



REQUEST FOR PROPOSALS

Issued by

Santa Cruz County & Homeless Action Partnership

For

The Homeless Emergency Aid Program & The California Emergency Solutions & Housing Program

DATES/DEADLINE:

Date Issued: January 18, 2019
Applicant Orientation Session: January 25, 2019, 10:00 AM-12:00 PM
Application Deadline: February 22, 2019 at 3 PM

Submit Applications by email to:

Rayne.Marr@santacruzcounty.us *and*
Tonygardnerconsulting@yahoo.com

If you have any questions, please contact:

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Status of Homelessness

Santa Cruz County has a long history of community-wide, collaborative work to provide a range of creative programs for addressing and ending homelessness. Over time, these efforts have grown into a full countywide homelessness emergency response system. Components of the system include outreach and coordinated entry, prevention, emergency food and shelter, transitional housing, rapid re-housing, permanent affordable and permanent supportive housing, supportive services at each stage, specialized programs, including outreach for each homeless subpopulation, and integration with “mainstream” programs. The purpose of this countywide system is to address the immediate crisis with emergency shelter and services and to help persons transition as quickly as possible from homelessness to permanent housing and self-sufficiency.

Despite the hard work of many organizations and persons, overall homelessness in the county has increased, growing to approximately 2,249 people on any given night, according to the most recent homelessness Point-in-Time Count.¹ Eighty percent of this population is unsheltered, meaning they have no current shelter or sanitation facilities, and they are living outdoors, in homeless encampments, or other places not meant for human habitation. Because of this crisis of unsheltered homelessness, Santa Cruz, Watsonville, and Santa Cruz County have all formally declared a shelter crisis. Many people living homeless also have one or more disabling conditions, such as mental illness and physical disabilities. Six hundred are chronically homeless,² 403 are members of families, and 588 are unaccompanied children or transition age youth (TAY). The Santa Cruz – Watsonville area is the 6th most expensive rental housing area in the nation³; the lack of affordable housing is a key cause of homelessness.

In other words, Santa Cruz County, its Cities, and its community continue to grapple with a very substantial homelessness challenge. In the face of this challenge, the County and Cities commit to working hard to alleviate the suffering and negative externalities of the large, visible unsheltered homeless population by working in strong countywide collaboration with the faith community, the business community, nonprofit and government service providers, affordable housers, landlords, health care providers, legislative representatives, residents and many others. And we continue to hold firmly to vision of our strategic plan, *All In, Toward a Home for Every County Resident (All In)*:

Our vision is that the diverse residents of Santa Cruz County will have access to safe, stable housing, will have incomes to support their well-being, and will have access to culturally competent services empowering them to meet their basic needs and lead dignified lives.

HEAP/CESH Background

Santa Cruz County is not alone in confronting rising homelessness. Counties and Cities across California have reported increased homelessness numbers, and homelessness has become more visible in many

¹ Santa Cruz County 2017 Homeless Census and Survey Comprehensive Report, Applied Survey Research.

² According the HUD, a “chronically homeless” person is a disabled person who has been homeless for at least one year or four times in the past three years.

³ 2018 Out of Reach, National Low Income Housing Coalition. \$37.79 is the full-time hourly wage required to afford a 2-bedroom apartment in the area at the HUD Fair Market Rate.

locations. Recent federal data estimate the state's homeless population at 134,278 in 2017—25% of the nation's homeless population. While national homelessness has decreased by 13% since 2010, homelessness in California has increased by 9% in the same period.⁴ As a direct result of this crisis of unsheltered homelessness, the **Homeless Emergency Aid Program (HEAP)** was established by State statute. HEAP provides \$500 million to enable local governments to respond to homelessness. The California Business, Consumer Services and Housing Agency (BCSH) administers the program. HEAP is intended to provide localities with flexible block grant funds to address their immediate homelessness challenges, and is intended to serve people who are living homeless. The parameters of the program are intentionally broad to allow local communities to be innovative and craft programs that meet the specific needs they have identified. However, all activities must *directly benefit* the target population and some HEAP activities are limited to jurisdictions that have formally declared a shelter crisis. More detailed information on program eligible uses and limitations is provided below.

HEAP funding is in the form of non-competitive block grants to Continuums of Care (CoC)⁵ based on the 2017 Point-In-Time count and the CoC's percentage of the state's homeless population. Santa Cruz County's share of HEAP funds is **\$9,674,883.45**.

Senate Bill (SB) 850, approved on June 27, 2018, establishes the **California Emergency Solutions and Housing (CESH)** block grant program and designates the Department of Housing and Community Development (HCD) to administer the program. The purpose of CESH is to fund activities that address the needs of homeless individuals and families and assist them to regain stability in permanent housing as quickly as possible. The target population is individuals (all ages) and families living homeless (prioritized group) or at risk of homelessness. Santa Cruz County's share of CESH funds is **\$889,424**.

HEAP program regulations require that the CoC's Collaborative Applicant (i.e., the County Planning Department) be the local **Administrative Entity (AE)**. The County of Santa Cruz is our CoC Collaborative Applicant and is therefore our Administrative Entity for HEAP and CESH. The County is working closely with the local CoC body, known as the Homeless Action Partnership (HAP), in carrying out the local HEAP and CESH programs. The HAP has designated the County Administrative Office to be the local AE for CESH. As required by the State, the County and the HAP have together carried out a countywide, collaborative process in order to identify priorities and estimated budget amounts for HEAP and CESH eligible activities. This was a very extensive process that included representatives of homeless service providers, homeless youth programs, law enforcement, behavioral health, County and City officials, and adults and youth experiencing homelessness, among many other stakeholder groups. Key steps in this process were as follows:

1. HAP Meeting: Briefings and Conversation on HEAP & CESH – 6/27/18, 8/15/18, 10/12/18, 10/17/18, & 12/19/18
2. Youth Homelessness Demonstration Program (YHDP): Prioritizing for HEAP Youth Set Aside – 7/17/18, 8/14/18, 9/4/18, 9/25/18, 10/16/18, & 11/20/18
3. HAP Priorities Refresh Process – Survey (96 responses) & 9/21/18 Priorities Workshop (60+ attendees)
4. CESH Countywide Stakeholder Input Meeting- 10/9/18 (30 attendees)
5. HEAP Jurisdictional Stakeholder Input Meetings –11/27/17 County (35 attendees), 11/28/18 Watsonville (20 attendees), & 12/3/18 Santa Cruz (39 attendees)

⁴ 2019-20 California State Governor's Budget.

⁵ "Continuum of Care" means the group organized to carry out the responsibilities required of a CoC by HUD.

6. Elected Officials Meetings – ongoing briefings by staff of County and City elected officials
7. Final Approval of CESH Recommendations: 10/12/18 HAP Board/Executive Committee
8. Final Approval of HEAP Recommendations: 12/10/18 HAP Board/Executive Committee.
9. Final Approval of HEAP/CESH RFP: 1/15/19 HAP Board/Executive Committee.

Guiding Principles

The HAP Board and Executive Committee have approved the following guiding principles for the HEAP and CESH programs based upon the above-referenced community stakeholder process. HEAP and CESH funding will be invested in programs that effectively and efficiently:

1. Address countywide, jurisdictional, and youth-specific plans and strategies for addressing and reducing homelessness
2. Embrace the Housing First program philosophy, and any other applicable evidence-based or proven strategies
3. Address the immediate needs of persons experiencing homelessness, especially those who are living in encampments, or vehicles, or are otherwise unsheltered
4. Contribute to a comprehensive service and housing delivery approach to ensure successful housing and self-sufficiency outcomes
5. Produce measurable performance results toward successful housing and self-sufficiency and toward reducing homelessness in Santa Cruz County
6. Fill significant community-identified service gaps by expanding or adding programs and targeting high need communities and populations
7. Coordinate and integrate funding streams around joint goals, and demonstrate the potential for ongoing sustainability.

Description of RFP

The purpose of this Request for Proposals (RFP) is to solicit applications from qualified applicants for HEAP and CESH eligible and prioritized projects meeting critical and immediate needs identified through the above-described community process and in line with the guiding principles. HEAP and CESH funds are both included in the RFP to ensure maximum integration and coordination between the two distinct, but related funding sources.

Eligible Project Types

HEAP Project Types

HEAP funds are intended by the State to provide immediate emergency assistance to people experiencing homelessness or at imminent risk of homelessness. All activities must directly benefit the target population. The parameters of the program are intentionally broad to allow local communities to be creative and craft programs that meet the specific needs they have identified. Broadly, State-allowable uses of HEAP funding include, but are not limited to:

1. Services: Street outreach, health and safety education, criminal justice diversion programs, prevention services, navigation services, operating support for short-term or comprehensive homeless services, operational costs for hand washing stations, public toilet, and shower

facilities

2. Rental Assistance or Subsidies: Housing vouchers, rapid re-housing programs, flexible housing subsidies, and eviction prevention strategies
3. Capital Improvements: Emergency shelter, transitional housing, drop-in centers, permanent supportive housing, small/tiny houses, tiny shed homes, improvements to current structures that serve homeless individuals and families, and solutions to address public health crises e.g., hand-washing stations, public toilets and shower facilities
4. Youth Set-Aside: CoCs, but not individual project applicants, must use *at least* 5% of their total award to establish or expand services to homeless youth or youth at risk of homelessness. Not applicable at project level
5. Other: Community engagement, etc.

