Questions and Feedback for the Mace Ranch RFP Finalists

Please review the information and questions below and provide your responses as part of your updated submittal that is due to the City no later than October 12th at 5pm. Staff will let you know if there are any questions about your updated submittal once it is received and reviewed by the subcommittee.

Density. Council is supportive of density in this project. Please speak to how you determined the project density of your proposal, your willingness to incorporate more units, and your overall philosophy on density and design of the project.

As stated in our original proposal, “Currently, the Mace Ranch III site is zoned for single-family use, with a maximum of 29 units, or 17.4 dwelling units per acre. As the RFP suggests, we propose to pursue a rezoning of the property to allow for multi-family rental housing units and to increase the density to 50 units or 29.9 dwelling units per acre. This would achieve a density that the City Council could support, while reflecting a scale appropriate to the surrounding neighborhood.”

With the Council’s support, a proposal for higher density and more than 50 units would increase competitiveness for both the 9% Low Income Housing Tax Credit and Affordable Housing Sustainable Communities programs. This might improve the chances of the development being completed more quickly and with lower City subsidy. The increase in unit count would also improve economies of scale in both construction costs and in long term operating efficiencies. For these reasons, RCD would embrace the opportunity to increase density on this site. Also, RCD team brings very relevant experience in community engagement and a participatory design process that could help facilitate neighborhood support needed to pursue a more dense design proposal.

However, in order to pursue this approach, a sensitivity to neighborhood compatibility and the relationship of the development to the surrounding community will be critical for securing neighborhood support. For example, the surrounding homes are all one ands two story and the adjacent apartments are 2 and 3 story. Thus we feel that 3 story buildings of modest size would be most acceptable. Our original design Option 3 does propose a single larger building of 3 stories and provides greater open space, which may be the most appropriate design approach to pursue to maximize density on the site while also maintaining as much open space and parking capacity as possible. Parking for the residents may also present a challenge to be resolved with increasing density.

Parking ratio is always a balance of desire and need and how much can be provided in a cost effective manner. Structured “podium” parking is expensive and would quickly render any project infeasible. Wood frame “Tuck-under” parking is less expensive, but is still more
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expensive than surface parking with or without carports. Clustered carports can also use solar panels for energy generation towards a net zero community. The current proposal has reduced the parking to approx. 1.25 to 1 parking ratio, which is below the City requirements. However, we feel confident that a reduction in parking can be managed appropriately through parking reduction strategies that RCD commonly implements, such as providing transit education and transit passes to residents, establishing relationships with car share programs, and providing extensive and secure bike parking for residents. It can also be demonstrated that special needs and low income households typically have much lower car ownership rates than in standard market rate housing.

**Special Needs Housing.** Please reduce focus on veterans, unless you are able to demonstrate a local need, and increase focus on extremely low income populations in need of supportive services, who are homeless or at-risk of homelessness. What design and proposal changes will you make with this focus? How will this impact your project proforma? What percentage do you recommend of special needs units within the project overall? Please provide the basis for your recommended percentage.

Our revised proposal addresses the Council’s direction to:

“Maximize project affordability; and serve individuals with special needs, with a focus on mental health, physical disabilities, and substance abuse challenges, who are homeless or at-risk of homelessness.”

Our originally submitted design includes a mix of 14 one bedroom, 20 two bedroom and 15 three bedroom apartments and included a mix of special needs households and families. We have revised our proposal to set aside the 14 one bedroom apartments for formerly homeless individuals and couples, rather than specifically for veterans. However, based on the community need we are open to increasing the special needs units set aside up to 50% and reducing the number of family units if desired. The units targeted to formerly homeless households could also be adjusted to provide some 2 bedroom units to provide greater flexibility in serving the needs of the community. However, the final special needs targeting will depend both on the ongoing program development with city and local service providers to determine the specific needs of the community and also on the availability and funding for supportive services. We feel that a blend of formerly homeless individuals and families is ideal for a couple of reasons:

Best practices in serving the mentally ill and homeless suggest that an integrated mix of housing is a healthier approach than isolating formerly homeless households into one targeted
development. RCD’s long experience in developing supportive housing has demonstrated that integrating special needs households into a larger affordable community provides a more healthy and stable community both for the special needs population living there and for the long term stability of the affordable community that has been created.

Due to infrequent bus service, the current site is less competitive for funding as a special needs only project, and more competitive when combined with families due to its close proximity to Korematsu Elementary School. If selected, RCD will work with the City and public and active transportation providers to promote mode-shifts away from the automobile thereby reducing greenhouse gas emissions. We will do this by partnering with the City to apply for Affordable Housing Sustainable Communities (AHSC) funds which support active and public transportation infrastructure improvements. RCD recently received AHSC funding and is working on a similar project of this kind in Walnut Creek.

One point to note is that reducing the focus on veterans eliminates a potential funding source in the State of California Veterans Housing and Homelessness Prevention Program, which means that the budget might be more heavily dependent on other resources such as the 9% Low Income Housing Tax Credit and Affordable Housing Sustainable Communities programs. Despite this, we believe that the project is still financially feasible.

**Resident Services. Please provide more details around resident services, including types of services to be offered, who will offer services, case management, staffing, and the budget and funding sources of services. How will services be sustained over time?**

RCD recognizes that securing adequate services is paramount to the success of supportive housing. Some funding for services is currently included in the operating budget to ensure that a baseline level of funding for services is built in to the operating budget for the building. This will provide a dedicated staff for providing resident services coordination. Additional in-kind funding will be raised from the County of Yolo where possible. These sources include HUD Continuum of Care funding for supportive services in Permanent Supportive Housing (through a tiered system, HUD is encouraging funding realignment so that each year new bonus funding is being made available to permanent housing projects), working with the Yolo County Continuum of Care Funding Task Force, and partnering with existing local service providers to diversify homeless funding sources to include national, state, local, and private funding sources. An additional way to raise funds is by the allocation of additional project based vouchers by Yolo County Housing. Additional vouchers increase the cash flow in the development which can be used to support additional services.
Some of the potential resources include the Yolo Food Bank and Farm 2.6, providing much needed healthy foods and services for residents. We will also explore establishing a relationship with H.E.L.P. (Help & Education Leading to Prevention) of UC Davis, the student-run community service club that serves weekly meals around Davis. Should residents experience emergency food, clothing, or assistance needs, they may be connected to Short Term Emergency Aid Committee (STEAC), already active at the nearby Eleanor Roosevelt Circle and Cesar Chavez Plaza properties. These services would remain available for residents and the neighborhood, creating a community resource for the Mace Ranch neighborhood.

Service connectors will also connect resident clients to service providers throughout Yolo County and the Sacramento area, including Yolo County Alcohol, Drug and Mental Health, drug and alcohol rehabilitation programs, NAMI-Yolo for support groups or wellness related to psychiatric brain disorders, and CommuniCare Health Centers.

Another model one of our service partners (Abode Communities) has used is called Pay for Success where they have raised private investors to get the hardest to house homeless off the streets. By proving substantial cost savings to the County delivery system (jails, hospitals etc), the non-profit is reimbursed from County general funds. This is a model we could explore in Davis.

For Mace Ranch, RCD has been in early discussions with LifeSTEPS about providing services at the development. Life Skills Training and Educational Programs, Inc. (LifeSTEPS), a California 501c3, is the largest provider of social services to residents of affordable housing in California. Formed in 1996, LifeSTEPS is a statewide organization serving over 80,000 residents living in more than 25,800 units of low-income housing.

LifeSTEPS’ mission is to maximize the strengths of the individuals we serve while building resilient communities. Their vision is that every person touched by LifeSTEPS will be empowered with skills, resources, and support to maintain stable housing.

They provide a comprehensive set of social services to residents of affordable and supportive housing. Services include service coordination, case management, senior services, after-school programs for children and youth, individualized and group life skills education for adults, resident volunteer programs, mediation services, crisis intervention, mental health referrals,
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resident councils, community activities, and eviction prevention through our Client Assistance Safety Net program.

Their approach to services is to address both individual and community needs to maintain stable housing. With a combination of service coordination, case management, and crisis intervention, they are ready to address individual resident needs quickly and efficiently. They know from experience the crucial role that service coordination and case management play in stabilizing housing. They value the bond of trust between service provider and resident, a human relationship of care, with professional boundaries, that often means the difference between housing success and failure.

LifeSTEPS makes collaboration with property owners and property management companies a high priority. They routinely schedule ongoing meetings with their partners to ensure the highest quality of services to their residents. In addition, they provide bi-monthly written reports to their partners detailing our activities and outcomes. Because accurate reporting and documentation are key components of meeting service requirements, LifeSTEPS has developed a proprietary web-based data collection system for all of their resident services.

