

MHSA DRAFT Application Responses

**C1 Qualifications of Property Management Agent**

- 1)Resume for Joyce-Attachment
- 2.)NCHDC information
- 3.)Board Information
- 4.)MOU

**1.) Attachment**

**2.)** Formed in 1982. The Nevada County Housing Development Corporation (NCHDC) is a non-profit organization that seeks to help meet the housing needs of low income households in Grass Valley, Nevada City and unincorporated Nevada County.

NCHDC accomplishes this important goal by facilitating the construction or rehabilitation of housing for low income families. This is done through the purchase and/or construction of real properties. Nevada County Housing Development Corporation has purchased and or developed three major housing projects.

The NCHDC facilitated the construction of the first self-help housing program in Nevada County that s located on La Marque Court in Grass Valley. This development consists of thirty two homes.

From 1987-1994 NCHDC operated the Section 8 Housing Program, under contract with the State of California, for Nevada County.

In addition, the corporation secured a grant/loan from the State of California for the purchase and remodeling of the motel the Manzanita Family Center. This program is a transitional living program designed to provide shelter and support services to cease the pain of homelessness. The facility can house up to nine families at a time, and each room was adopted by a local church.

The Manzanita Family Center is a place where single-parent and two-parent families can remain together during this critical transitional time. A family can stay up to 180 days at the center. NCHDC operated the Manzanita Family Center for over 14 years. On November 12, 2007, NCHDC handed over operating responsibilities for the Manzanita Family Center to The Salvation Army. December 31, 2007, ownership of Manzanita Family Center was transferred to The Salvation Army. The Salvation Army renamed the center, Booth Family Center.

NCHDC also initiated the formation of the Emergency Assistance Coalition that seeks to meet the needs for emergency shelter, food and gasoline.

NCHDC along with Bay Development Group, LLC, formed a California Limited Partnership, Penn Valley Apartments Limited for the purpose of building an affordable apartment complex in unincorporated Nevada County. Construction on the Courtyards@ Penn Valley was completed in May, 2004 with initial tenants moving in from May-July 2004. Buckingham Property Management, Fresno, CA managed the Courtyards@ Penn Valley for the first year of operations. In August, 2005, NCHDC assumed the Property Management role and has been managing the complex since that time. Management consists of the Executive Director and a Manager. NCHDC is responsible for all aspects of the Property Management including compliance with 4 Regulatory Agreements from different funding sources. We have undergone compliance inspections by the California Statewide Communities Development Authority, the California Tax Credit Allocation committee and the HOME program. Courtyards @Penn Valley is a 42 unit Affordable Housing Apartment Complex in Penn Valley, CA. There are 26-3 bedroom units and 16-2 bedroom units. The rent for units is set at 50% and 60% of Area Median Income.

In 2008, NCHDC assumed the role of Lead agency for the Nevada County Continuum of Care (NCCOCC). The purpose of the NCCOCC is to collaboratively work together to prevent homelessness and to assist homeless individuals and families to move to self sufficiency and permanent housing. The Collaborative has already been successful in applying for and receiving a Homelessness Prevention and Rapid Re-Housing (HPRP) grant in the amount of \$1,600,000 for the period September 2009 to August 2012 and a Federal Emergency Shelter Grant (FESG) for \$200,000 for the period of September 2009 to August 2011. In September, 2009 NCHDC submitted their first request for COC funding to HUD. Currently there are no Safe Haven Services offered in Nevada County. SPIRIT Mental Health Peer Empowerment Center (SPIRIT) applied for a Continuum of Care Grant and SAMHSA Grant to fund a SPIRIT Safe Haven facility.

Joyce was the Manager/Case Worker at Manzanita Family Center for six months and a Case Manager for two years. She performed the Manager duties in addition to her Case Manager duties for the six months that the Manager was on medical leave. Upon return of the Manager, Joyce was relieved of those duties. As Manager she was responsible for the day to day running of the Center. This included room checks to assure the residents were keeping their room clean and orderly, enforcing the residents' Rules and Regulations, requesting random drug tests and interpreting the results, termination of residents' participation when appropriate, accepting and depositing of participants contributions to their trust funds, answering phones, maintaining the waiting lists of potential residents,

communication with room sponsors and a myriad of agencies that provided supportive services to the residents, completing Intakes for in-coming residents, interactions with all of the participants and any representatives of agencies with whom the residents were involved, supervision of the night manager, handyman and other contractors who performed services for the Center, determination and acceptance of appropriate donations, cleanliness of the common areas. Case manager duties included working with the participants to create goals with timelines that would ensure the participants were progressing towards becoming self-sufficient, providing referrals to the appropriate community agencies that could assist with obtaining the set goals, providing any support such as transportation, teaching time management and money budgeting to participants and working with participants to eliminate any barriers that were impeding their progress. The success of the Case Manager's work with the participants was contingent on building great rapport with representatives from county, private and non-profit agencies in our community,