The following are some key State limitations on the use of HEAP funds:

- Jurisdictions that have not declared a shelter crisis **may not** be the direct recipient of HEAP funds
- HEAP funds **may not** be used for capital projects, such as building or expanding a shelter or navigation center, or for place-based rental assistance, within a jurisdiction that has not declared a shelter crisis
- However, HEAP funds **may be** expended in all jurisdictions, regardless of shelter crisis declaration status, for person-based rental assistance and for *services* projects that serve homeless individuals and families across jurisdictional lines
- Counties **may** use HEAP funds allocated by the CoC to fund County activities that serve all county residents
- In general, HEAP funds can be used for capital projects, such as construction of shelter or housing. However, the HEAP funds are intended to provide immediate emergency assistance to people experiencing homelessness or at imminent risk of homelessness, and 100% of HEAP funds have to be expended by June 30, 2021, or they revert to the State

CESH Project Types

The purpose of the CESH program is to fund activities that address the needs of homeless individuals and families and assist them to regain stability in permanent housing as quickly as possible. State-allowable uses of CESH funds include:

1. Rental assistance, housing relocation & stabilization services to ensure housing affordability to individuals experiencing homelessness or who are at risk of homelessness
2. Operating subsidies in the form of 15-year capitalized operating reserves for new and existing affordable permanent housing units for homeless individuals and/or families
3. Flexible housing subsidy funds for local programs that establish or support the provision of rental subsidies in permanent housing to assist homeless individuals and families
4. Operating support for emergency housing interventions including but not limited to: navigation centers, street outreach, and shelter diversion
5. Systems support for activities necessary to maintain a comprehensive homeless services and housing delivery system, including Coordinated Entry System (CES) data and Homeless Management Information System (HMIS) reporting, and homelessness planning activities
6. Develop or update a CES, if the Continuum of Care (CoC) does not have a system in place that meets the applicable HUD requirements

7. Development of a plan addressing actions to be taken within the CoC service area if no such plan exists

Local Priorities and Funding Allocations

The HAP Board and Executive Committee have approved HEAP and CESH estimated budget amounts that will be expended under each eligible activity. These estimated amounts are not fixed. Rather, they should be viewed as guidance amounts, and the Project Selection Committee reserves the right to change or adjust these estimated amounts in order to maximize budgets and projects, or if doing so will improve impact toward addressing immediate needs and/or ending homelessness. The HEAP table also includes the priority level for each project type based upon three community prioritization meetings. Higher priority project types are especially encouraged. HEAP and CESH Budget Frameworks, including further information on locally prioritized activities, are attached as Appendices A and B respectively. Project applications should clearly identify which eligible activities they address and how they will meet the applicable priorities.

Also, in light of the immediate sheltering and public health crisis, the emergency purpose of HEAP funding, and the short timeline for expending HEAP funds, the HAP Board and Executive Committee have agreed to make an emergency allocation of HEAP funds totaling \$1,005,000 in advance of this RFP to cover urgent winter and other costs through June 30, 2019 for alleviating human suffering that cannot wait until conclusion of this RFP process in April. See below for details.

HEAP ESTIMATED BUDGET AND PROJECT TYPE PRIORITIES			
<i>This table combines estimated budget allocations by HEAP-eligible activity with the priority level per project type based on three community prioritization meetings.</i>			
HEAP Eligible Activities	Priority Level	Estimated Budget	% of HEAP
Services - Highest priority at the top		\$2,515,470.00	26%
<i>Emergency allocation from above for winter and spring sheltering - \$605,000.00</i>			
Emergency shelters	Extremely High		
Support Services: case management, housing navigation, treatment, seniors, childcare, jobs	Extremely High		
Navigation centers	Extremely High		
Landlord incentives and education	Very high		
Reducing barriers to housing	Very high		
Street Outreach	High		
Safe parking	High		
Integrated support teams	High		
Smart path training/coordination	High		
Capacity building, networking, education	High		
Rental Assistance/Subsidy - Highest priority at the top		\$1,644,730.00	17%
Prevention	Extremely High		
Rapid Rehousing	Extremely High		
Integrated support linked to housing	Extremely High		

Diversion	Very high		
Capital Improvements - Highest priority at the top		\$3,386,209.00	35%
<i>Emergency allocation from above for immediate public health and hygiene - \$300,000.00</i>			
Immediate solutions: storage, bathrooms, showers, laundry, charging stations	Extremely High		
Emergency shelters - adults and families	Extremely High		
New or existing affordable housing & PSH	Extremely High		
Navigation centers - low barrier	Extremely High		
Incentives to build accessory dwelling units and tiny homes	Very high		
Capital Improvements for Services Above	Very high		
Incentives to build childcare facilities with housing projects	High		
Youth Set-Aside - Highest priority at the top		\$1,451,232.00	15%
Immediate shelter/host home for <18	Extremely High		
Center for YYA - overnight shelter and drop-in center	Extremely High		
Housing options: lofts, tiny houses, group homes, housing units, master leasing, set-asides, transitional housing, college-to-career rapid rehousing	Extremely High		
Services for mental health, LGBTQ, immigrant, and justice-involved and foster care youth	Extremely High		
Youth system paid team: coordination, planning, advocacy, evaluation	Very High		
Unmet costs for required YHDP evaluation	High		
Other: Community Engagement, etc.		\$193,498.00	2%
<i>Emergency allocation from above for immediate costs for engagement services - \$100,000.00</i>			

CESH Estimated Budget Allocations by Eligible Activity	
CESH Eligible Activities	Estimated Budget
1. Rental assistance, housing relocation, and stabilization services	20% = \$177,883
2. Operating subsidies (NOT LOCALLY PRIORITIZED FOR CESH)	0% -\$0
3. Flexible housing subsidy funds to support temporary or ongoing rental assistance, bridge subsidies to prop owners & vacancy payments, project-based rent or operating reserves	20% = \$177,883
4. Operating support for short-term, emergency housing interventions (up to 40 percent of any funds), such as: navigation centers, street outreach, shelter diversion, and systems support	40% = \$355,775
5. Systems support for activities necessary to maintain a comprehensive homeless services and housing delivery system, including Coordinated Entry System (CES) data, Homeless Management Information System (HMIS) reporting, and homelessness planning activities.	15% = \$133,413 (1/3 ea. for HMIS, CES, and Planning)

Five percent of overall HEAP and CESH funds are set aside for central Administrative Entity costs. Because these Administrative funds are not available to projects, they are not included in the charts above. Project applicants may include overhead costs directly related to the project as part of service costs and may request indirect administrative costs of up to 10% of the grant.

Note: Jurisdiction priorities for each HEAP-eligible jurisdiction have also been developed through the above-referenced stakeholder process. Summaries of the jurisdiction priorities for the City of Santa Cruz, the City of Watsonville, and County of Santa Cruz are attached as Appendices C, D, and E, respectively. Project applications should also address how they will meet the jurisdiction priorities of the jurisdiction applicable to their project.

Eligible Target Populations

HEAP Eligible Target Population

Must be individuals and families, of any age, experiencing homelessness or those at imminent risk of homelessness under the HUD definition of “homeless.”⁶

For youth set-aside projects: Must be unaccompanied individuals or parents experiencing homelessness who are not older than 24.

CESH Eligible Target Population

Must be individuals and families, of any age, experiencing homelessness (prioritized group) or at risk of homelessness.

Eligible HEAP Applicants/Recipients

To be eligible to apply for and receive HEAP funds, applicants/recipients (including sub-applicants and sub-recipients) must be qualified and be:

- A 501(c)(3) nonprofit organization, or
- A local government agency.

Eligible CESH Applicants/Recipients

To be eligible to apply for and receive CESH funds, applicants/recipients (including sub-applicants and sub-recipients) must be qualified and be:

- A 501(c)(3) nonprofit organization,
- A local government agency, or
- A for-profit organization.

Project Period

HEAP Project Period

The anticipated project period for HEAP projects will begin in April 2019 and must conclude with 100% of funds expended by the deadline of June 30, 2021.

⁶ For further information see: <https://www.hudexchange.info/programs/coc/toolkit/determining-and-documenting-homelessness/>.

CESH Project Period

The anticipated project period for CESH projects will begin in April 2019 and could last up to five years depending on project design.

Limits on Grant Requests and Awards

HEAP Requests

The minimum that can be requested per HEAP project is \$25,000. There is no maximum that can be requested.

Note: Applicants should be aware of and consider the limits to estimated HEAP budget allocations by activity (above and Appendix A) when determining their requests.

Also, per State program regulations, HEAP and CESH funds may not be used to supplant or replace local government funding.

CESH Requests

For most CESH projects, the minimum that can be requested per project is \$25,000, and the maximum request per project is \$250,000. Again, applicants should be aware of and consider the limits to estimated CESH budget allocations by activity (above and Appendix B) when determining their requests.

For CES, HMIS, and homelessness planning projects, the minimum and maximum amount that can be requested per project is \$44,471. This is in line with the limits for these activities in the CESH Estimated Budget Allocations by Activity above.