LifeSTEPS also provides staff members with regularly scheduled, high quality training. Their Director of Operations provides weekly training sessions to their Regional Supervisors. Their Regional Supervisors in turn train all their on-site staff members by providing weekly training sessions by telephone and in-person trainings every two months. In addition, they have ongoing training through our LifeSTEPS Training Academy. Their proprietary curricula, forms, and additional training materials are available via their employee only website.

Special Needs Services

RCD’s proposal to the City includes a stipulation that twelve (roughly 25%) of the project’s units be set aside for mentally ill, formerly homeless individuals. Customary staffing for special needs projects is one full time case worker for every sixteen special needs residents. Therefore, RCD is projecting a three-quarter time social worker (0.75 FTE), with a 0.20 FTE supervisory staff position as well. All economic resources to support supportive services will come from a combination of developer resources, cash flow and fundraising, . LifeSTEPS’ on-site social worker’s role and duties are summarized below. Please see Exhibit A, LifeSTEPS’ list of supportive housing sites, with a full description of residents, programs and services. Please see Exhibit B, an example of LifeSTEPS’ proprietary supportive services policies and procedures for a more comprehensive description of direct services, supervision, systems and processes.

Supportive services include, but are not limited to the following:
- Ongoing outreach and engagement to the resident population, including at in-patient settings and other locations to obtain authorization to participate prior to tenancy.
- Assistance with mental health and life skills services and referrals.
- Establishment of a case management plan based on resident authorization, including but not limited to establishing future goals, improvement of behaviors associated with drug or alcohol use, reduction in frequency and quantity of drug and alcohol use, coping with mental health disorders, coping with chronic medical problems, improvement of interpersonal relationships.
- Help accessing public benefits and educational opportunities as appropriate.
- Assistance with budgeting and money management.
- Assistance with substance use disorder services and referrals with a focus on harm reduction.
- Referrals to primary medical care, mental health services, and other community services as needed.
- Assistance in obtaining clothing and food.
- Group programming ranging from life-skills groups to community activities.
- Eviction prevention counseling and advocacy.
- Referral to or provision of supported pre-vocational/vocational activities appropriate for the skill level, age, or physical limitations of residents.
- Assisting clients with maintaining medication regimen.
- Assistance with monitoring any legal issues and making appropriate referrals while addressing any barriers to accessing and maintaining housing and services (e.g., credit history, criminal records, pending warrants, etc.). Collaboration with property owner and property management to ensure residents receive the support they need to remain housed and stable, including attending and/or convening periodic meetings with partners to problem-solve around resident, building, and community issues.
- Provision of on-going training to LifeSTEPS’ staff to ensure services are appropriate and to promote continuous quality improvement.
- Maintenance of program and resident records and legally permissible data systems as may be required.
- Submit reports and invoices as requested and in a timely manner and provide all required supporting documentation.

Depending on the population served at the development, the annual budget for services is anticipated to be $50,000-$100,000 which would include staffing for a social worker in addition to ongoing supervision. A sample budget based on 14 chronically homeless persons might look as follows:
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Service Budget for Special Needs Services

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<thead>
<tr>
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<th>Monthly Budget</th>
<th>Annual Budget</th>
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<tr>
<td>On-Site Social Worker (0.75 FTE, 30 hours per week)</td>
<td>$5,000</td>
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<tr>
<td>Supervisor (0.15FTE, 6 hours per week)</td>
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<td>19,200</td>
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<td>Supplies</td>
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<td>1,800</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$6,750</strong></td>
<td><strong>$81,000</strong></td>
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</tbody>
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Long-term Ownership. Please speak to the long-term ownership plan for the project, how the ownership partnership ensures and demonstrates an ongoing commitment and expertise in affordable housing ownership, and who on the proposal has experience with asset management and the day to day operations of affordable housing units. What will happen with ownership of the project after the 15-year tax credit period? How will your proposal ensure initial and ongoing accountability within the community? What will the decision-making process and ownership share be for the partners under your proposal?

RCD plans to own the development in perpetuity and will maintain its affordability for at least 55 years.

RCD takes a multifaceted approach to asset management, with the goal of ensuring that both the social and financial aspects of our properties remain sound for years after initial development. With a commitment to our properties’ physical and financial stability, RCD works to ensure that our properties effectively serve their residents, remain sources of revitalization in their neighborhoods, and are excellent investments of public and private funding. As a reflection of our quality property management and supportive service programming, RCD has high rates of retention (currently at 97%) and long tenancy of our residents.

Working closely with Resident Services and Asset Management, the John Stewart Company’s (JSCo) experienced property management is critical for our residents and the neighbors of our developments. RCD and JSCo work together to ensure residents retain their housing and build self-sufficiency.

RCD has a strong track record in asset management of its 2200 units in 65 communities in Alameda, Contra Costa, and Solano Counties. Awarded a Best Practices citation by LISC, RCD’s excellent asset management staff guarantees that our completed projects remain strong both physically and financially. In addition, RCD’s Resident Services and Empowerment Program
(RSEP) provides tenants with the supportive services they need to retain their housing and succeed in their communities.

Our asset management department is led by Eric Knecht. Eric Knecht is RCD’s Director of Finance and Operations. In this role he oversees the business planning and financial management of RCD’s housing and commercial real estate portfolios, as well as corporate systems development and information technology. His real estate work focuses on overseeing the asset management of RCD’s housing and real estate portfolios. This includes year 15 planning and the acquisition of LIHTC investor positions and portfolio capital planning and repositioning. He also supports the structuring of real estate deals and negotiation of terms for new development opportunities. He also has a leadership role in the preservation and absorption of existing affordable housing developments into the RCD portfolio. Mr. Knecht joined RCD in 2007, after serving in project and asset management capacities in another affordable housing developer. He holds a B.A. with Honors and Cum Laude from the University of California, Los Angeles in Economics and International Development Studies.

RCD intends to maintain its ownership role of general partner for the life of at least the 55 year tax credit compliance period. With the tax credit investors we typically work with, we buy out their limited partner interest in years 10-12.

RCD intends to be the sole general partner of the development, making all management decisions. The limited partner tax credit equity investor receives benefits in the form of low income housing and solar tax credits.

Financial Capacity. How will predevelopment expenses be covered under your proposal?
Does your proposal have financial reserves and other capacity to assist the project during construction and/or during operation of the project (post construction) if unexpected costs and/or project shortfalls arise?

To cover predevelopment costs, RCD will explore early financing resources, which may include grant financing through intermediary groups like NCCLF, LISC, and Enterprise Community Partners. RCD has developed long standing relationships and has successfully secured early funding with each of these groups. RCD is also confident in securing predevelopment funding from State HCD’s Predevelopment Loan Program. By securing these predevelopment sources, RCD can move the project forward in design and securing entitlements in order to be competitive for the State tax credit and AHSC funding applications. RCD is also able to self-fund pre-development expenses, if needed, through internal cash reserves and internal lines of equity or credit, which is critical for ensure that the project continues to move forward despite potential delays or shortfalls in pre-development funding.
The proposal includes predevelopment, soft and hard cost contingencies, replacement and operating reserves equal to or greater than industry standards. For example, we typically include a replacement reserve of $500 per unit per year (compared to the standard $250 per unit per year) in order to ensure that there are sufficient funds for upkeep and maintenance over the life of the project.

**Similar Experience. Please provide information regarding experience in similar special needs projects that demonstrates expertise in the type of housing the City is seeking at this site.**

At **Lorenzo Creek**, RCD partnered with Abode Services to create 28-units of permanent, affordable and supporting housing units to serve formerly homeless and disabled households from Southern, Eastern and Mid-Alameda County. The housing units are permanently affordable to very low-income households and are linked to an integrated network of on- and off-site services specifically designed to address the multiple needs of formerly homeless and disabled persons. Universal design features have been incorporated to further serve persons with a variety of disabilities. The project creates a long-term and permanent resource to enable formerly homeless and disabled persons and their families to live independent, stable, and healthy lives. The case manager, provided through a partnership with Abode Services, provides intensive case management, referral and advocacy to the accessible, community based services and resources that the residents require to access and retain housing, assist with managing resident disabilities, and increasing their self-sufficiency, and independence through benefits advocacy and vocational assistance.

At **The Harrison Hotel** in downtown Oakland, RCD provides 81 studio and SRO units for formerly homeless, disabled, and at-risk residents of Alameda County. The resident population at The Harrison is comprised of dually and triply diagnosed individuals, many seeking assistance for psychiatric illness, chronic drug and alcohol use and/or addiction, physical disabilities, and HIV/AIDS related treatment and prevention. The property includes 14 units dedicated to HOPWA eligible residents, and up to 64 units for Shelter Plus Care eligible residents. The Program Design for the project is an integrated service model, in which on-site and off-site services coordinate their efforts to actively engage residents around their supportive service needs with the goal of maintaining permanent housing. These highly coordinated wrap-around
support services are provided on-site through RCD’s collaboration with four partners: Lifelong Medical Care (medical care and referral, HIV/AIDS service coordination and case management, clinical supervision), Traveler’s Aid (benefits advocacy and money management), Bonita House (case management, service coordination), and Building Opportunities for Self Sufficiency (PATHways’ transitional housing, referral and placement services). In addition to a small medical clinic in the building, this property also has small ground floor commercial spaces appropriate for its downtown location.