After the sale of Manzanita Family Center to the Salvation Army, Joyce became employed as a Case Manager/Social Worker for Community Recovery Resources (CoRR). CoRR's Executive Director hired Joyce and requested that she develop the position. The duties include compiling and maintaining a database of community resources, developing partnerships with county, private and non-profit agencies within Nevada County, working with clients to set goals and obtain stated goals, assisting clients to overcome any barriers that may impede their recovery or that may be preventing them from obtaining the four main goals if applicable: housing, transportation, employment and education. The core of clients with whom she works are residents of CoRR's Transitional Housing and clients in CoRR's Mothers In Recovery program. Services may also include assisting clients in obtaining appropriate benefits, interpreting court documents, obtaining required community service hours and referrals to appropriate agencies. Joyce also coordinates the Minor Consent Medi-Cal program for youth that receive services from CoRR. This includes assisting the youth complete their initial application and paperwork and facilitating the Virtual Eligibility Worker video conferencing between the County Eligibility Worker and the youth. In addition, Joyce is CoRR's Action Team Leader for NIATx (National Institute for Abuse Treatment). As such she is responsible for establishing teams of CoRR counselors who assist with four main goals of: reducing clients waiting time to be enrolled to receive services, reducing "no-shows" for appointments, increasing our number of Intakes and improving our level of service to clients. She established and successfully completed four rapid change cycles and three long term changes in the way we deliver services to CoRR's clients. Joyce is also responsible for compiling and reporting the results of CoRR's Client Surveys quarterly, compiling client's data for grant writing purposes, tracking the Case Manager/Social Worker's clients' outcomes, reporting for existing grants and grant writing.

3.) Board Resumes attached

4.) MOU Sample

## **C2 Property Management Plan**

1.) Pending example from another county

2.) Megan, Courtyards@ Penn Valley's Manager is responsible for the day to day operations at the apartment complex. She interacts with our various contractors, maintains and orders supplies both for the office and the apartments, schedules and oversees work performed at the apartments, supervises the cleaning service personnel, lawn maintenance crew, handyman and contractors, maintains and reports on the status of apartments, places advertisements for apartment rentals, completes potential residents' initial application, verifies their eligibility, requests background checks and credit histories prior to reviewing the information with the Executive Director for approval, interacts with the residents of Courtyards@ Penn Valley, handles complaints and concerns of residents, prepares informational flyers for residents and distributes them upon approval from the Executive Director, completes and files any necessary court documents, arranges services of notices, compiles invoices for our bookkeeper, maintains all files, handles the majority of phone calls, attends the NCHDC and the EAC (Emergency Assistance Coalition) Boards' meetings to take minutes, prepare them and distribution to board members. Megan resides at Courtyards @ Penn Valley; her cell phone number is available for calls after normal business hours and when the office is closed.

Courtyards @Penn Valley presently contracts with a handyman who performs maintenance and repairs that do not require a professional contractor. He works on an "as needed" basis, Currently, Courtyards @ Penn Valley is attempting to hire a handyman who could work 20 hours a week; in addition to maintenance and repairs for the apartments said employee would be responsible for yard and common area repairs and maintenance.

Courtyards@ Penn Valley also has a part-time accountant/bookkeeper who compiles and maintains the financial information for the agency, prepares checks for the Executive Director's signature, provides financials for reporting purposes, and assists with any audits requested for NCHDC and/or Courtyards@ Penn Valley.

Courtyards @ Penn Valley currently also has an on-site Security/Night Manager who patrols the premises each evening and has a surveillance video in his apartment that records images around the office and the apartment complex 24 hours a day, 7 days a week.

The office has a security alarm system that is activated during non-business hours. Contact information for the Executive Director, Manager and one NCHDC Board member is maintained by the security company. There is a protocol for response if the alarm sounds.

It is anticipated that these employees' duties through MOU's would be amended to include duties for Winters' Haven.

3.) Once an individual has been identified as being eligible for the MHSA Housing Program and referred to NCHDC, the applicant will be screened by the property manager. This screening will consist of a rental application. Applicants who are successful in passing the screening phase will be placed on a waitlist maintained by the property manager. Additional information such as third-party income verification, review of landlord and/or other references, and collection of verification forms may be obtained as the final step when a unit becomes available. Individuals will also be required to sign Release of Information forms for the Property Management Company, the Full Service Partner (FSP) providers (Victor Community Support Services, Inc. (Victor) and Eastfield Ming Quong, FamilyFirst Inc. (EMQFF)), and Nevada County Behavioral Health Department's New Directions) and the client.