County Reservation of Rights Regarding Awards

All HEAP and CESH awards are conditioned on the availability of the funds. Also, County as the Administrative Entity and the Project Selection Committee reserve the right to:

- Increase or decrease the estimated award(s), award limit(s), or contract(s) amount
- Fund the proposed project(s) in whole or in part
- Fund projects with the funding source—HEAP or CESH—at the discretion of and based upon the best interests of the CoC in addressing homelessness
- Terminate or extend the project(s) or contract(s) based on funding availability
- Take any steps needed to award all HEAP and CESH funding by the deadline, including but not limited to extending the RFP deadline, issuing a new or revised RFP, or other strategy to fully expend the HEAP and CESH funds by the deadline

Additional Requirements

If selected, project applicants will be required to fulfill the following non-exhaustive list of requirements, which will also be considered during the project selection process:

1. Contribute client-level and program-level data to the Santa Cruz County HMIS, in accordance with the HUD HMIS Standards
2. Participate in the Santa Cruz Smart Path Coordinated Entry System for the purpose of prioritizing and matching clients to appropriate housing and service programs
3. Adhere to the Housing First principles as defined in State program regulations (see Appendix F)
4. Must have proven administrative and financial capacity to administer the program within 60 days of the local award and to expend all funds by the contract deadline (6/30/21 for HEAP)
5. For HEAP projects with capital improvements, must have viable plan to successfully site the capital improvements within the time frame needed to expend HEAP funds by the deadline.
6. Must be eligible to receive federal funds and not be on the Federal Exclusion list
7. Must be able to execute and conform with a County Contract (Appendix I)
8. Must comply with all requirements of the State HEAP and/or CESH program. This includes providing program information and reports as needed to meet the relevant State reporting requirements. Further information on HEAP and CESH requirements is available on the respective program websites, as follows:

State HEAP Program Website: https://www.bcsb.ca.gov/hcfc/aid_program.html

State CESH Program Website: <http://www.hcd.ca.gov/grants-funding/active-funding/cesh.shtml>

Proposal Requirements

Proposals must be in electronic 8 ½" x 11" format in 12 pt. font, Times New Roman, with 1-inch margins, double-spaced. Each section must adhere to the applicable page limits. Reviewers will not read beyond the established page limits, including sub-section limits. Proposals must be received as a single PDF file. Late proposals will not be accepted. Please avoid submissions at the last minute, as large files may take some time to transmit, and all applications must be received by the deadline.

Deadline: Proposals must be received by **February 22, 2019, 3:00 PM**

Submission: Proposals MUST be submitted by email to Rayne.Marr@santacruzcounty.us and Tonygardnerconsulting@yahoo.com. DO NOT submit proposals by postal mail fax or hand delivery. The email subject for proposals should be clearly labeled with the name of the project being applied for.

- Applicants may submit proposals for more than one project, but each proposal must be for a distinct project.
- Proposals may request funding under more than one HEAP eligible activity for the project, but funding requested for capital improvement activities will require additional information for the capital improvements portion of the project and an additional capital improvements (sources and uses) budget page.
- Proposals may request HEAP funds, CESH funds, or both HEAP and CESH funds. Where both funding sources are requested, the proposal and budget should make clear which project activities are proposed to be funded by HEAP or CESH funds. The Project Selection Committee reserves the right to determine which funding source—HEAP and/or CESH—will be awarded to any project; this decision will be made based upon how to best coordinate both funding sources

in the interest of the CoC and efforts to end homelessness. See above for minimum and maximum amounts that can be requested from HEAP and CESH funding.

Application Format:

COVER PAGE Appendix G – Form (1 page maximum, not scored)

Complete the attached Cover Page and ensure signature.

PROJECT NARRATIVE (10 pages maximum, 89 points possible broken out as follows)

1) Program Design (4 pages maximum, 34 points maximum)

Please describe what your organization proposes to do with the HEAP or CESH program funding. Include in your response:

- A. An overall program description, including:
 - a. The type of program proposed
 - b. How the proposed program will meet critical and immediate needs of persons experiencing homelessness
 - c. The overall goals of the initiative
 - d. How many people will be served and for what period of time
 - e. How the program will be staffed
 - f. Whether the program will serve the entirety of the County, or a particular jurisdiction
- B. Describe the target population. Provide evidence that the population the project proposes to serve is currently unserved by the proposed services and describe how the project will remedy that gap. Clearly describe the eligibility criteria for the program.
- C. If the funds will be used to support:
 - a. *Capital development or operating subsidies*: describe the project that will be supported, including other sources of financing, construction timeline, target population/unit breakdown, affordability levels, and other key features of the project
 - b. *Emergency solutions* (e.g. emergency shelter, outreach, etc.): describe the target population, services offered, and the strategies employed to maximize exits to permanent housing. Clearly describe the staffing model for supporting clients to successful housing outcomes, i.e., Housing Navigation and/or Case Management
 - c. *Rental assistance, housing relocation, and stabilization services*: describe the types of services to be provided, the process by which level of services and subsidy are determined, how the services would be carried out, and how households are transitioned out of the program.
 - d. *Homeless youth set-aside*: describe the target population, services offered, connection to the Youth Homelessness Demonstration Program if any, and the strategies employed to serve immediate and critical needs and maximize exits to permanent housing
 - e. *CES, HMIS, or homelessness planning*: describe the needs or funding gaps to be addressed, specific activities to be funded, and relationship to existing CES, HMIS, or planning efforts.

- D. Describe how this program/initiative will adhere to the principles of Housing First as defined in State program regulations.⁷ Please provide specific programmatic examples.
 - E. Describe how this program will ensure that homeless participants are connected to mainstream services and resources, including primary care, behavioral health services, employment, benefits advocacy, legal assistance, and other services.
 - F. Describe how the program will utilize the Smart Path Coordinated Entry System
- 2) Alignment with Jurisdictional Priorities (1 page maximum, 15 points maximum)
- A. Describe the extent to which the proposed project aligns with the local jurisdictional priorities and estimated allocations in this RFP. See Appendices C, D, and E.
- 3) Organizational Experience and Capacity (3 pages maximum, 20 points maximum)
- Provide a narrative description of your organization(s)'s relevant experience, including:
- A. Providing services similar to those proposed in your application.
 - B. Connecting homeless participants, including participants with long histories of homelessness and complex needs, to housing and supportive services.
 - C. Managing federal or state grants and complying with funding requirements.
 - D. For respondents that propose working with other organizations or subcontractors, describe prior experience working together.
 - E. Indicate whether any of the following apply to your organization (for applicants consisting of multiple organizations, this question applies to the lead organization only):
 - a. Loss (either voluntary or involuntary) of federal funds in the last three years, including funding reallocation, suspension of reimbursement, repayment of grant funds or de-obligation of grant funds due to performance issues (If yes, please describe circumstances).
 - b. Unresolved funder (e.g. HUD) or financial audit findings or concerns (If yes, please describe and attach any communications pertaining to such findings or concerns. (Attached communications will not count against the page limit.)
- 4) Data Collection and Program Outcomes (1 page maximum + logic model, 10 points maximum)
- Describe your organization's systems, processes, and tools for collecting, tracking, analyzing, and reporting program data and performance measures, including:
- A. Outputs: What are your targets for the number and types of activities conducted or services provided and the number and types of participants you will reach? How will you measure and monitor your progress toward reaching these targets?
 - B. Outcomes: What short-term and intermediate changes or improvements do you expect to occur as a result of the program? How will you measure and monitor your progress toward achieving these program-level outcomes? If you have provided similar services before, please give examples of your program's outcomes and successes.
 - C. Quality Measures: How will you know whether the program you're implementing is high-quality (responsive, accessible, implemented with fidelity to recommended or proven practices, etc.)?

⁷ The CoC is aware that Housing First may not fit neatly with all prioritized program types, e.g., hygiene stations. We and other CoCs are awaiting guidance from the State on what is required for such programs, and will forward the guidance as soon as it is received to all potential applicants.

- D. Evaluation and Quality Improvement: How will your organization use program data to evaluate the effectiveness of the program and continuously improve the program? What steps will your organization will take if performance targets are not met?

Like programs will be compared to like. While each program is different and there are no required standard performance targets, some significant program outcome areas to consider depending upon your program types may include, but not be limited to:

1. The number and type of person experiencing homelessness reached and served
2. The number and percentage of program participants who complete a Smart Path CES assessment
3. The number and percentage of program participants who have moved indoors, e.g., shelter
4. The number and percentage of program participants who have moved into permanent housing
5. The average length time before program participants move into permanent housing
6. The average length of time that program participants who enter permanent housing remain in their housing, e.g., for 6 months, for 1 year, etc.
7. The number and percentage of program participants who obtain needed services, for example food, basic needs, hygiene services, mainstream cash and non-cash benefits, health care, health insurance, mental health and substance use services
8. The number and percentage of program participants who get jobs and grow their income

5) Sustainability (1 page maximum, 10 points maximum)

Please explain how the proposed activities may continue past the period in which HEAP or CESH funding is available or, alternatively, how the activities will be phased out in a manner that does not disrupt access to services, require relocation, or impose other related hardships on participants.

PROJECT BUDGET (3 pages maximum, 10 points maximum)

1) Program Budget (2 pages maximum)

Please prepare a two-page program budget using the separately-provided HEAP or CESH budget form showing the breakdown of anticipated revenues and expenditures associated with the proposed activities. Please be sure to include all of the costs for which proposed HEAP or CESH funds will be used. You may include indirect costs up to 10% in your budget.

2) Capital Expenditures Budget (1 page maximum)

For HEAP projects with capital expenditure requests, please also complete the capital expenditures page in the HEAP budget showing the sources and uses for all funding associated with the capital expenditure activities. Please be sure to include all of the capital costs for which proposed HEAP funds will be used.

QUALITY OF PROPOSAL (1 point)

The overall quality, coherence, and completeness of the proposal will be awarded up to 1 point.

SUPPLEMENTAL INFORMATION (Attachment – OPTIONAL 5 pages maximum, not scored)

Please include as an attachment any information, e.g., agency brochures or reports, which will supplement the strength of your application. Do not write additional narrative.

Proposal Selection Process

Initial Staff Technical Review & Eligibility Screening

Staff from the County and the HAP will conduct an initial technical review of every submission to ensure that the format requirements outlined in this RFP have been fulfilled. If any of the material format or substantive requirements is missing or incorrect, the application may be disqualified. All applications that pass the initial technical review will be submitted to a non-conflicted Project Selection Committee that will evaluate and rank the applications.

Evaluation, Ranking, and Selection of Projects

The “Project Selection Committee” will include non-conflicted members of the HAP Board and Executive Committee, as well as other knowledgeable, non-conflicted community members recruited to assist with the review and scoring of projects. The Project Selection Committee will be broadly representative of persons experienced in homelessness, housing, case management, social services, and other related areas; representatives from other Cities and County departments or local advisory boards; and any other individuals deemed capable and appropriate for participation. The committee shall not include potential contractors, and no committee member may apply or assist others in applying for this contract.