Our architect, VMWP has designed special needs housing for a variety of populations including:

1. Deaf Seniors Housing, for the Deaf Senior Retirement Corporation in Fremont, CA.
2. Mixed Family Housing and residents with developmental disabilities
3. Small apartment complex for residents with developmental disabilities
4. Homeless or formerly homeless integrated into other family and senior developments
   Typically no more than 20-25% of the overall units.
5. Residents with Physical disabilities
6. Residents with Aids; typically a small % of units 5-10 in a development

**Design and Physical Sustainability.** Please provide additional information about the architect, design, and construction quality/finishes you are proposing to utilize and what track record and assurance they offer to the city in the long-term physical sustainability of the project.

How do these aspects relate to the reserves you are proposing on the project? Will there be ongoing physical needs assessments of the property? Has your architect completed similar projects that show useable design and physical sustainability over time? (please provide a list of similar projects)

RCD is a well-recognized, long term steward of the properties that we develop. In addition to the professional asset management services that RCD implements for all of its properties in operations, we also have developed performance specifications that guide the design decisions for our projects to make sure that energy efficient, healthy, and durable choices are incorporated into the design and construction of our properties on the front end. For example, while some choices, such as granite countertops and durable flooring may cost more upfront, they have been proven to be long lasting and to promote healthy indoor air quality. Energy and water efficient systems are also pursued not only to limit our impact on the environment, but also to ensure stable operating costs for the long term. Our design development process also
includes feedback and participation from our Resident Services, Asset Management Department, and property management staff to make sure that long term operations, durability, and usability are factored into our design approach for the buildings. Our Asset Management department’s oversight also provides an additional level of long term stewardship beyond the day to day property management that is provided by The John Stewart Company. This oversight includes replacement reserve planning, implementing preventative maintenance schedules, and long term financial positioning and planning.

Our architect VMWP has completed 4 developments for RCD in the past 16 years. These include:

1. Eastmont Court, Oakland; a 19 apartment special needs community with a mix of 1 and 2 bedroom apartments designed for residents with physical disabilities. Completed in 2002.
2. Bella Monte Apartments: 52 Family apartments integrated into a new SF neighborhood as part of a neighborhood revitalization program: Completed in 2005; VMWP has periodically reviewed the condition of the building and have assisted RCD’s management team in any systems maintenance or exterior maintenance conditions.
3. Villa Vasconcellas, Walnut Creek is a 70 unit Senior housing development with 20 special needs apartments. Completed in Feb. 2008; VMWP just completed an exterior evaluation of the building and outlined maintenance to exterior finishes including painting, decks and roofing, all of which were generally in excellent condition. VMWP reviews each of our completed developments on a schedule of every 1 to 2 years.
4. Los Medanos is a 71 unit family housing development completed in 2009 in Pittsburg.

Each of these developments is in a similar climate as Davis, with hot summers and periods of cold spells. The impacts form extreme sunny conditions require that the materials, finishes and preparation for installation be considered when specifying as well as detailing the variety of building conditions. Shading devices are needed to minimize heat gain within apartments, however are also very effective in minimizing deterioration of decks and other waterproof surfaces. Solar panels on a roof actually assist in the longevity of the roof systems, shading them from direct sun.

VMWP continues to review all of our previous developments, meeting with their management staffs and to learn from each as to what works best for our clients in the future. It is also a way to minimize impacts of any delays in required or desired maintenance associated with warranties or established “best practices”.


VMWP takes these post project evaluations and brings it back to our office so that our staff is current on post project maintenance issues, and we can incorporate any lessons learned into our current documents and specifications.

VMWP also maintains continuity on the Architectural team from design through documents production and construction, so that there is a consistency throughout the project by the architectural team. We meet with our client’s management team to review desired materials and discuss maintenance programs with them during the development of the project so that when they “take over” the building(s) the contractor has provided the operations and maintenance procedures and education and manuals and all warranty information as well as contact info for all sub contractors responsible for any installations. VMWP works closely with the contractor to assure that the closeout procedures are followed and that the team is all on the same page relative to these procedures.

In this way VMWP has minimized the costs of extensive renovations due to more than scheduled maintenance throughout the firm’s portfolio of affordable housing communities.

In these ways VMWP continues to support our clients, their management team and the development as a whole to minimize post construction issues for the life of the development.

The following additional references (attached) may be contacted in regards to these projects and others similar projects.

RCD’s asset management includes maintaining our properties in safe, habitable, and rentable condition so they pass inspections and meet all regulatory requirements; maintaining tenant satisfaction; and facilitating RCD’s Resident Services team’s efforts to provide required services. The team ensures long-term sustainability through strong fiscal controls over the RCD portfolio. RCD has consistently improved year-over-year performance of the portfolio over the past six years. In response to RCD’s continuing growth and expanding housing portfolio, RCD expanded its Asset Management department to include a Director of Finance. The Director of Finance is responsible for ensuring the financial strength and economic performance of RCD and its existing properties consistent with the financial, physical and social goals, standards and requirements of RCD and its funders.

RCD has completely overhauled its asset management function in the last decade, making it one of the most respected among affordable housing developers in the Bay Area to investors and funders. It currently manages a portfolio of 50 properties serving a population of over 4,000 residents throughout the East and North Bay areas. In contrast to the findings of surveys of other nonprofit developers showing that only 15% of affordable housing projects generate
enough cash flow to make a distribution to its sponsors, over 70% of RCD-run developments generated positive cash flow in FY 2012, all the more remarkable considering that RCD serves a more disadvantaged population than many of our peers.

RCD takes a multifaceted approach to asset management, with the goal of ensuring that both the social and financial aspects of our properties remain sound for years after initial development. With a commitment to our properties’ physical and financial stability, RCD works to ensure that our properties effectively serve their residents, remain sources of revitalization in their neighborhoods, and are excellent investments of public and private funding. Asset management of the portfolio includes maintaining the properties in safe, habitable, and rentable condition so they pass inspections and meet all regulatory requirements; maintaining resident satisfaction; and facilitating RCD’s Resident Services team’s efforts to provide required services.

**Fiscal Sustainability.** Given the limited resources of the City’s affordable housing program, fiscal sustainability of the project is paramount. Please speak to how you put together your proforma, how it might have updated with your resubmittal, and the reasoning behind whether you are requesting a city contribution to the project. If you are requesting a city contribution, please state whether the project could be completed without city assistance and what impact a lack of assistance would have on the project.

Our original proposal included State of California Multifamily Housing Program (MHP) and Veterans Housing and Homelessness Prevention Program funds. With the de-emphasis on veterans and since MHP funds are no longer available (they have been exhausted), we have updated the financing assumptions to include Affordable Housing Sustainable Communities and 9% Low Income Housing Tax Credit financing. We have maintained a City contribution of $990,000 that was included in our original projections. However, if the City were unable to provide this, there are other options that could be explored including increasing the number of project based vouchers, increasing the amount of our deferred developer fee or perhaps the City’s deferral of impact fees.

**RCD Project-specific Questions**

Please provide information regarding why your direct construction costs were found to be the highest of all proposals, as stated in the fiscal analysis.
We have multiple development projects of similar type and configuration, which have historically and recently been estimated and/or competitive bid. Though costs vary slightly based on regional location we feel that our construction budgets are in the correct range based on the current site configuration options and anticipated construction.

We have found that it is not in our interest or the project’s interest or a city’s interest to under estimate construction costs, in order to be selected for a competitive development proposal. Construction costs have escalated approx. 5-8% a year for the past 2 years and we anticipate that it could continue to escalate. One should not base financial feasibility on optimistic construction costs.

Also, we are assuming that Davis Bacon wages will apply since the project includes Project Based Vouchers which typically adds 20-25% to the construction costs. Another consideration is that though prevailing wages may be anticipated we also typically anticipate using a union contractor for the construction. This is generally desired by many communities and we feel that unless there is a strong desire by the City to not use union contractors that it helps to assure quality construction at a fair and reasonable cost to the project.

Please provide information regarding why your total development costs were found to be in the higher end of the development proposals, as stated in the fiscal analysis.