Applications to the Nevada County MHSA Housing Program will be processed as first-come, first-served basis.

The list of eligible applicants will be sent to NCHDC who will maintain the list of eligible candidates. When NCHDC receives a thirty-day notice of pending departure from an existing tenant, NCHDC will notify the first individual on the waitlist of the upcoming unit. NCHDC will certify that the individual still meets the tenant criteria and offer the unit. If the individual declines the unit, the next person on the list will be contacted.

Applicants will be given written notification by the NCBH Access Team that they meet the eligibility requirement, their waitlist number, and that their name has been forwarded to NCHDC, or that they have been denied. The letter will include that NCHDC will contact them once a unit becomes available to complete an application. All notices of denial will include information on the right to appeal and reminder notice of the right to reasonable accommodation for disability. If a client does not meet the NCHDC criteria, a copy of the denial notice will be sent to the NCBH Access Team.

Nevada County and its partners (Turning Point, EMQFF, Victor and NCHDC) will contribute to the MHSA approach of "whatever-it-takes" to assist and support tenants in maintaining their housing. Services will be client centered and will begin with a needs assessment. The needs assessment for supportive services will

be completely separate from the property management screening process, and all documentation will be kept separately. The initial needs assessment will include, but is not limited to, areas such as financial needs, mental and physical health, transportation, employment/vocation, and independent living skills.

4) NCHDC shall be responsible to:

a.) Monitor each MHSA Housing project

- From project selection through construction or rehabilitation and over the term of affordability as detailed in the NCHDC Regulatory Agreement.
- In addition, property inspections for compliance with the Regulatory Agreement maintenance requirements, determining and monitoring of compliance with tenant income and rent level restrictions, and status of loan repayment will occur no less than annually; these inspections will occur as per NCHDC's standard monitoring procedures.
- NCHDC will provide all reasonable data required by Nevada County Behavioral Health Department (NCBHD) for interval reporting purposes and for reporting to State DMH regarding MHSA housing expenditures and MHSA housing operations. Reasonable data includes but is not limited to information that is collected by NCHDC to monitor compliance with the NCHDC financing agreements, Regulatory Agreements and the process of acquisition and rehabilitation of construction of MHSA Housing in accordance with the approved project's schedule.

b.) Report to NCBHD as required by State DMH and NCBHD Fiscal Department

c.) Make all reasonable efforts to leverage MHSA Housing Funds with appropriate NCHDC loans and other private and public funding resources

d.) Ensure that the specific number of units financed with MHSA Housing Funds will remain restricted to MHSA participants for the term of the applicable NCHDC Regulatory Agreement

e.) Provide all necessary and useful information to NCBHD regarding any concerns raised by Service Providers or other partners

f.) If at any time State DMH issues regulations or guidance that conflict with NCHDC and NCBHD's agreement, work collaboratively with NCBHD to resolve issues in a timely manner

g.) In collaboration with NCBHD implement a joint marketing plan

h.) Select projects and complete the initial assessment

i.) Work collaboratively with NCBHD and all other Service Providers

5.) Transitioning from homelessness to permanent housing can be difficult for some. The service providers, Nevada County Adult System of Care and the FSP providers will provide frequent opportunities to support the tenants. The service providers are well trained and knowledgeable in identifying the challenges that

tenants may face during such a transition and will work closely with the tenant to establish an intervention that allows for the tenant to continue his/her recovery and maintain his/her housing. At the request of the tenant, the service providers will be available for a range of services that can happen as frequently as several times per day to as few as once a month. The priority is to work to build a trusting and supportive relationship with the tenants. A strong working relationship between the service providers and NCHDC will also be required for the success of tenant residency. As stated above, FSP providers and New Directions will make every effort to assist the individual in identifying past/current behaviors that have caused the individual to be homeless and also work on identifying solutions to avoid such occurrences. A critical element in supporting the tenants will be the relationships between the service providers and the property management. Both will need to maintain effective communication in order for the relationship to be successful. The main service providers will be Nevada County Adult System of Care (ASOC), New Directions Turning Point; Victor and EMQFF. These entities will coordinate the services and work with NCHDC.

**6.)** Services will be closely coordinated by FSP and New Directions staff and the service providers will meet monthly to review individuals' housing status and service needs. Each service provider will also meet weekly to discuss their individuals they are assigned to. The MHSA Housing Service Coordinator will be available to tenants on a weekly basis. The MHSA Housing Service Coordinator will also check in with the Property Management once per week to identify any concerns. As stated previously, the entire group (which includes the service providers, Property Management, and the Service Coordinator) will meet monthly to review progress and challenges. All service providers will work closely together to provide the best services possible. They will work together to achieve the goals of the tenant. Release of information forms will be signed by the tenant allowing for information sharing between the service providers. As stated previously, this will take place during the initial property management screening. Urgent issues will be addressed by phone conferencing as needed.