The purpose of the evaluation is to determine which applicants demonstrate the skills, expertise and experience to successfully perform the tasks specified in the RFP, and to compose a portfolio of projects that together most effectively meet the needs, goals, priorities, and immediate action priorities articulated during the HEAP and CESH community stakeholder process.

Committee members will read and score applications using a standardized scoring instrument. Committee members may be divided into sub-panels to review different project types, such as particular program types (e.g., emergency shelters), particular population types (e.g., project targeting youth or families), and particular funding sources (e.g., CESH or HEAP). The scoring instrument will reflect the requirements of the RFP and the scoring rubric below:

Project Narrative	89
1. Program Design	34
2. Alignment with Jurisdictional Priorities (see Appendices C, D, and E)	15
3. Organizational Experience and Capacity	20
4. Data Collection and Program Outcome	10
5. Sustainability	10
Project Budget	10
Overall Quality, Coherence, and Completeness	1
TOTAL	100

After the committee members have completed their review process, the scored proposals and preliminary funding recommendations will be forwarded to County and HAP staff. County and HAP staff will jointly review the recommendations and will summarize the funding recommendations for consideration as a whole by the HAP Board and Executive Committee. The HAP Board and Executive Committee, as the decision body, will then meet in order to review and discuss the summarized

recommendations and make funding decisions.

Once decisions have been made, applicants will be informed in writing whether their proposals were chosen for funding. Applicants with projects not selected for funding may appeal the decision by the appeals deadline of **3:00 pm in March 13, 2019**. See Appendix H for the Appeals Policy.

Post-Award Steps

Upon award of contract, Santa Cruz County, City of Santa Cruz, or City of Watsonville reserves the right to negotiate the proposed cost or Scope of Work with applicant(s) prior to contract signing. If requested by the jurisdiction, the selected applicant(s) shall meet in person or on the phone with staff prior to the award of a contract to review the Scope of Work and/or budget.

In the event that an organization is selected for funding, additional documentation will be required in order to develop a contract for services. The Santa Cruz County, City of Santa Cruz, or City of Watsonville will provide copies of a standard contract (a County sample is provided at Appendix I). Jurisdictions reserve the right to change these contracts as needed. All awarded contractors will be required to submit regular invoices and to meet the applicable reporting requirements of the HEAP or CESH program.

Project Selection Timeline

- **January 18, 2019** – RFP and application materials publicly released, posted online
- **January 25, 2019, 10 am – 12 pm** – Applicant Technical Assistance Session held by HAP staff. Location: United Way Conference Room 4450 Capitola Rd., Capitola
- **February 22, 2019, 3 pm** – Deadline for applicants to submit PDF proposals via e-mail
- **March 6, 2019** – HAP Board and Executive Committee meeting to review projects, aggregate scores, recommendations, and select HEAP and CESH projects
- **March 8, 2018** – Written funding decisions e-mailed to applicants
- **March 13, 2018, 3 pm** – Deadline for written appeals to be received by County and HAP staff
- **March 15, 2019** – Deadline for appeals panel to issue written decision
- **April 2019** – Anticipated date for execution of project standard agreement

Please note that these dates, times, and locations are subject to change.

Technical Assistance Available for Applicants

Applicant Technical Assistance Session

As noted above an optional Applicant Technical Assistance session will be held on **January 25, 2019, from 10 am – 12 pm** Location: **United Way Conference Room 4450 Capitola Rd., Capitola**. Agenda: Give overview of State HEAP and CESH programs, introduce and review the RFP, discuss application requirements and project expectations, and answer questions. Questions and answers will be tracked and posted as FAQs publicly online after the session at: <http://www.sccoplanning.com/PlanningHome/Housing/County-WideHomelessPrograms.aspx>.

One-on-One Technical Assistance

If you have questions on programmatic or application requirements, please don't hesitate to e-mail them to HAP Consultant Tony Gardner at tonygardnerconsulting@yahoo.com. The above FAQs will be updated and reposted online based on applicant questions. Technical review of proposals is available upon request no later than 7 days before a submission is due.

Additional Resources

- Santa Cruz County HEAP and CESH Materials:
<http://www.sccoplanning.com/PlanningHome/Housing/County-WideHomelessPrograms.aspx>
- State HEAP Program Website: https://www.bcsd.ca.gov/hcfc/aid_program.html
- State CESH Program Website: <http://www.hcd.ca.gov/grants-funding/active-funding/cesh.shtml>

Appendices

Appendix A. HEAP Budget Framework

Appendix B. CESH Budget Framework

Appendix C. Summary of Santa Cruz Jurisdiction Priorities

Appendix D. Summary of Watsonville Jurisdiction Priorities

Appendix E. Summary of County of Santa Cruz Jurisdiction Priorities

Appendix F. Summary of California Housing First Requirements

Appendix G. Proposal Cover Sheet Format

Appendix H. HEAP and CESH Program Outcomes Logic Model

Appendix I. Appeals Policy

Appendix J. County Contract Example

Appendix A. HEAP Budget Framework

HEAP Eligible Activities	Summary of Activities to be Locally Prioritized for Funding	All In Priority Areas	Estimated % & Budget
1. Services: Include but not limited to street outreach, health and safety education, criminal justice diversion programs, homeless prevention services, navigation services, and operating support for short-term or comprehensive homeless services.	<ul style="list-style-type: none"> • Street Outreach • Emergency shelter operating support • Navigation center operating support • Support Services: case management, housing navigation, treatment, seniors, childcare, jobs • Smart path training/coordination • Safe parking • Landlord incentives and education • Reducing barriers to housing • Integrated support teams • Capacity building, networking, education • Restroom/hygiene facilities 24/7 throughout city; mobile shower/laundry to roam throughout county • Legal services regardless of the individual's status. 	Crisis Response Sys. Supp. Families Chronic/Adults Vets So. Cty.	26% = \$2,515,470
2. Rental assistance or subsidies: Include but not limited to housing vouchers, rapid re-housing programs, flexible housing subsidies, and eviction prevention strategies.	<ul style="list-style-type: none"> • Prevention • Diversion • Rapid Rehousing • Integrated support linked to housing • Rental assistance and security deposit guarantee program. 	Crisis Response Permanent Housing Families Chronic/Adults Vets So. Cty.	17% = \$1,644,730
3. Capital improvements: Include but not limited to emergency shelter, navigation centers, transitional housing, drop-in centers, permanent supportive housing, small/tiny houses, and improvements to current structures that serve homeless. Solutions to address public health crisis e.g., hand-washing stations, public toilets and shower facilities.	<ul style="list-style-type: none"> • Capital improvements for services above • Emergency shelter development/expansion - adults and families • Navigation centers development - low barrier • Incentives to build accessory dwelling units and tiny homes • New or existing affordable housing & PSH • Incentives to build childcare facilities with housing projects • Immediate solutions: storage, bathrooms, showers, laundry, charging stations. 	Crisis Response Permanent Housing Families Chronic/Adults So. Cty.	35% = \$3,386,209
4. Homeless youth set-aside (minimum 5%): Establish or expand services meeting the needs of homeless youth or youth at risk of homelessness. Includes but not limited to homelessness prevention and intervention services, education surrounding tenant-landlord laws/independent living skills/etc., and criminal justice diversion services.	<ul style="list-style-type: none"> • Immediate shelter/host home for <18 • Center for YYA - overnight shelter and drop-in center • Housing options: lofts, tiny houses, group homes, housing units, master leasing, set-asides, transitional housing, college-to-career rapid rehousing, and other • Services: mental health, LGBTQ, immigrant, justice-involved, foster care • Youth system team: coordination, planning, advocacy, evaluate • Unmet costs for required YHDP evaluation • Bring currently underfunded YHDP projects to full funding. 	Crisis Response Sys. Supp. YYA So. Cty.	15% = \$1,451,232

Appendix B. CESH Budget Framework

CESH Eligible Activities	Summary Activities to be Prioritized for Funding	All In Priority Areas	Estimated % & Budget
1. Rental assistance, housing relocation, and stabilization services	Activities to be funded will include rental assistance, housing relocation & stabilization services for both prevention and rapid rehousing (RRH). Eligible populations targeted will include families and individuals who are experiencing homelessness or at risk of homelessness. Funding will be prioritized to fill gaps in current prevention and RRH programs, including households not eligible for other programs (e.g., HUD) and hard-to-serve populations that may need more time (up to 48 months), or that need to pay more (up to 2x the FMRs).	Crisis Response YYA Families Vets So. Cty.	20% = \$177,883
2. Flexible housing subsidy funds to support temporary or ongoing rental assistance, bridge subsidies to prop owners & vacancy payments, project-based rent or operating reserves	Activities to be funded will be the establishment of, and/or support for, rental subsidies in permanent housing. Eligible populations targeted will include families and individuals who are experiencing homelessness. Funding will be prioritized to fill gaps in current housing subsidy programs, including households not eligible for HUD or other housing subsidies, flexible subsidies to support housing success for hard-to-serve populations, and subsidies integrated with creative housing options funded through HEAP capital improvements.	Permanent Housing YYA Families Chronic/Adults Vets So. Cty.	20% = \$177,883
4. Operating support for short-term, emergency housing interventions (up to 40 percent of any funds), such as: navigation centers, street outreach, shelter diversion, and systems support	Activities to be funded will include operating support for street outreach, emergency shelters, navigation centers, warming centers, to include providing immediate services (e.g., hygiene) and staffing of ongoing services (e.g., case management and housing navigation). All homeless populations, especially unsheltered, will be targeted, but priority for funding will go to filling operating gaps in existing programs, projects linked to HEAP-funded capital improvements, projects for youth linked to YHDP funds, and projects for hard-to-shelter populations (e.g., justice involved).	Crisis Response Sys. Supp. YYA Families Chronic/Adults Vets So. Cty.	40% Max = \$355,775
5. Systems support for activities necessary to maintain a comprehensive homeless services and housing delivery system, including Coordinated Entry System (CES) data, and Homeless Management Information System (HMIS) reporting, and homelessness planning activities.	Activities to be funded include systems support needed to maintain our homeless assistance system, including strengthening coordinated entry, HMIS, and homelessness planning. Funding will be prioritized for projects that include filling unmet gaps in coordinated and HMIS operational costs and supporting strategic planning coordination, community engagement, and evaluation activities.	Sys. Supp. Plan Admin	5% CES = \$44,471 5% HMIS = \$44,471 5% Planning \$44,471

Appendix C. Summary of City of Santa Cruz Jurisdiction Priorities

The City of Santa Cruz's identified priorities are based upon the City Council-adopted 20 recommendations⁸ in its 2017 *Homelessness Coordinating Committee Final Report and Recommendations* to particularly address the needs of the unsheltered homeless population. They are refined in consideration of the progress on implementing those recommendations to date and recent input from the community, City staff and Councilmembers. The recommendations are sorted by needs in the CESH and HEAP Eligible Activities.