In addition to the construction costs explanation above, the total development costs we have estimated are based on our experience. We competitively bid out all contracts over $2,500 and work with the lowest responsive bidder and any cost savings will result in lower subsidies being required and/or result in the project being more competitive for funding (State of California funding incentivizes cost control in developments). Furthermore, the amount of developer fee proposed is capped by the funding sources including the Tax Credit Allocation Committee and the State of California Department of Housing and Community Development.
<table>
<thead>
<tr>
<th>Project</th>
<th>Location</th>
<th>TYPE</th>
<th>Funding Source</th>
<th>Role</th>
<th>Supportive Services</th>
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<td>Broadway Villas, LA Cnty DHS</td>
<td>Los Angeles County</td>
<td>Permanent Supportive Housing</td>
<td>DHS, Owner</td>
<td>DHS Full Service Partner Case Management and Resident Services Coordination to DHS clients: chronically homeless seniors (16 units); Resident Services Coordination to all 49 units.</td>
<td>Full supportive services case management to DHS residents. Resident service coordination, case management, educational classes, mediation and social events. Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
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<td>Hollenbeck Terrace, LA Cnty DHS</td>
<td>Los Angeles County</td>
<td>Permanent Supportive Housing</td>
<td>DHS, Owner</td>
<td>DHS Full Service Partner Case Management and Resident Services Coordination to DHS clients: chronically homeless seniors (24 units); Resident Services Coordination to all 74 units.</td>
<td>Full supportive services case management to DHS residents. Resident service coordination, case management, educational classes, mediation and social events. Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
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<td>Brookfield Place – 58 Units</td>
<td>Alameda County</td>
<td>Permanent Affordable and Supportive Housing</td>
<td>MHSA, Owner</td>
<td>Resident service coordination and liaison with county mental health service provider, property management, owner and residents, including MHSA residents (5 units).</td>
<td>Resident service coordination, case management, educational classes, mediation and social events. Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
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### LifeSTEPS Supportive Housing Sites

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<th>Project</th>
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<th>TYPE</th>
<th>Funding Source</th>
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<td>Riverside County</td>
<td>Permanent Affordable and Supportive Housing</td>
<td>MHSA, Owner</td>
<td>Resident service coordination and liaison with county mental health service provider, property management, owner and residents, including MHSA residents (15 units).</td>
<td>Resident service coordination, case management, educational classes, mediation and social events. Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
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<td>MacArthur Apartments – 32 Units</td>
<td>Alameda County</td>
<td>Permanent Affordable and Supportive Housing</td>
<td>MHSA, Owner</td>
<td>Resident service coordination and liaison with county mental health service provider, property management, owner and residents, including MHSA residents (7 units).</td>
<td>Resident service coordination, case management, educational classes, mediation and social events. Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
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<td>Montecito Terraces – 98 Units</td>
<td>Los Angeles County</td>
<td>Permanent Affordable and Supportive Housing</td>
<td>MHSA, Owner</td>
<td>Resident service coordination and liaison with county mental health service provider, property management, owner and residents, including MHSA residents (10 units).</td>
<td>Resident service coordination, case management, educational classes, mediation and social events. Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
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### LifeSTEPS Supportive Housing Sites

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Ranch Dorado North – 71 Units</td>
<td>Riverside County</td>
<td>Permanent Affordable and Supportive Housing</td>
<td>MHSA, Owner</td>
<td>Resident service coordination and liaison with county mental health service provider, property management, owner and residents, including MHSA residents (15 units).</td>
<td>Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
</tr>
<tr>
<td>The Vineyards at Menifee – 80 Units</td>
<td>Riverside County</td>
<td>Permanent Affordable and Supportive Housing</td>
<td>MHSA, Owner</td>
<td>Resident service coordination and liaison with county mental health service provider, property management, owner and residents, including MHSA residents (15 units).</td>
<td>Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
</tr>
<tr>
<td>Verbena Crossing – 96 Units</td>
<td>Riverside County</td>
<td>Permanent Affordable and Supportive Housing</td>
<td>MHSA, Owner</td>
<td>Resident service coordination and liaison with county mental health service provider, property management, owner and residents, including MHSA residents (15 units).</td>
<td>Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
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<tr>
<td>Vintage at Kendall – 178 Units</td>
<td>San Bernardino County</td>
<td>Permanent Affordable and Supportive Housing</td>
<td>MHSA, Owner</td>
<td>Resident service coordination and liaison with county mental health service provider, property management, owner and residents, including MHSA residents (20 units).</td>
<td>Resident service coordination, case management, educational classes, mediation and social events. Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
</tr>
<tr>
<td>Vintage at Snowberry – 224 Units</td>
<td>Riverside County</td>
<td>Permanent Affordable and Supportive Housing</td>
<td>MHSA, Owner</td>
<td>Resident service coordination and liaison with county mental health service provider, property management, owner and residents, including MHSA residents (15 units).</td>
<td>Resident service coordination, case management, educational classes, mediation and social events. Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
</tr>
<tr>
<td>United Outreach of El Dorado County</td>
<td>El Dorado County</td>
<td>Temporary Homeless Shelter</td>
<td>County</td>
<td>Intensive case management services to homeless residents in all Transitional Housing Programs. LifeSTEPS personnel wrote the Agency Procedural Manual, as well as the Policies and Procedures for</td>
<td>Full supportive services case management to residents. Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
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<tbody>
<tr>
<td>HUD project based housing, Housing Authority of Santa Clara County – 29 Communities, 2,108 Units</td>
<td>Santa Clara County: 17 Family communities, 965 units 12 Senior communities, 1,143 units</td>
<td>Permanent Affordable and Supportive Housing</td>
<td>HUD, Owner</td>
<td>Resident service coordination and liaison with county mental health service provider, property management, owner and HUD housing residents.</td>
<td>Resident service coordination, case management, educational classes, mediation and social events. Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
</tr>
<tr>
<td>Arrowhead Vista – 40 Units</td>
<td>San Bernardino County</td>
<td>Permanent Affordable and Supportive Housing</td>
<td>County, Owner</td>
<td>Resident service coordination and liaison with county mental health service provider, property management, owner and residents, including special needs residents (40 units).</td>
<td>Resident service coordination, case management, educational classes, mediation and social events. Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
</tr>
<tr>
<td>Blue Mountain Senior Villas – 120 Units</td>
<td>San Bernardino County</td>
<td>Permanent Affordable and Supportive Housing</td>
<td>County, Owner</td>
<td>Resident service coordination and liaison with county mental health service provider, property management, owner and residents, including homeless residents (24 units).</td>
<td>Resident service coordination, case management, educational classes, mediation and social events. Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
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LifeSTEPS has also provided clinical supervision to the Programs’ case managers.

LifeSTEPS has also provided clinical supervision to the Programs’ case managers. Substance abuse, and mental health services.
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<tr>
<td>Curtner Studios</td>
<td>Santa Clara County</td>
<td>Permanent Affordable and</td>
<td>County, Owner</td>
<td>Resident service coordination and liaison with county mental health service provider, property management, owner and residents, including special needs residents.</td>
<td>Resident service coordination, case management, educational classes, mediation and social events. Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
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<tr>
<td>SRO – 178 Units</td>
<td></td>
<td>Supportive Housing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Island Village</td>
<td>San Diego County</td>
<td>Permanent Affordable and</td>
<td>County, Owner</td>
<td>Resident service coordination and liaison with county mental health service provider, property management, owner and residents, including special needs residents.</td>
<td>Resident service coordination, case management, educational classes, mediation and social events. Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
</tr>
<tr>
<td>SRO – 281 Units</td>
<td></td>
<td>Supportive Housing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ridgeway SRO</td>
<td>Sacramento County</td>
<td>Permanent Affordable and</td>
<td>County, Owner</td>
<td>Resident service coordination and liaison with county mental health service provider, property management, owner and residents, including special needs residents.</td>
<td>Resident service coordination, case management, educational classes, mediation and social events. Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
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<tr>
<td>SRO – 22 Units</td>
<td></td>
<td>Supportive Housing</td>
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<tr>
<td>Studio 15 SRO – 275 Units</td>
<td>San Diego County</td>
<td>Permanent Affordable and Supportive Housing</td>
<td>County, Owner</td>
<td>Resident service coordination and liaison with county mental health service provider, property management, owner and residents, including special needs residents.</td>
<td>Resident service coordination, case management, educational classes, mediation and social events. Linkages to county mental health providers, employment and educational services linkages to mainstream resources, health care, dental care, substance abuse, and mental health services.</td>
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Mainstream resources, health care, dental care, substance abuse, and mental health services.
LifeSTEPS Supportive Services Policies and Procedures

Intensive Case Management Services

Policies & Procedures 2014

LifeSTEPS Experience – Exhibit B
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LifeSTEPS Experience – Exhibit B
Intensive Case Management Services
(ICMS)

PURPOSE OF AGREEMENT

The County of Los Angeles and LifeSTEPS have entered into an agreement in order to allow the County to maximize available resources and ensure that the County can direct their patients to quality subsidized housing. The County has determined that the agreement with LifeSTEPS will:

- Assist the County in reducing housing costs
- Secure high quality affordable units for DHS clients
- Secure on-site support for DHS clients with special needs
- Reduce costs by serving clients at a single location
- Offer ICMS to a specialized needy population
Intensive Case Management Services

(ICMS)

SCOPE OF WORK

Life Skills Training and Educational Programs, Inc. (LifeSTEPS) shall provide the following:

- High quality ICMS to clients eligible for permanent housing through the Housing for Health (HFH) program of the Los Angeles County Department of Human Services
- Use a client-centered approach and provide excellent customer service to clients who are homeless with a range of medical and behavioral health issues
- Assist clients in their transition from homelessness to permanent housing
Intensive Case Management Services

(ICMS)

SERVICES PROVIDED

POLICY:

LifeSTEPS, in accordance with procedures approved by the Los Angeles County Department of Human Services (DHS) will provide ICMS using current health and mental health best practices and standards. The implementation of service delivery will begin with receipt of referrals from DHS. Referrals received from DHS by LifeSTEPS have been pre-screened by DHS and the client has been determined to be eligible for ICMS Permanent Housing.

