTE, Case Worker I (CWI) positions will be hired by to provide direct service to program participants. These are benefited positions, and require specific skills and training to ensure success.

**Project Coordinator** – One .33% FTE position will provide direct service to program participants, document verification, data collection, project reporting and processing assistance checks. This is a benefited position, and requires specific skills and training to ensure success.

**Program Deputy Director** – One .15% FTE position will provide supervision to Case Workers, program goals and objectives are being met, and grant compliance and reporting. This is a benefited position and requires specific skills and training to ensure success.

**H.M.I.S. Program Administrator** – One .5% FTE 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 CSD program data collection. This is a benefited position and requires specific skills and training to ensure success.

**Network Systems Specialist** – One .5% FTE of the salary and benefits for computer and software installation and maintenance, network support and staff training and support. This is a benefited position and requires specific skills and training to ensure success.

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

**Financial Education Program Specialist** – One .5% FTE of the salary and benefits are charged to this program. This position will provide comprehensive financial literacy education to participants according to their specific fiscal needs. This is a benefited position and requires specific skills and training to ensure success.

Fringe benefits for these positions are calculated at 40% which is the average rate based on the high cost of health insurance for existing employees.

**OPERATIONAL COSTS:**

Operating costs include recurring expenses incurred in the operation of the program office. Expenses include: office space; janitorial; utilities; office and cell phones; internet; copier lease and maintenance; insurance.

**SUPPLIES:**

The cost of supplies to support staff and client expenses includes: background checks, consumables such as printer cartridges, postage, office supplies, and print client and office forms and documents.

**TRANSPORTATION:**

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

**OTHER COSTS:**

RCAA CHP will subcontract for caller screening services with 211 Humboldt Information & Resource Center. Funds will provide one .50% FTE. This is a benefited position and requires specific skills and training to ensure success.

Trainings costs provide CPR & First Aid certification for new staff members. Co Three computers, monitors are onetime expenses used to navigate the internet with clients, complete client paperwork and programs documents and forms. Two office desks & chairs, room dividers and client chair are onetime expenses used to provide confidential interview settings for clients and staff.

Rental assistance, eviction prevention support for eligible individuals – Up to \$3,000 per person will be made available to a maximum of 50 clients needing financial assistance and support. If less than \$3,000 is spent per person, additional clients may be served.

Rental assistance, eviction prevention support for eligible families – Up to \$5,000 per family will be made available to a maximum of 50 families needing financial assistance and support. If less than \$5,000 is spent per family, additional families may be served.

Deposit assistance will be available for eligible applicants for needing animal or utilities deposits.

**ADMINISTRATIVE FEE:**

RCAA's administrative rate is calculated at 10% of the total budget, and provides for program support from our Fiscal Department, Human Resources Department, Planning Department and Executive Director and a share of our annual audit expense.

## 6.0 Supplemental Documentation:

Proposals shall include a list of any and all documents that will assist the County in evaluating the Proposer's ability to comply with the program objectives, local funding priorities, requirements, specifications and standards set forth in this RFP, including, without limitation, any and all administrative policies, procedures and best practices that must be in place prior to execution of a HEAP Agreement, any and all required licenses and certification and/or accreditation documents, job descriptions, evidence of prior program performance and explanatory letters regarding relevant audit findings. If applicable, Proposals shall also include a legal opinion letter which demonstrates that the Proposer has considered both the legal requirements of Article XXXIV of the California Constitution, as clarified by Sections 37000, *et seq.* of the California Health and Safety Code, and the relevant facts of the proposed HEAP project. Any conclusion that the proposed HEAP project is exempt from Article XXXIV must include a specific legal theory and project-specific facts which supports such a conclusion.

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

- Fiscal Policies and Procedures
- Human Resources Policies and Procedures
- Job Descriptions
- Best Practices
  - Concept of Trauma and Guidance for a Trauma-Informed Approach – by SAMSHA's Trauma and Justice Strategic Initiative, July 2014
- Licenses, certifications and accreditation documents for services and work provided
- Evidence of prior program performance
- Audits and Letters regarding any relevant audit findings

Program specific guidelines in place include:

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

RCAA does not believe that the proposed 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.