CESH and HEAP Eligible Activities: Emergency Homeless Services; Youth Services

- **Increase Homeless Outreach Services & Mobile Behavioral Health/Mental Health Response**

Needs:

- (1) Increase the number of Downtown Outreach Workers (or homeless case managers) by 3-12 ensure 7-day-a-week coverage with a wider range of hours and availability, and a larger geographical coverage to provide for field assistance and coordination with city staff, service providers and government systems.
- (2) Increase the number of Housing Navigators.
- (3) Increase the number of Mental Health Liaisons by 2-3 to serve the whole city and liaise with the Fire Department and other City staff in addition to the Police Department.
- (4) Substantially increase the number of bed spaces and treatment options for behavioral health/mental illness and have spaces prioritized for the City of Santa Cruz.
- (5) Substantially increase the number of bed spaces and treatment options for substance use disorder/addiction treatment and have spaces prioritized for the City of Santa Cruz.
- (6) Establish an intervention/mental health team of Mental Health Liaisons and Sheriff's Deputies dedicated to the City with a priority on Wednesday-Saturday coverage.
- (7) Increase training support and skill development for case managers, housing navigators, downtown outreach workers to ensure coordinated, consistent, quality, and inspirational services are delivered and employees are supported.
- (8) Establish a mobile acute medical/behavioral health and transport team to respond to field medical and behavioral health calls for field services and intervention and transportation to the hospital, clinics, shelters or other services.
- (9) Establish a transportation system to transport homeless individuals, veterans and recent jail releases to their homes and services.
- (10) Create a stand-alone homeless information kiosk, bulletin board or other means of sharing information with the homeless population, in a central location.

- **Contract for Homeless Jobs Engagement Program**

Needs:

- (1) Provide job programs for homeless individuals that support a cleaner Santa Cruz to include encampment abatement, street cleaning, railroad track cleaning, vegetation management and other hot spot response.
- (2) Provide incentives to businesses to hire homeless or formerly homeless individuals.
- (3) Provide additional job training opportunities at local schools, colleges or programs for skill development.

⁸ Other recommendations from the report are not included here due to their nature as policy, coordination or internal to the City.

(4) Explore a Habitat for Humanity style program for sweat equity for homeless participants to build/support temporary housing.

- **Create a Triage Location/Expanded Recovery Center for Crisis Intervention**

Needs:

- (1) Enhance services as possible at the Sobering Center to be able to accept individuals with subacute medical needs.
- (2) Expand capacity and resources at health centers such as Homeless Persons Health Project and/or create a medical triage location as a stand-alone or part of a shelter system of care for medical triage team or public safety drop-off.

- **Secure Storage Facilities**

Needs:

- (1) Support existing and establish additional storage programs for personal possessions that are safe, secure and accessible.
- (2) Create a mobile storage team as part of or in coordination with a storage facility for field services including clean-up and retention of property from public spaces, and assist field public safety with property handling in the case of an individual's arrest.

- **Additional Hygiene Resources: Restrooms and Showers**

Needs:

- (1) Enhance the capacity and access at existing hygiene centers to restrooms, showers and laundry.
- (2) Increase the number of temporary and permanent restrooms downtown, along the San Lorenzo Riverwalk, the Branciforte Channel and other critical hotspots and public spaces, with the restrooms to be safe, durable, clean and lit and open as much as possible.
- (3) Establish a restroom monitoring program at some locations to provide safe, clean and 24/7-accessible restrooms.
- (4) Establish additional RV dumping stations for free or subsidized dumping. Establish service agreements with existing providers for free or subsidized dumping.

- **Continue to Fund Homeward Bound**

Needs: Expand funding for Homeward Bound and provide coordination and access to the funds for service providers.

- **Secure Electronic Device Charging Resources**

Needs: Deploy additional charging resources at all homeless service providers.

- **Improve City's Internal Coordination System and Homeless Protocols from Front Line to Public Safety Staff, and Ensure Training and Support**

Needs:

- (1) Establish, a limited term Homeless Resource Coordinator/Officer position within the City to serve as in internal contact and coordinator of field response and services, policy work and implementation of HEAP/CESH programs and other resources.

HEAP Eligible Activities: Capital Improvements; Youth Services

- **Fully-Serviced Navigation Center Homeless Shelter**

Needs: Establish a fully-support regional Navigation Center with wrap-around services including but not limited to shelter, food, hygiene (restrooms, showers, laundry), storage, case managers and housing navigators, clinical/medical services, onsite or referrals to substance use disorder and mental health treatment.

- **Permanent, Year-Round Homeless Center Shelter**

Needs:

- (1) Create low-barrier year-round regional shelter capacity.
 - (2) Create shelters tailored for specific populations, for instance, for: women and families, seniors, medically vulnerable, veterans, those with severe mental illness, extremely low barrier (no limits on pets, partners, possessions, sobriety), etc.
 - (3) Establish a Safe Parking program where RVs and vehicles can safely park overnight in a monitored location with basic restroom and case management services.
 - (4) Improve existing homeless facilities to include capacity and functionality.
- **Day Center with Basic Services and Case Management**
Needs:
 - (1) Establish locations for homeless individuals to go during the day, with access to services including but not limited to basic hygiene (restrooms, shower, and laundry), storage, case management and food.

CESH and HEAP Eligible Activities: Rental Assistance and Housing Subsidies

- **Cultivate Development of Housing**
Needs:
 - (1) Support development of a range of housing types such as Sober Living Environments (SLEs), transitional housing, rapid rehousing, supported housing and temporary housing.
 - (2) Provide a cash fund for housing supports while individuals are in transition from treatment to housing.
 - (3) Provide a cash fund for rental assistance: first, last month rent and security deposits.
 - (4) Provide an emergency cash fund for crisis situations where hardships may lead to loss of housing.
 - (5) Create a “waiting house” where individuals awaiting a treatment bed can be housed without sobriety requirements.
 - (6) Create or support landlord assistance programs to encourage rental units to accept Section 8 vouchers and rent to homeless individuals.

CESH Eligible Activities: Systems Supports

- **Support the Implementation and Success of Coordinated Entry**
Needs:
 - (1) Accelerate the implementation of Phase 2 of Smart Path to integrate homeless services and shelter resources as soon as possible.
 - (2) Establish a coordinated database or system with client name and information for efficient referrals and assessment across service providers.

CESH and HEAP Eligible Activities: Other

- **Engage in Strategic Planning with the Homeless Services Center, County and Other Service Partners**
Needs:
 - (1) Launch a countywide, inclusive strategic planning initiative to create a strategic vision and implementation plan for homeless systems of care and resources, and a governance structure for accountability and collaboration.
 - (2) Separate or as part of the strategic planning work, launch a deep community engagement process for education, involvement and problem-solving for the immediate and long-term homelessness needs.

**Following are the Community Ranking Scores City of Santa Cruz HEAP Stakeholder Meeting
"Most Impactful Within 2 Years"**

Services	Prioritization Score
Emergency Shelters - Adults/Families	70
Navigation Centers - low barrier	32
Support Services: case management, housing navigation, treatment, seniors, childcare, jobs	25
Street Outreach	18
Safe parking	14
Reducing barriers to housing	9
Landlord Incentives and education	3
Integrated support teams	3
Write-In: restroom/hygiene facilities 24/7 throughout city; mobile shower/laundry to roam throughout county	2
Smart path training/coordination	1
Capacity building, networking, education	0
Rental Assistance/Subsidy	
Rapid Rehousing	57
Prevention	46
Integrated support linked to rehousing	40
Diversion	11
Write in:	0
Capital Improvements	
Emergency shelters - adults and families	63
Immediate solutions: storage, bathrooms, showers, laundry, charging stations	56
Navigation centers - low barrier	28
New or existing affordable housing & PSH	17
Capital Improvements for Services Above	16
Incentives to build accessory dwelling units and tiny homes	8
Incentives to build childcare facilities with housing projects	1
Youth Set-Aside	
Immediate shelter/host home for <18	62
Center for YYA - overnight shelter and drop-in center	46
Services: mental health, LGBTQ, immigrant, justice-involved, foster care	29
Housing options: lofts, tiny houses, group homes, housing units, master leasing, set-asides, transitional housing, college-to-career rapid rehousing, and other	23
Youth system paid team: coordination, planning, advocacy, evaluation	10
Unmet costs for required YHDP evaluation	0

Appendix D. Summary of City of Watsonville Jurisdiction Priorities

The City of Watsonville with input from the South County Homeless Subcommittee and City Staff has identified five (5) priority areas to address the immediate needs of the homeless in our City. The priority areas have been further informed by community input gathered during the county-wide priority refresh workshop and input gathered in preparation for HEAP and CESH funding opportunities. The following are the activities are HEAP and CESH eligible.