PROCEDURE:

1.0 Outreach and Engagement

1.1 Process and accept referrals from DHS and other HFH partners.

1.1.1 Intensive Case Manager will complete the LifeSTEPS Referral Tracking form and begin to attempt to contact the client. There will be a minimum of at least four (4) attempts to contact the client. If contact is not completed, the Intensive Case Manager will consult with supervisor to determine if further contact attempts should be made or if referral should close. All attempts to contact will be documented on the Referral Tracking form. DHS shall be notified if referral is closed due to no contact. (See Client Referral to LifeSTEPS, 7.0)
1.2 Establish rapport and build trusting relationships with potential clients.

1.2.1 Intensive Case Manager will upon contact with the client determine if the potential client is appropriate for permanent housing and ICMS based upon description of services and client interest and current life situation and need for permanent housing.

1.3 Conduct a face-to-face screening within five (5) business days of receiving the DHS or HFH referral. Highest priority is given to emergent clients and requires two (2) business days to conduct face-to-face screening.

1.3.1 At first face-to-face meeting the Intensive Case Manager will discuss IMCS and determine potential client interest in services.

1.3.2 If potential client requests services the Intensive Case Manager may begin intake and assessment or schedule an initial intake and assessment meeting.

1.3.3 Should potential client decline services, the Intensive Case Manager will offer assistance with any needed referrals and proceed to close the referral. DHS will be notified of referral disposition within two business days using the Referral Tracking form.

1.4 Referred individuals who do not meet DHS eligibility criteria for ICMS or who decline services shall be provided assistance and referrals to address immediate needs including housing options, shelter, food, health and mental health care case management and other supportive services.
Intensive Case Management Services

(ICMS)

STAFFING

POLICY:

LifeSTEPS shall maintain sufficient staff that shall be responsible for the day-to-day activities of service delivery, management and coordination of program services and liaison with DHS. Required staff shall include a Project Manager or a designated alternative and an Intensive Case Manager. Additionally, DHS shall have access to the Project Manager or a designated alternate twenty-four (24) hours each day, 365 days a year. LifeSTEPS recognizes the importance of being available to clients when immediate needs arise both in the course of the customary business day as well as afterhours. In engaging with clients and building a trusting relationship it is important for clients to feel supported at all times and especially during a crisis situation. In order to maintain a continuity of care and an atmosphere of client/staff trust, LifeSTEPS staff will be available to clients 24 hours a day, 7 days a week to address any needs including crisis intervention.

PROCEDURE:

2.0 Project Manager

2.1 Project Manager shall have experience with the following but not limited to:

LifeSTEPS Experience – Exhibit B
2.1.1 Working with homeless/and or special needs populations  
2.1.2 Case management and/or experience with mental health services  
2.1.3 Agreement management and compliance  
2.1.4 Budgets and expenditure tracking  
2.1.5 Providing administrative oversight to ICMS staff  
2.1.6 Developing and implementing Quality Control plans  
2.1.7 Proficient writing and computer skills to produce reports

3.0 Intensive Case Manager  
3.1 Intensive Case Manager shall meet the following qualifications:  
3.1.1 A bachelor’s degree in social work/mental health and one year of direct experience working with homeless individuals  
3.1.2 Have experience working with clients with mental illness, chronic health issues and substance use disorders  
3.1.3 Expertise in chronic homelessness, outreach and engagement strategies, intensive case management services crisis intervention, suicide assessment and prevention, public benefits applications and landlord/tenant rights  
3.1.4 Maintain a case load of 15-20 clients

4.0 Staff Availability and Crisis Intervention  
4.1 Staff will be available to all clients 24 hours/day, 7 days/week  
4.2 Clients will receive at intake a telephone number to contact a LifeSTEPS staff member during afterhours to assist with any crisis situation.  
4.2.1 Intensive Case Manager will educate clients in how to differentiate between a crisis situation and a matter that can be addressed during regular business hours.
4.2.2 Clients will also be educated in how and when to use 911 services versus situations that may not necessarily require emergency services or crisis intervention

4.3 LifeSTEPS ICMS will employ the use of a dedicated 800# telephone line for afterhours use that allows for clients to choose to talk with a LifeSTEPS on-call staff member or leave a message.

4.4 ICMS program staff will use a rotation on-call system that allows for complete coverage during all non-business hours, to include evenings, weekends and holidays.

4.5 LifeSTEPS staff response to any afterhours client contact shall be immediate and appropriate to include assistance with contacting any outside agency or entity to assist the client or other referral services.

4.6 Project Manager or designated alternate will ensure that all LifeSTEPS staff that will work an on-call shift are thoroughly trained in crisis intervention and management and will document the completion of all trainings received.
Intensive Case Management Services (ICMS)

STAFF RECRUITMENT

POLICY:

LifeSTEPS is committed to finding and recruiting the best possible candidates to fill any open employment positions in the ICMS program. Careful consideration is given to candidates for employment to ensure qualifications and experience match the duties required of the position as well as the personality needed to work closely with clients who receive LifeSTEPS ICMS.

PROCEDURE:

5.0 Staff Recruitment

5.1 LifeSTEPS uses a progressive series of actions in order to ensure that experienced and qualified candidates are carefully reviewed in consideration of filling the open ICMS position.

5.1.1 Project Manager or designated alternate notifies Director of Operations of the open ICMS position.

5.1.2 Director of Operations notifies Human Resources department of need to fill the open ICMS position.

5.1.3 Human Resources will post the open ICMS position on the appropriate internet job board.

5.1.4 Resumes of selected candidates are sent to the Project Manager or designated alternate.

5.1.5 Project Manager or designated alternate will conduct phone screenings and select candidates for first panel interview.

5.1.6 Selected candidates are invited to a second panel interview.
5.1.7 Project Manager or designated alternate completes background check on selected candidate.

5.1.8 Upon successful background check, Project Manager or designated alternate notifies Human Resources of candidate selected to fill the open ICMS position.

5.1.9 Offer of employment is made and start date is selected.

5.1.10 Continued employment of new hire is contingent upon successful completion of a criminal background check.

5.2 All open positions in the LifeSTEPS ICMS program will be filled with qualified candidates in 30 – 60 days of vacancy.

5.3 DHS will be notified immediately of any open ICMS position and new hire information will be forwarded to DHS in a timely manner.
Intensive Case Management Services

(ICMS)

TRAINING

POLICY:

LifeSTEPS requires all new ICMS staff to be fully trained for their positions in order to maximize efficiency in quality delivery of services to clients. Training shall be available to new staff at time of hire and will be on-going as areas of need are identified. Training topics of the Intensive Case Manager will include customer service, crisis de-escalation, dealing with difficult people, cultural awareness, sexual harassment and other topics as there is an identified need.

PROCEDURE:

6.0 Intensive Case Manager Training Requirements

6.1 The Intensive Case Manager will be fully trained in their tasks. LifeSTEPS supervisory staff will through direct supervision and observation ensure that all staff providing direct services have expertise in, or receive additional training and supervision on the following topics:

6.1.1 Chronic homelessness
6.1.2 Outreach and engagement strategies
6.1.3 Intensive case management services
6.1.4 Best practice models
6.1.5 Mental health and substance use disorders
6.1.6 Crisis intervention
6.1.7 Suicide prevention and assessment
6.1.8 Affordable housing and public benefits applications
6.1.9 Housing and tenant/landlord rights/eviction prevention
6.1.10 Mandated child and elder abuse reporting
6.1.11 Securing protected health information
6.1.12 Other training as identified by staff and supervisory staff

6.2 The Intensive Case Manager shall be required to successfully complete the United Homeless Healthcare Partners “Case Management Institute Series” and the United Healthcare Partners Case Management “Preparing Disability Claims” workshop series. DHS will provide both trainings to LifeSTEPS staff at no cost and the LifeSTEPS Project manager or designated alternate will ensure timely enrollment of the Intensive Case Manager.