NCHDC property manager will contact the service provider when behaviors are placing an individual at risk for eviction. These issues will be addressed during the monthly meetings to develop a plan to retain that tenant. Meetings can be scheduled at any time to discuss urgent concerns regarding behaviors. Communication and understanding the roles of the property management and the service providers will be key in supporting and retaining the tenants. There will be defined roles and responsibilities between service providers and property management, with the common goal of supporting each other to maintain retention of tenants. Additional support and education to all staff will be available as the need arises. Areas that may need additional training and attention are substance use/abuse, employment, and finances. Nevada County will be responsible for overseeing and ensuring that the coordination is taking place and is successful.

7.) Individuals will also be required to sign Release of Information forms for the Property Management Company, the Full Service Partners, NCBHD and the client. All parties will sign an Agreement of Confidentiality.

### **C3-Property Management Contract**

To be developed upon building acquisition.

### **C4-Experience Developing Affordable Housing**

1.) The Board's President, Marilyn Tilford-Hopkins was a founding member of the Emergency Assistance Coalition and Nevada County's Habitat for Humanity.

2.) William Litchfield, NCHDC's Board Vice President is President and Chief Executive Director of Bill Litchfield Construction, Inc. He has over twenty three years experience as a builder of commercial/industrial projects in Nevada County. Bill has developed a very cordial working relationship with planners, building officials and utility representatives which is invaluable during construction or rehabilitation of properties. Both Marilyn and Bill have been involved with NCHDC for over 12 years each.

3.) Carol Fuller-Powell has been the Executive Director for Charis Youth Center for 25 years. She is a Behavioral Management Specialist, has taught Special Education classes including being an Extension Professor at California State University in Hayward, CA.

4.) Pamela Barr has been a board member of NCHDC since 1999. Pam has over 30 years banking and financing experience. She initially became involved with NCHDC because as a single parent she had experienced the difficulty obtaining a safe, affordable home. All of these board members are supporters of NCHDC's involvement with MHSA Housing Projects.

Joyce also has a professional relationship with Ed McSeeney who owns McSweeney & Associates a Certified Public Accountant firm in Grass Valley, CA. Ed has offered his assistance as a financial consultant.

### **C5 Experience with Target Population**

**Manzanita Family Center-** Four of NCHDC's board members were also on the board during NCHDC's operation of this homeless shelter for families. NCHDC managed the Center for over 12 years. Joyce worked as a Manager and Case Manager at Manzanita for two years. Her duties at Manzanita are described in C1 of this application. A large majority of the participants at Manzanita facility suffered from substance abuse issues and co-occurring disorders (COD). A small



percentage of Manzanita's participants also included handicapped individuals. Joyce interacted, advocated for and case managed all of the participants on a daily basis during her tenure at Manzanita. There are nine rooms at Manzanita and the participant numbers varied but averaged 11-15 adults and 10-15 children daily.

**Emergency Assistance Coalition (EAC)**—If an unoccupied room were available at Manzanita and the EAC had an individual or family in need of emergency shelter, Manzanita would allow the use of the room for up to three nights.

**Community Recovery Resources-** Joyce works part-time for this agency which provides drug and alcohol recovery services. A portion of the population we serve also suffer mental illnesses, most of them mild cases. We also serve physically disabled clients. Again, on a daily basis Joyce interacts, advocates and case manages these clients. Many of our clients also receive services from SPIRIT Center in Grass Valley which offers services to clients who have mental health issues.

**Child Advocates of Nevada County** —Joyce volunteered then became an employee of Child Advocates. She was involved with this agency for 10 years. She was the CASA (Court Appointed Special Advocates) Program Director for four years. We represented abused and neglected children who were dependants of the court. Of over 450 cases, only one child's parents did not have substance abuse issues and/or COD that contributed to the abuse and/or neglect of their child.

**Courtyards@ Penn Valley**-This apartment complex has 42 units. We have residents that have physical impairments that range from mild to severe. We have one tenant that has severe mental illness. As her condition worsened we worked with her family to have a live in caretaker for her so she would be able to remain in her apartment. So far, this arrangement has been successful.

As referenced earlier and in their resumes, Bill Litchfield and Marilyn Tilford-Hopkins have been involved with NCHDC when we managed Manzanita Family Center. Marilyn has many years experience working with and advocating for the population that this housing would serve.

Megan, our Manager has four years experience with our residents.