1. PREVENTION:

- Support development of different housing types such as Sober Living Environments, transitional housing, rapid re-housing, supported housing and temporary housing.
- Support efforts that will transition renters to homeownership, which will free up rental units for those in need and generate homeownership opportunities for those who are ready.
- Assist seniors that may become vulnerable through early intervention and case management support.
- Support expansion of Rental Assistance programs that can help with last month, first month of rent and security deposits.
- Continue to support Landlord incentive programs to encourage rental units to accept section 8 vouchers and/or rent to homeless individuals.
- Expand relocation assistance programs to transition individuals from temporary housing to permanent stable housing.
- Explore policy and regulation changes that support new options for Farmworker housing

2. SERVICES:

- Identify Site for a full time Navigation Center
- Increase capacity of our current Day Center and Winter Shelter
- Explore opportunities to offer year round shelter and services

3. COMMUNITY/ENVIRONMENT:

- City Staff Collaboration that is dedicated to coordinating efforts and resources to address the issue of homelessness in the community.
- Create a public outreach campaign to work with property owners and business owners.
- Establish a Homeless to Work Program to provide clean up services, trash and litter pick up services of parks, public spaces and properties.
- Increase availability of Electrical outlets and Water fountains for mobile charging and clean drinking water.

4. CRISIS RESPONSE:

- Increase the number of mental health liaisons serving the City in partnership with Watsonville Police Dept.
- Explore new partnerships with Behavior Health Agency that will result in more effective crisis response and services for homeless individuals.
- Provide an emergency cash fund for crisis situation where hardships may lead to loss of housing.
- Offer trainings for City Staff on Mental Health issues relating to homelessness
- Establish housing options/bed availability for homeless individuals experiencing mental health issues.
- Establish a mobile acute medical/behavioral and transport team to respond to field medical and behavioral health calls. Provide transport to services if necessary.

5. SYSTEM SUPPORT:

- Increase communication between service providers to exchange information and explore opportunities for effective collaboration.

- Reinvigorate participation and collaboration between service provider agencies in South County and the County of Santa Cruz
- Ensure accurate data count during the Point In Time Count
- Establish a Street Outreach Team that is focused on engaging homeless individuals and connecting them with resources.
- Explore options for mobile wash station with case management workers and health services.
- Engage in strategic planning with the County and other partners and stakeholders to create a strategic vision and governance structure for accountability and collaboration.
- Support strategic planning and community engagement process for education and long term planning to address homeless issues in our City.

**Following are the Community Ranking Scores for Watsonville HEAP Stakeholder Meeting
"Most Impactful Within 2 Years"**

Services	Community Ranking Score
Support Services: case management, housing navigation, treatment, seniors, childcare, jobs	48
Navigation Centers - low barrier	23
Emergency Shelters - Adults/Families	20
Landlord Incentives and education	13
Safe parking	9
Reducing barriers to housing	8
Street Outreach	7
Capacity building, networking, education	3
Integrated support teams	2
Smart Path training/coordination	1
Write-In: legal services regardless of the individual's status	1
Rental Assistance/Subsidy	
Prevention	54
Rapid Rehousing	45
Integrated support linked to rehousing	21
Diversion	17
Capital Improvements	
Immediate solutions: storage, bathrooms, showers, laundry, charging stations	35
Emergency shelters - adults and families	28
Incentives to build accessory dwelling units and tiny homes	22
New or existing affordable housing & PSH	20
Navigation centers - low barrier	14
Capital Improvements for Services Above	12
Incentives to build childcare facilities with housing projects	4
Youth Set-Aside	
Immediate shelter/host home for <18	32

Services: mental health, LGBTQ, immigrant, justice-involved, foster care	31
Housing options: lofts, tiny houses, group homes, housing units, master leasing, set-asides, transitional housing, college-to-career rapid rehousing, and other	28
Center for YYA - overnight shelter and drop-in center	24
Youth system paid team: coordination, planning, advocacy, evaluation	11
Unmet costs for required YHDP evaluation	0

Appendix E. Summary of County of Santa Cruz Jurisdiction Community Ranking

Following are the Community Ranking Scores for County of Santa Cruz HEAP Stakeholder Meeting "Most Impactful Within 2 Years"

Services	Community Ranking Score
Emergency shelters	48
Support Services: case management, housing navigation, treatment, seniors, childcare, jobs	43
Navigation centers	40
Landlord incentives and education	24
Reducing barriers to housing	23
Street Outreach	12
Integrated support teams	9
Capacity building, networking, education	7
Safe parking	4
Write-in: drop in center for YHDP	3
Smart path training/coordination	1
Rental Assistance/Subsidy	
Prevention	70
Rapid Rehousing	60
Integrated support linked to housing	40
Diversion	27
Write in: Start a rental assistance and security deposit guarantee program	3
Capital Improvements	
Capital Improvements for Services Above	22
Navigation centers - low barrier	29
New or existing affordable housing & PSH	40
Incentives to build accessory dwelling units and tiny homes	29
Immediate solutions: storage, bathrooms, showers, laundry, charging stations	45
Emergency shelters - adults and families	37
Incentives to build childcare facilities with housing projects	3
Youth Set-Aside	
Housing options: lofts, tiny houses, group homes, housing units, master leasing, set-asides, transitional housing, college-to-career rapid rehousing, and other	52
Immediate shelter/host home for <18	39
Center for YYA - overnight shelter and drop-in center	36
Services: mental health, LGBTQ, immigrant, justice-involved, foster care	29
Youth system paid team: coordination, planning, advocacy, evaluation	21
Unmet costs for required YHDP evaluation	11
Write-in: Bring currently underfunded YHDP projects to full funding	9

Appendix F. Summary of California Housing First Requirements

All programs receiving HEAP funds must follow Housing First principles. As stated in the State HEAP program FAQs, the State “will require in all standard agreements that any program paid for with HEAP funds shall align and comply with the core components of Housing First as defined in Welfare and Institutions Code Section 8255(b):

California Welfare and Institutions Code Section 8255(b) defines Housing First as follows:

“Housing First” means the evidence-based model that uses housing as a tool, rather than a reward, for recovery and that centers on providing or connecting homeless people to permanent housing as quickly as possible. Housing First providers offer services as needed and requested on a voluntary basis and that do not make housing contingent on participation in services.

(2) (A) “Housing First” includes time-limited rental or services assistance, so long as the housing and service provider assists the recipient in accessing permanent housing and in securing longer-term rental assistance, income assistance, or employment.

(B) For time-limited, supportive services programs serving homeless youth, programs should use a positive youth development model and be culturally competent to serve unaccompanied youth under 25 years of age. Providers should work with the youth to engage in family reunification efforts, where appropriate and when in the best interest of the youth. In the event of an eviction, programs shall make every effort, which shall be documented, to link tenants to other stable, safe, decent housing options. Exit to homelessness should be extremely rare, and only after a tenant refuses assistance with housing search, location, and move-in assistance.”

Note: The CoC is aware that the Housing First policy may not fit neatly with all prioritized program types, e.g., hygiene stations. We and other CoCs are awaiting guidance from the State on what is required for such programs, and will forward the guidance as soon as it is received to all potential applicants.

Appendix G. Proposal Cover Sheet Format

COUNTY OF SANTA CRUZ & HOMELESS ACTION PARTNERSHIP

RFP – HEAP & CESH PROGRAMS 2019

Date:

Legal Applicant:

Name:

Address:

Telephone:

Fax:

E-mail:

Project Name:

Amount Requested:

HEAP or CESH or Both?

Federal Tax ID No.

Contact Person at Agency/Business:

Contact Telephone:

Contact E-mail:

Certifications

The applicant certifies to the best of his/her knowledge and belief that the data in this application is true and correct and that filing of the application has been duly authorized by the governing body of the applicant and that applicant will comply with the assurances required of applicant if the application is approved and a contract is awarded. The applicant also attests the costs of the proposed project can be carried by the applicant for at least 90 days at any point during the term of the contract.

Signature:

Date:

Name:

Title:

For County or HAP Use Only

Date Received:

Time Received:

Santa Cruz County or HAP Staff Signature Acknowledging Receipt of Application:

Appendix H. HEAP and CESH Program Outcomes Logic Model

Program Outcomes Logic Model

Project Title: _____ Agency Name: _____

	OUTPUTS: <u>How much</u> will you do, for whom?		OUTCOMES: How will participants be <u>better off</u> as a result of your program or services?	IMPACT ⁹ : What <u>community-level results</u> will your program-level outcomes contribute to?
	Number and Type of Activities	Number and Type of Participants	Program-Level Outcomes	Community-Level Impacts
Example	Services: Street outreach	50 individuals and/or families annually	<p>X% of program participants outreached who complete Smart Path CES Assessment.</p> <p>X% of program participants outreached who are placed in immediate emergency shelter.</p>	<input type="checkbox"/> Health & Wellness <input type="checkbox"/> Lifelong Learning & Education <input type="checkbox"/> Economic Security & Mobility <input type="checkbox"/> Thriving Families <input type="checkbox"/> Social, Cultural & Civic Connections <input type="checkbox"/> Healthy Environments <input type="checkbox"/> Safe, Just Community <input type="checkbox"/> Stable, Affordable Housing & Shelter
1.				
2.				
3.				

Examples of Program Level Outcomes **could** include **but are not limited to**:

1. The number and type of person experiencing homelessness reached and served
2. X% of program participants complete a Smart Path CES assessment
3. X% of program participants have moved indoors, e.g., shelter
4. X% of program participants have moved into permanent housing
5. The average length of time before program participants move into permanent housing
6. The average length of time that program participants who enter permanent housing remain in their housing, e.g., for 6 months, for 1 year, etc.
7. X% of program participants obtain needed services, for example food, basic needs, hygiene services, mainstream cash and non-cash benefits, health care, health insurance, mental health and substance use services
8. X% of program participants get jobs and grow their income

⁹ In an effort to align local HEAP/CESH RFP process with County CORE Investments, we have included this list of Results derived from the County CORE Investment framework.