6.3 The LifeSTEPS Project Manager or designated alternate will maintain a record of trainings completed by the Intensive Case Manager to be reviewed quarterly in face-to-face supervision. Additional training as requested by DHS or the Intensive Case Manager will be considered and appropriately scheduled as soon as possible.
LifeSTEPS Supportive Services Policies and Procedures

Intensive Case Management Services
( ICMS )

CLIENT REFERRAL TO LifeSTEPS

POLICY:

Referral of potential clients eligible for ICMS shall come from DHS. LifeSTEPS Intensive Case Manager will receive directly from DHS via email referral information for each potential ICMS client. Referrals received from DHS have been pre-screened and determined to be eligible for ICMS.

PROCEDURE:

7.0 Referral Receipt and Disposition

7.1 Intensive Case Manager will review referral received and ensure all information is complete and correct.

7.2 Intensive Case Manager will transfer referral information onto Referral Tracking Spreadsheet.

7.3 Upon receipt of referral the Intensive Case Manager will begin contact policy.

7.3.1 A minimum of four (4) attempts will be made to contact client and arrange for initial face-to-face meeting. Supervisor shall have discretion to require additional attempts to make client contact.

7.3.2 All attempts to contact client will be documented on the Referral Tracking Form with contact method noted.

7.3.3 Should Intensive Case Manager be unable to contact client or upon contact the client declines services, the referral will be closed and reason for closure will be documented on the Referral Tracking Form.

LifeSTEPS Experience – Exhibit B
7.3.4 If client is interested in services, the Intensive Case Manager will schedule the initial face-to-face meeting within five (5) business days of receipt of referral.

7.4 DHS will be notified of referral disposition within two (2) business days of completed Referral Tracking Form.
   7.4.1 Intensive Case Manager or alternate will fax to DHS via secure fax line the completed Referral Tracking Form with disposition noted.

7.5 Completed Referral Tracking Form will be securely stored if case is not opened or placed in the secure case file if services begin.

7.6 Intensive Case Manager will complete disposition in the Referral Tracking Spreadsheet.
Intensive Case Management Services
(ICMS)

INTAKE

POLICY:

The LifeSTEPS Intensive Case Manager will conduct intake with eligible clients and will assist with helping the client to gather additional program eligibility documentation, complete project intake forms and complete enrollment into ICMS. Intake will begin once the initial face-to-face meeting has been completed and client is deemed eligible for services; within 5 days after referral has been received by the Intensive Case Manager from DHS.

PROCEDURE:

8.0 Intake

8.1 Upon initial meeting with a potential client, the LifeSTEPS Intensive Case Manager shall begin intake and assessment to determine current immediate needs of the client and to determine if client is eligible for services. Intake will be the first action to be completed and will include the use of the following documents:

8.1.1 LifeSTEPS Consent for Intensive Case Management Services
8.1.2 Statement of Client Rights
8.1.3 Confidentiality of Client Records
8.1.4 LifeSTEPS General Release of Information
8.1.5 Housing Participation Agreement
8.1.6 LifeSTEPS Intake Form
8.1.7 Medication Chart
8.1.8 Client Medical Appointment Information

8.2 Upon completion of signing of the Consent for Intensive Case Management Services, a “case” shall be considered “open” and intake documents should ideally be completed in the same session. However in the case where time does not permit completion of all documents, the Medication Chart and client Medical Appointment Information may be completed in the next scheduled face-to-face meeting.
Intensive Case Management Services

(ICMS)

ASSESSMENT

POLICY:

Assessment formally will begin upon completion of the initial Intake face-to-face meeting between Case Manager and client and all intake documents have been completed. Assessment must be completed within two (2) days after intake has been completed.

PROCEDURE:

9.0 Assessment

9.1 Assessment procedures will include the Case Manager assisting clients with access to basic services to address their immediate needs; housing, food, clothing and other basic necessities. Additional assessment activities include completion of a comprehensive psycho-social assessment; at initial assessment and ongoing during ICMS, but not less than every three (3) months. Steps to complete a Case Management Services Plan will also begin at the assessment meeting and formally scheduled meeting will begin; one (1) to three (3) times per week, at minimum. Case file forms to be completed at assessment includes:

9.1.1 Comprehensive Initial Psycho-Social Assessment

9.1.2 LifeSTEPS Case Management Services Plan

9.2 Additional Case Manager Responsibilities at Assessment and Ongoing ICMS
9.2.1 Assist clients with access to health, mental health and substance abuse disorder services, as needed
9.2.2 Assist clients with maintaining medication and treatment regimens
9.2.3 Assist clients with obtaining income and/or establishing benefits
9.2.4 Assist clients with life skills and community participation
9.2.5 Assist clients with gaining or restoring daily independent skills
9.2.6 Assist clients with budgeting and money management
9.2.7 Assist clients with any new or ongoing legal issues
9.2.8 Assist clients with transportation, as needed
Intensive Case Management Services

(ICMS)

CLIENT SUPPORT SERVICES

POLICY:

Upon the signing of consents and case opening, the LifeSTEPS Intensive Case Manager will begin to deliver a variety of support services that will assist client in securing stable permanent housing. Using best practice case management techniques and a face-to-face home visitation model, the Intensive Case Manager will begin meeting with the client and working together with the client attempt to reach agreed upon goals.

PROCEDURE:

10.0 Delivery of Client Support Services in Face-to-Face Contacts
   10.1 Assist clients with accessing services to address their immediate basic Needs
   10.2 Maintain regular and ongoing client contact with intensity of services to be determined by client needs
       10.2.1 Frequency of visits may vary from three (3) or more visits per week at the start of initial services to no less than once every three (3) months after client is stable in housing and fully engaged in supportive services
   10.3 Ensure clients are linked to and accessing health, mental health and substance use disorder services as needed
   10.4 Assist clients with maintaining medication and treatment regimens
   10.5 Assist clients with obtaining income and/or establishing benefits
10.6 Assist clients with locating and securing employment or volunteer and/or educational opportunities

10.7 Assist clients with gaining, restoring, improving or maintaining daily independent living, social, leisure and personal hygiene skills

10.8 Assist clients with budgeting and money management

10.9 Assist clients with monitoring any legal issues and overcoming any financial situation that might prevent them from accessing and maintaining permanent housing and supportive services

10.10 Provide clients with understanding and access to 24-hour/7 days a week on-call crisis intervention services

10.11 Educate clients on the appropriate use of crisis intervention services instead of using 911 emergency calls for assistance

10.12 Educate clients on tenant rights and responsibilities, including compliance with lease policies, paying rent and how to budget finances

10.13 Work closely with client, property management staff and other partners to help clients resolve issues that may threaten housing stability

10.14 Clearly document in client case file all eviction prevention interventions provided to client
Intensive Case Management Services (ICMS)

CASE FILE DOCUMENTATION

POLICY:

The LifeSTEPS Case Manager shall maintain program documents relating to each ICMS client that receives services. LifeSTEPS will ensure that all appropriate safeguards are implemented to secure clients’ protected health information at all times. Case files will be kept as hard copy case files and in electronic format. Access to case files will be limited to only those qualified LifeSTEPS staff on a “need to know” basis. Case file storage shall meet protective standards as per HIPPA requirements.

PROCEDURE:

11.0 Case File Documentation Standards

11.1 In order to fully and appropriately serve all LifeSTEPS clients with ICMS, the LifeSTEPS Case Manager will maintain a current case file for active clients which will document all forms of service delivery, all contacts made with the client or on behalf of the client, daily and/or weekly progress notes, referral documentation and will include at minimum the following case file documents:

11.1.1 Consent for Services, to be signed at intake and renewed yearly.
11.1.2 Statement of Client Rights
11.1.3 Confidentiality of Client Records
11.1.4 Release of Information (General and Specific, as needed)
11.1.5 Housing Participation Agreement
11.1.6 LifeSTEPS Intake Form
11.1.7 Medication Chart
11.1.8 Client Medical Appointment Information
11.1.9 Psycho-Social Assessment
11.1.10 LifeSTEPS Case Management Services Plan
11.1.11 Referral Documentation to include Client/Tenant documentation
11.1.12 Case Conference Form
11.1.13 Incident Report Form
11.1.14 Case File Service Activity Log
11.1.15 Case Closure Form
11.1.16 Other case file documentation as required by Case Manager or Supervisor
11.1.17 Other documentation as required at DHS’ discretion

11.2 Changes/Additions to case file documents require DHS approval in addition to the participation and approval of LifeSTEPS Administrative Director and Social Services Project Manager
Intensive Case Management Services  
(ICMS)

PROGRAM RECORDS

POLICY:

LifeSTEPS shall maintain records and program documentation using best practice procedures and HIPPA compliant directives. The Project Manager or designated alternate will be responsible for overseeing that all required records and program documentation are properly stored and maintained and are accessible for review or audit as required by DHS contract. LifeSTEPS corporate Social Services Project Manager shall assist as necessary with oversight and compliance.

PROCEDURE:

12.0 Maintenance and Storage of Program Records and Documents

12.1 The following areas of records and documentation will be properly secured and maintained and available for audit:

12.1.1 Program policies and procedures
12.1.2 Agreements and/or Memorandums of Understanding with service providers or other project partners
12.1.3 Records of case conferences with property management staff and other partners
12.1.4 Documentation related to increasing client access to Resources
12.1.5 Incident Report/Tenant Grievance Forms
12.1.6 Client Satisfaction Surveys and Analysis
12.1.7 Other documents related to quality control
12.1.8 Staff trainings
12.1.9 ICMS staff in-services
12.1.10 Documentation of Performance Measures and Outcomes
12.1.11 Other records and program documentation required
LifeSTEPS Supportive Services Policies and Procedures

Intensive Case Management Services

(ICMS)

INTENSIVE CASE MANAGER SUPERVISION

POLICY:

LifeSTEPS requires that the Intensive Case Manager receive ongoing supervision and necessary supervisory support as needed. Supervision will be clinical in nature and shall take place weekly or as needed.

PROCEDURE:

13.0 Clinical Supervision Requirements

13.1 The Intensive Case Manager in the performance of his/her duties requires the direct supervision and support from a qualified individual with clinical experience. LifeSTEPS has established a system for providing appropriate clinical supervision to staff that includes the following responsibilities:

13.1.1 Direct supervision will be clinical in scope and practice
13.1.2 At minimum supervision will take place weekly or as needed.
13.1.3 In addition to clinical supervision, client services case file documentation may be reviewed during supervision sessions
13.1.4 Direct supervision shall be available on a weekly basis and as needed on an on-call basis for emergency situations encountered by the Intensive Case Manager
Intensive Case Management Services (ICMS)

CASE CLOSURE

POLICY:

LifeSTEPS will continue to deliver ICMS to the client as long as the client remains open to receiving services, continues to participate in Case Management service planning, actively works with the Intensive Case Manager to achieve desired goals and continues to reside in permanent housing. Should a client receiving ICMS decline further services or otherwise desire to no longer participate in the case management process or vacates permanent housing, the Intensive Case Manager will close the case, ending ICMS.

PROCEDURE:

14.0 ICMS Case Closure

14.1 Intensive Case Manager will consult with Supervisor and/or DHS prior to ending ICMS and closing the case

14.2 Case closure may result for any of the following reasons:

14.2.1 Loss of client contact

14.2.2 Client declines further services

14.2.3 Client refuses to participate in case management planning

14.2.4 Client no longer resides in permanent housing

14.2.5 Client no longer meets eligibility requirements

14.2.6 Closure at the request of DHS

14.3 Intensive Case Manager will make every attempt to assist client with referrals for alternative services prior to case closure
14.4 At time of closure the Intensive Case Manager will complete Case Closure Form, to be placed in case file
14.5 Case file will be submitted to supervisor for review
14.6 Copy of the Case Closure Form will be submitted to DHS via secure fax within two (2) business days of case closure
14.7 Closed case file will be archived in secure program storage for not less than five (5) years, after which time closed case file will be properly destroyed
Intensive Case Management Services

(ICMS)

QUALITY CONTROL AND CLIENT SATISFACTION

POLICY:

LifeSTEPS will maintain its commitment to offering the highest level of quality and services in each and every interaction with a client. Additionally, LifeSTEPS will use a comprehensive Quality Control Plan (QCP) that both ensures oversight of service delivery, consistent assurance to DHS of the quality services provided and a welcoming and encouraging environment where client suggestions and feedback in how to improve services is honored and valued.

PROCEDURE:

15.0 Quality Assurance, Quality Control and Client Satisfaction

15.1 Quality of services and client satisfaction are key elements of successful delivery of ICMS. Key procedural avenues to ensure high quality of services and client satisfaction include Supervisor involvement in monitoring day to day service delivery, Administrative oversight and continuous opportunities for clients to express their satisfaction or dissatisfaction with services they receive. Quality Assurance requires that LifeSTEPS staff are prepared to ensure appropriate steps are taken in completing the following actions:

15.1.1 Identifying, preventing and correcting deficiencies in the quality of services before the level of performance becomes unacceptable

15.1.2 Responding expediently to client concerns or concerns from other partners

15.1.3 Resolving issue and/or client crisis without the loss of housing
15.1.4 Quickly resolving client problems and addressing any client grievances
15.1.5 Resolving agency to agency or staff to staff issues/problems
15.1.6 Identifying and addressing staff training needs

15.2 LifeSTEPS Intensive Case Manager Supervisor will monitor day to day service delivery and ensure quality delivery of services and accurate case file management.
15.2.1 Supervisor will provide a weekly clinical supervision with Intensive Case Manager and will be available as needed to offer support and oversight of crisis management, ensuring a continuum of quality services.

15.3 LifeSTEPS administrative Social Services Project Manager will implement the following Case File Review policy in order to assure quality control of service delivery:
15.3.1 Each month the administrative Social Services Project Manager will review three random case files using the Case File Review form that will allow for monitoring of case management processes and procedures and ensuring consistent quality case management.
15.3.2 After review of the three cases files each month, the I administrative Social Services Project Manager will contact the three clients whose case files were reviewed and gather feedback regarding the delivery of services and client satisfaction. Discussion with the client will be documented on the Phone Survey form and the Service Activity Log.
15.3.3 The administrative Social Services Project Manager will ensure that completed Case File Review forms and Phone Survey forms are securely stored for a period of not less than five (5) years and are available for DHS review upon request.
15.3.4 Intensive Case Manager Supervisor will fully participate in following the Client Grievance Procedure as outlined in the Statement of Clients Rights.

15.4 LifeSTEPS will administer at minimum, annually a Client Satisfaction Survey.

15.4.1 The Client Satisfaction Survey delivered annually will afford LifeSTEPS the opportunity to gather client feedback, and through analysis assess client satisfaction with ICMS. DHS will be provided with the results of the annual survey and in discussion with LifeSTEPS make any necessary corrections or adjustments to improve the quality of delivery of ICMS.

15.5 LifeSTEPS will additionally use all one-on-one client meetings and client/tenant meetings as an opportunity to assess client satisfaction on a continual basis.

15.6 LifeSTEPS administrative Social Services Project Manager will provide oversight of the ICMS program and ensure compliance with best practice of case management, quality delivery of services and client satisfaction.
Complete Solutions to Community Development

Resources for Community Development’s mission is creating and preserving affordable housing for people with the fewest options to build community and enrich lives. Over its 30-year history, RCD has built up a portfolio of over 2,000 completed affordable units and has more than 250 additional affordable units under development. RCD continues to grow geographically and now operates in communities throughout Alameda, Contra Costa and Solano counties, as well as a new development site in Marin County. This growth is fueled by our proven capacity to develop projects on time and on budget, and through the relationships we have forged and maintained with local governments, lenders, investors and neighbors.

Successful Track Record and Deep Experience

Through our many projects, RCD has earned a strong reputation as a skilled developer, stable asset manager and owner, and a mission-driven service and housing provider. A significant source of RCD’s strength lies in its ability to assemble and administer complex financing structures for its projects in response to extreme competition for affordable housing funds. Often compiling the financing for an affordable project takes several years; as the RFP states, no local funding will be available until 2017. RCD has the organizational strength and stability to last through the predevelopment process, and the development expertise to remain nimble in the ever shifting landscape of project financing.

Our expert Development team exemplifies the responsiveness, experience, and collaborative skills necessary to complete successful projects. RCD’s Asset Management team ensures long-term sustainability through strong fiscal controls over the RCD portfolio, and our Resident Services Program provides residents with the support services they need to retain their housing and build self-sufficiency.

From our earliest days, RCD has had a passion for developing and operating supportive housing for people with the fewest options. Service enriched housing and family housing has been our model for 30 years, and we partner with expert local service providers to ensure the success of the communities we create. RCD understands the physical and programmatic needs associated with providing housing for families and special needs residents, including veterans. We integrate services planning into design and construction choices, tailoring
projects to target populations and creating healthy, durable, and supportive living arrangements for our future residents.

**Expert Team**

RCD has assembled a top notch team for Mace Ranch III:

- **Van Meter Williams Pollack** – an award-winning architecture and urban design firm based in San Francisco and Denver. VMWP's comprehensive and innovative design approach considers environmental, social, economic, and client needs to create buildings and communities that resonate with people. They believe that community involvement is essential to any project's success and are committed to active participation of a variety of stakeholders in the planning process.

- **Life Skills Training & Educational Programs’** (LifeSTEPS) – services partner provides effective educational and supportive services to maximize the strengths of individuals and build resilient communities. Services include: case management, client assistance, educational classes, after school programs, senior services, mediation, social activities and volunteer programs.