Appendix I. Appeals Policy

The Project Selection Committee reviews and selects Full Proposals to implement projects funded by the HEAP and CESH programs. HEAP and CESH applicants with projects not selected for funding may appeal the Project Selection Committee decision using the appeals process set forth below. Decisions of the Appeals Committee are final.

1. Appeals Committee

The four-member Appeals Committee will be composed of the County of Santa Cruz Homeless Services Coordinator, a representative from the HAP lead agency staff, a representative from the City of Santa Cruz, and a representative from the City of Watsonville. Appeals Committee members must be non-conflicted, meaning that they are not employees or Board members of, and do not have a business or personal conflict with, the applicant organizations.

2. Who may appeal

Only HEAP and CESH applicants with projects not selected for funding may appeal.

3. What may be appealed

Appeals may be made only on the following bases:

- Inaccuracy in information provided to the Project Selection Committee (by entities other than the applicant) resulting in the project not being selected
- Failure to follow the review and rank process resulting in the project not being selected
- A conflict of interest resulting in the project not being selected

Appeals based on policy considerations, funding priorities, or other subjective criteria will not be considered and are not eligible.

4. Appeals process

- Applicants seeking to appeal must meet the deadline for submitting a written appeal listed in the RFP, Project Selection Timeline. Failure to meet the deadline voids the appeal.
- The written appeal must be submitted via e-mail only by the deadline to:
Rayne.Marr@santacruzcounty.us **and** Tonygardnerconsulting@yahoo.com. DO NOT submit written appeals by postal mail, express mail, fax, or hand delivery. The appeal must include:
 - The basis or bases for the appeal.
 - A brief statement or explanation of the facts, evidence, and reasons for the appeal.
 - The signature of the applicant's authorized representative.

Appendix J. County Contract Example

CONTRACT NO. _____

INDEPENDENT CONTRACTOR AGREEMENT **(NON-PROFIT)**

This Contract, which is effective on the date it is fully executed, is between the COUNTY OF SANTA CRUZ, hereinafter called COUNTY, and (enter contractor name), hereinafter called CONTRACTOR. The parties agree as follows:

1. **DUTIES.** CONTRACTOR agrees to exercise special skill to accomplish the following results: (enter scope of work) for the County of Santa Cruz (enter department name) Department (hereinafter “the project”).

2. **COMPENSATION.** In consideration for CONTRACTOR accomplishing said result, COUNTY agrees to pay CONTRACTOR as follows: Payment not to exceed \$(enter amount of contract), processed for payment in full after completion of the project, receipt of invoice, and approval of project manager [OR] after receipt and project manager approval of monthly invoices based upon the amount of actual progress achieved on the project during the preceding month.

3. **TERM.** The term of this Contract shall be: (first date of contract) through (last date of contract). If this Contract is placed on the County’s Continuing Agreement List before the Contract term expires, the parties agree to extend the terms and conditions of the Contract as set forth herein, and as reflected in any executed amendment hereto, until the Contract is thereafter terminated.

4. **EARLY TERMINATION.** Either party hereto may terminate this Contract at any time by giving thirty (30) days’ written notice to the other party.

5. **INDEMNIFICATION FOR DAMAGES, TAXES AND CONTRIBUTIONS.** CONTRACTOR shall exonerate, indemnify, defend, and hold harmless COUNTY (which for the purpose of paragraphs 5 and 6 shall include, without limitation, its officers, agents, employees and volunteers) from and against:

A. Any and all claims, demands, losses, damages, defense costs, or liability of any kind or nature which COUNTY may sustain or incur or which may be imposed upon it for injury to or death of persons, or damage to property as a result of, arising out of, or in any manner connected with the CONTRACTOR’S performance under the terms of this Contract, excepting any liability arising out of the sole negligence of the COUNTY. Such indemnification includes any damage to the person(s), or property(ies) of CONTRACTOR and third persons.

B. Any and all Federal, State, and Local taxes, charges, fees, or contributions required to be paid with respect to CONTRACTOR and CONTRACTOR’S officers, employees and agents engaged in the performance of this Contract (including, without limitation, unemployment insurance, social security and payroll tax withholding).

6. INSURANCE. CONTRACTOR, at its sole cost and expense, for the full term of this Contract (and any extensions thereof), shall obtain and maintain, at minimum, compliance with all of the following insurance coverage(s) and requirements. Such insurance coverage shall be primary coverage as respects COUNTY and any insurance or self-insurance maintained by COUNTY shall be considered in excess of CONTRACTOR'S insurance coverage and shall not contribute to it. If CONTRACTOR normally carries insurance in an amount greater than the minimum amount required by the COUNTY for this Contract, that greater amount shall become the minimum required amount of insurance for purposes of this Contract. Therefore, CONTRACTOR hereby acknowledges and agrees that any and all insurances carried by it shall be deemed liability coverage for any and all actions it performs in connection with this Contract.

If CONTRACTOR utilizes one or more subcontractors in the performance of this Contract, CONTRACTOR shall obtain and maintain Contractor's Protective Liability insurance as to each subcontractor or otherwise provide evidence of insurance coverage from each subcontractor equivalent to that required of CONTRACTOR in this Contract, unless CONTRACTOR and COUNTY both initial here / ____.

A. Types of Insurance and Minimum Limits

(1) Workers' Compensation Insurance in the minimum statutorily required coverage amounts. This insurance coverage shall be required unless the CONTRACTOR has no employees and certifies to this fact by initialing here ____.

(2) Automobile Liability Insurance for each of CONTRACTOR'S vehicles used in the performance of this Contract, including owned, non-owned (e.g. owned by CONTRACTOR'S employees), leased or hired vehicles, in the minimum amount of \$500,000 combined single limit per occurrence for bodily injury and property damage. This insurance coverage is required unless the CONTRACTOR does not drive a vehicle in conjunction with any part of the performance of this Contract and CONTRACTOR and COUNTY both certify to this fact by initialing here ____ / ____.

(3) Comprehensive or Commercial General Liability Insurance coverage at least as broad as the most recent ISO Form CG 00 01 with a minimum limit of \$1,000,000 per occurrence, and \$2,000,000 in the aggregate, including coverage for: (a) products and completed operations, (b) bodily and personal injury, (c) broad form property damage, (d) contractual liability, and (e) cross-liability.

(4) Professional Liability Insurance in the minimum amount of \$ _____ combined single limit, if, and only if, this Subparagraph is initialed by CONTRACTOR and COUNTY ____ / ____.

B. Other Insurance Provisions

(1) If any insurance coverage required in this Contract is provided on a "Claims Made" rather than "Occurrence" form, CONTRACTOR agrees that the retroactive date thereof shall be no later than the date first written above (in the first paragraph on page 1), and that it shall maintain the required coverage for a period of three (3) years after the expiration of this Contract (hereinafter "post Contract coverage") and any extensions thereof. CONTRACTOR may maintain the required post Contract coverage by renewal or purchase of prior acts or tail coverage. This provision is contingent upon post Contract coverage being both available and reasonably affordable in relation to the coverage

provided during the term of this Contract. For purposes of interpreting this requirement, a cost not exceeding 100% of the last annual policy premium during the term of this Contract in order to purchase prior acts or tail coverage for post Contract coverage shall be deemed to be reasonable.

(2) All policies of Comprehensive or Commercial General Liability Insurance shall be endorsed to cover the County of Santa Cruz, its officials, employees, agents and volunteers as additional insureds with respect to liability arising out of the work or operations and activities performed by or on behalf of CONTRACTOR, including materials, parts or equipment furnished in connection with such work or operations. Endorsements shall be at least as broad as ISO Form CG 20 10 11 85, or both CG 20 10 10 01 and CG 20 37 10 01, covering both ongoing operations and products and completed operations.

(3) All required insurance policies shall be endorsed to contain the following clause: "This insurance shall not be canceled until after thirty (30) days' prior written notice (10 days for nonpayment of premium) has been given to:

Santa Cruz County
[Enter Department Name]
Attn: [Enter Department Contact]
701 Ocean Street, [Enter Room number]
Santa Cruz, CA 95060

Should CONTRACTOR fail to obtain such an endorsement to any policy required hereunder, CONTRACTOR shall be responsible to provide at least thirty (30) days' notice (10 days for nonpayment of premium) of cancellation of such policy to the COUNTY as a material term of this Contract.

(4) CONTRACTOR agrees to provide its insurance broker(s) with a full copy of these insurance provisions and provide COUNTY on or before the effective date of this Contract with Certificates of Insurance and endorsements for all required coverages. However, failure to obtain the required documents prior to the work beginning shall not waive the CONTRACTOR's obligation to provide them. All Certificates of Insurance and endorsements shall be delivered or sent to:

Santa Cruz County
[Enter Department Name]
Attn: [Enter Department Contact]
701 Ocean Street, [Enter Room number]
Santa Cruz, CA 95060

(5) CONTRACTOR hereby grants to COUNTY a waiver of any right of subrogation which any insurer of said CONTRACTOR may acquire against the COUNTY by virtue of the payment of any loss under such insurance. CONTRACTOR agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the COUNTY has received a waiver of subrogation endorsement from the insurer.

7. EQUAL EMPLOYMENT OPPORTUNITY. During and in relation to the performance of this Contract, CONTRACTOR agrees as follows:

A. The CONTRACTOR shall not discriminate against any employee or applicant for employment because of race, color, creed, religion, national origin, ancestry, physical or mental

disability, medical condition (including cancer-related and genetic characteristics), marital status, sexual orientation, age (over 18), veteran status, gender, pregnancy, or any other non-merit factor unrelated to job duties. Such action shall include, but not be limited to, the following: recruitment, advertising, layoff or termination, rates of pay or other forms of compensation, selection for training (including apprenticeship), employment, upgrading, demotion, or transfer. The CONTRACTOR agrees to post in conspicuous places, available to employees and applicants for employment, notice setting forth the provisions of this non-discrimination clause.

B. If this Contract provides compensation in excess of \$50,000 to CONTRACTOR and if CONTRACTOR employs fifteen (15) or more employees, the following requirements shall apply:

(1) The CONTRACTOR shall, in all solicitations or advertisements for employees placed by or on behalf of the CONTRACTOR, state that all qualified applicants will receive consideration for employment without regard to race, color, creed, religion, national origin, ancestry, physical or mental disability, medical condition (including cancer-related and genetic characteristics), marital status, sexual orientation, age (over 18), veteran status, gender, pregnancy, or any other non-merit factor unrelated to job duties. Such action shall include, but not be limited to, the following: recruitment; advertising, layoff or termination, rates of pay or other forms of compensation, selection for training (including apprenticeship), employment, upgrading, demotion, or transfer. In addition, the CONTRACTOR shall make a good faith effort to consider Minority/Women/Disabled Owned Business Enterprises in CONTRACTOR'S solicitation of goods and services. Definitions for Minority/Women/Disabled Owned Business Enterprises are available from the COUNTY General Services Purchasing Division.

(2) In the event of the CONTRACTOR'S non-compliance with the non-discrimination clauses of this Contract or with any of the said rules, regulations, or orders said CONTRACTOR may be declared ineligible for further contracts with the COUNTY.

(3) The CONTRACTOR shall cause the foregoing provisions of subparagraphs 7B(1) and 7B(2) to be inserted in all subcontracts for any work covered under this Contract by a subcontractor compensated more than \$50,000 and employing more than fifteen (15) employees, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

8. INDEPENDENT CONTRACTOR STATUS. CONTRACTOR and COUNTY have reviewed and considered the principal test and secondary factors below and agree that CONTRACTOR is an independent contractor and not an employee of COUNTY. CONTRACTOR is responsible for all insurance (workers' compensation, unemployment, etc.) and all payroll related taxes. CONTRACTOR is not entitled to any employee benefits. COUNTY agrees that CONTRACTOR shall have the right to control the manner and means of accomplishing the result contracted for herein.

PRINCIPAL TEST: The CONTRACTOR rather than COUNTY has the right to control the manner and means of accomplishing the result contracted for.

SECONDARY FACTORS: (a) The extent of control which, by agreement, COUNTY may exercise over the details of the work is slight rather than substantial; (b) CONTRACTOR is engaged in a distinct occupation or business; (c) In the locality, the work to be done by CONTRACTOR is usually done by a specialist without supervision, rather than under the direction of an employer; (d) The skill required in

the particular occupation is substantial rather than slight; (e) The CONTRACTOR rather than the COUNTY supplies the instrumentalities, tools and work place; (f) The length of time for which CONTRACTOR is engaged is of limited duration rather than indefinite; (g) The method of payment of CONTRACTOR is by the job rather than by the time; (h) The work is part of a special or permissive activity, program, or project, rather than part of the regular business of COUNTY; (i) CONTRACTOR and COUNTY believe they are creating an independent contractor relationship rather than an employer-employee relationship; and (j) The COUNTY conducts public business.

It is recognized that it is not necessary that all secondary factors support creation of an independent contractor relationship, but rather that overall there are significant secondary factors that indicate that CONTRACTOR is an independent contractor.

By their signatures on this Contract, each of the undersigned certifies that it is his or her considered judgment that the CONTRACTOR engaged under this Contract is in fact an independent contractor.

9. NONASSIGNMENT. CONTRACTOR shall not assign the Contract without the prior written consent of the COUNTY.

10. ACKNOWLEDGMENT. CONTRACTOR shall acknowledge in all reports and literature that the Santa Cruz County Board of Supervisors has provided funding to the CONTRACTOR.

11. RETENTION AND AUDIT OF RECORDS. CONTRACTOR shall retain records pertinent to this Contract for a period of not less than five (5) years after final payment under this Contract or until a final audit report is accepted by COUNTY, whichever occurs first. CONTRACTOR hereby agrees to be subject to the examination and audit by the Santa Cruz County Auditor-Controller-Treasurer-Tax Collector, the Auditor General of the State of California, or the designee of either for a period of five (5) years after final payment under this Contract.

12. PRESENTATION OF CLAIMS. Presentation and processing of any or all claims arising out of or related to this Contract shall be made in accordance with the provisions contained in Chapter 1.05 of the Santa Cruz County Code, which by this reference is incorporated herein.

13. ATTACHMENTS. Should a conflict arise between the language in the body of this Contract and any attachment to this Contract, the language in the body of this Contract controls. This Contract includes the following attachments:

(enter attachments here)

14. LIVING WAGE. This Contract is covered under Living Wage provisions if this section is initialed by COUNTY_____.

If Item # 14 above is initialed by COUNTY, then this Contract is subject to the provisions of Santa Cruz County Code Chapter 2.122, which requires payment of a living wage to covered employees (per County Code Chapter 2.122.050, non-profit contractors are exempt from the living wage rate requirement of this chapter, but are not exempt from, and must adhere to, the "non-wage" related requirements of County Code Chapter 2.122.100, 2.122.130, and 2.122.140, as well as all other applicable portions of County Code Chapter 2.122). Non-compliance with these Living Wage provisions

during the term of the Contract will be considered a material breach, and may result in termination of the Contract and/or pursuit of other legal or administrative remedies.

CONTRACTOR agrees to comply with Santa Cruz County Code section 2.122.140, if applicable.

15. NON-PROFIT CONTRACTOR MISCELLANEOUS REQUIREMENTS. The following requirements shall be met, in addition to any other requirements of this Contract:

- A. **WEB LINKS** – If a non-profit CONTRACTOR has an organizational web site, it shall be a requirement of this Contract to provide links to the HelpSCC (www.helpscc.org), Santa Cruz County Government (www.co.santa-cruz.ca.us), and Workforce Santa Cruz County (www.workforcescc.com) web sites.

16. MONITORING PROGRAM FOR 501(c)(3) NONPROFIT AGENCIES. Each of the following requirements shall be met, in addition to any other requirements of this Contract.

- A. Within 180 days of the end of each of the CONTRACTOR'S fiscal years occurring during the term of this Contract, the CONTRACTOR shall provide the Contract Administrator with two copies of Financial Statements relating to the entirety of the CONTRACTOR'S operations. Financial statements normally include: (1) a Statement of Financial Position or Balance Sheet; (2) a Statement of Activities or Statement of Revenues and Expenses; (3) a Cash Flow Statement; and (4) a Statement of Functional Expenses. The Contract Administrator will forward one copy of the financial statements to the Santa Cruz County Auditor-Controller-Treasurer-Tax Collector ("ACTTC").
- (1) For the purposes of this paragraph, "CONTRACTOR'S fiscal year" shall be that period the CONTRACTOR utilizes for its annual budget cycle.
- (2) The Contract Administrator with concurrence of the ACTTC may agree to extend the deadline for the Financial Statements required by this paragraph.
- B. In the sole discretion of the County, the requirements of this paragraph may be exempted where the Contract Administrator and the ACTTC ascertain that such reporting is not essential, and both certify to its inapplicability by initialing here ____ (Aud); ____ (CA).
- C. The CONTRACTOR shall make a good faith effort to provide the Contract Administrator with timely notice of any event or circumstance that materially impairs the CONTRACTOR'S financial position or substantially interferes with the CONTRACTOR'S ability to offer the services it has agreed to provide as set forth in this Contract. The Contract Administrator shall notify the ACTTC of any impairment upon being notified by the contractor.

- D. For audit authority of the ACCTC refer to the paragraph on "Retention and Audit of Records."

17. NON-BINDING UNTIL APPROVED. Regardless of whether this Contract has been signed by all parties, if the total compensation identified in Paragraph 2 of this Contract is greater than \$100,000, this Contract is not binding on any party until the Contract has been approved by the Santa Cruz County Board of Supervisors.

18. MISCELLANEOUS. This written Contract, along with any attachments, is the full and complete integration of the parties' agreement forming the basis for this Contract. The parties agree that this written Contract supersedes any previous written or oral agreements between the parties, and any modifications to this Contract must be made in a written document signed by all parties. The unenforceability, invalidity or illegality of any provision(s) of this Contract shall not render the other provisions unenforceable, invalid or illegal. Waiver by any party of any portion of this Contract shall not constitute a waiver of any other portion thereof. Any arbitration, mediation, or litigation arising out of this Contract shall occur only in the County of Santa Cruz, notwithstanding the fact that one of the contracting parties may reside outside of the County of Santa Cruz. This Contract shall be governed by, and interpreted in accordance with, California law.

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SIGNATURE PAGE

Contract No. _____

INDEPENDENT CONTRACTOR AGREEMENT
(NON-PROFIT)

IN WITNESS WHEREOF, the parties hereto have set their hands the day and year first above written.

2. **(ENTER CONTRACTOR NAME)**

4. **COUNTY OF SANTA CRUZ**

By: _____
SIGNED

By: _____
SIGNED

PRINTED

PRINTED

Company Name: _____

Address: _____

Telephone: _____

Fax: _____

Email: _____

3. **APPROVED AS TO INSURANCE:**

1. **APPROVED AS TO FORM:**

Risk Management

Office of the County Counsel

DISTRIBUTION:

- [Enter Initiating Department Name]
- Auditor-Controller-Treasurer-Tax Collector
- Risk Management
- Contractor