- **Community Economics** – well established affordable housing financial and syndication consultants that provide expertise to developers across the state

- **Gubb and Barshay** – real estate and tax law attorneys specializing in combining tax credit financing with a range of affordable housing funding sources

- **John Stewart Company** – experienced, high quality property managers committed to providing secure, service-oriented and well maintained housing environments

**Project Understanding and Approach**

Mace Ranch III represents a significant opportunity to house individuals with special needs, with a focus on mental health, physical disabilities, and substance abuse challenges, who are homeless or at-risk of homelessness in Davis, and the site offers a peaceful infill location near important amenities. The site also offers the exciting opportunity to further the City's climate change policies.

Our proposed conceptual designs provide several design options for consideration by the City, Social Services Commission, and the community; each option meets the project goals of sustainability, livable

Laurel Gardens, completed by RCD in 2006 is the first permanent supportive housing in Fairfield specifically designed and constructed for the homeless and/or people with disabilities.
communities, compatibility with the existing neighborhood, and addressing housing needs. Our approach ensures that the community participates early and often, the neighbors remain engaged, and the properties remain stable over the long term.

This is the beginning of a community planning process, and our team offers the experience, leadership, and nuanced understanding of service-enriched affordable housing necessary to execute your vision. In the following sections, we highlight the expertise of our project team, contemplate our project approach, and discuss how our qualifications offer complete solutions to community development.
Included in this section

- Mace Ranch Background
- Project Goals
- RCD's Relevant Experience
- Key Opportunities at Mace Ranch III
Mace Ranch Background

Over the past few decades, Mace Ranch has developed into a flourishing neighborhood with new residential, commercial, and institutional developments. With the Explorit Science Center, Harper Junior High School, Korematsu Elementary School, parks and open space, extensive bike and pedestrian paths, and large retail and job centers, the neighborhood represents a significant investment in the growth of east Davis. The robust mix of community resources and amenities provides an ideal location for creating a new affordable housing community given its excellent connectivity to transit, outdoor amenities, schools, jobs, and supportive service amenities.

The City is now looking to identify an experienced affordable housing development team to continue this community dialogue, advance local priorities, and secure the financing and entitlements necessary to move this vision into reality. With its strong architect partner and collaborative of professionals, RCD has assembled an expert team that has the skill needed to realize the City's and the community's vision on this important project.

We appreciate the City's proactive approach to community engagement, incorporating neighborhood and stakeholder input at the very start of the development and design process. This dovetails with our approach of conducting outreach early and communicating often, and this early outreach enables a truly responsive project.

As we will demonstrate throughout this proposal, Resources for Community Development has the commitment and expertise to manifest the City and community's vision into a strong and lasting affordable housing community.

Project Goals

Community participation
As mentioned above, the City has already opened up a dialogue with the Mace Ranch neighbors, establishing a transparent process for selecting the development team and designing the site. By identifying the neighborhood's priorities early in the project, the City has jump started the participatory planning process that is so critical to the success of a new infill development project.
To this end, the City has taken the initiative to identify stakeholders, including City Planning and Housing staff, the Social Services Commission and the Mace Ranch neighbors, and to cultivate consensus around immediate and long term priorities for the site. Through a meaningful design process, all stakeholders hope to achieve a thoughtfully designed, well-constructed project on this property and long term asset for the neighborhood.

RCD and its architectural team, Van Meter Williams Pollack, share the belief that neighborhood residents, business owners, and other local stakeholders should actively participate in shaping their community. RCD and VMWP also have a long working history of successful community outreach efforts across a wide range of communities and across many sizes and types of developments.

**Sustainability**
The City of Davis has also distinguished itself as a leader in sustainability through its Davis Climate Action and Adaption Plan. Through the Davis Future Renewable Energy and Efficiency (Davis FREE) project, Davis has set the course to become a net carbon zero city by 2050. As dedicated and experienced green building professionals, we are inspired by such projects as the UC Davis West Village, which will be the largest planned zero net energy community in the county. The City has also established a partnership and ongoing dialogue with the community through Cool Davis, an active network of residents, community organizations, businesses and community institutions committed to implementing the City of Davis’s Climate Action and Adaptation Plan.

RCD track record is aligned with this vision for carbon neutral cities, and we feel a deep kinship to Davis’ leadership in climate change, its commitment to its urban growth boundary, and long term sustainability in planning and developing. Health and sustainability are integral to every RCD development. RCD’s commitment to green building is driven not only by our interest in reducing the external environmental impacts of development, but also by our concern for our buildings’ impact on the health of our residents. The development perspective also ensures that properties are healthy and sustainable for the long term.

As a demonstration of this commitment, RCD has developed 2 LEED Platinum buildings and 10 Green Point Rated developments, including 2 that were part of pilot programs with Build it Green as they developed their Green Building Guidelines for Multi-Family housing and their Green Point Rated program for Rehabilitation projects. We also have 2 expected Green Point Rated buildings and 1 expected LEED Gold building currently in construction. RCD also helps the overall community by reducing greenhouse gas emissions created by car trips by being an early adopter of car sharing and bringing transit alternatives to our residents through GreenTrip certification and transit pass programs. Finally, in 2012, RCD launched its portfolio wide Green Operations and Maintenance Program that includes the use of green products manual, staff
training, benchmarks for measuring changes in utility use, resident engagement and education and a portfolio Green Team that is charged with exploring opportunities for energy efficiency pilot programs and other opportunities to further our green O&M work.

For the Mace Ranch development, we are excited for the opportunity to pursue a net zero energy development to add to both the City and RCD’s list of green building accomplishments. Our architect, Van Meter Williams Pollack, has been a leader in zero net energy development. Principal Fred Pollack is a green building leader, and is a Steering Committee Member for the Zero Net Energy Housing Project and the Green Affordable Housing Coalition.

Nearby the Mace Ranch III site, VMWP developed the Student Housing Design Guidelines for UC Davis’ West Village, creating an architectural design and planning framework for a variety of different student and faculty housing types, mixed-use buildings and public open spaces. At Kalaeloa NZE Community, a 15-acre compact, mixed use community in Honolulu, VMWP is integrating net zero sustainability concepts with affordable and workforce housing choices and small commercial spaces. Kalaeloa NZ residents will benefit from the elimination of future energy costs and enjoy a light imprint, pedestrian oriented neighborhood among the green streets, plazas, community park and green spaces.

**Livable Communities**
The City’s progressive planning has created the human scale and safe, thriving neighborhoods distinctive to Davis. The infill development at Mace Ranch presents the latest opportunity to further these goals. Much of the neighborhood input also re-iterates the positive benefits of creating connectivity to the outdoors, through the provision of usable courtyards and play areas, linkages with bike and pedestrian pathways, and thoughtful and sustainable landscaping planning.

Long term maintenance and durable and healthy finish products are also perceptively pointed out as requisite criteria for the development. As noted above, RCD’s extensive green building experience has resulted in our own tried and tested performance criteria, ensuring that the most sustainable, efficient and durable products and systems go into every development that we create. RCD also continue learning from each development; by establishing a constant feedback loop from our property management and services teams back to our development staff, we continually incorporate lessons learned from properties in operations into RCD’s performance criteria for new developments.

**Compatibility with the Existing Neighborhood**
As described and illustrated in the Program Design section, the architectural team has created multiple design concepts for the site, all of which include scale and design choices to create a development that is compatible with its neighbors and the style of the community. Both RCD and VMWP have won multiple design awards for their work and will work closely with the city and the community to ensure a responsive, creative, and successful design for this site.

In addition, as a reflection of RCD’s core green and social goals, every RCD development is an infill project that ensures residents have access to established neighborhood amenities while minimizing environmental impact. RCD developments include beautifully designed and well-
constructed family and special needs housing developments that blend in and sometimes outshine the adjacent market rate developments. This expertise in infill development insures that Mace Ranch III will be well integrated into the larger community and will become a valuable asset to the community.

Addressing Community Housing Needs

As the home of UC Davis, Davis hosts a premier university that generates world class research and draws the sharpest students, resulting in an ongoing flux of residents and jobs. In addition, nearby Sacramento is a government and industry job center; these economic benefits also create pressure on the housing market, increasing rents beyond the reach of many residents. A UC Davis apartment study released in March 2014 found vacancy at 1.9%, much lower than the 5% of a healthy rental market. In fact, the vacancy rate has remained below 5% for the past decade, with a high of 4.2% in 2005.

With family and special needs households competing with university student roommate households for affordable rental housing, there is a clearly a distinct need for quality family housing in stable communities. As UC Davis’ student enrollment increases, this pressure for affordable housing will only become more severe for low income families. RCD has a long track record of developing award-winning family housing. RCD is one of the few developers in the East Bay with the depth of experience and ability to develop housing to meet the complete spectrum of housing needs, from single-room occupancy and studio apartments to four-bedroom apartments for large families. In addition, RCD’s Resident Services Program (RSP) provides residents with the support services they need to retain their housing and build self-sufficiency.

As with most of RCD’s developments, here we are proposing to provide a set aside of units to serve individuals with special needs, with a focus on mental health, physical disabilities, and substance abuse challenges, who are homeless or at-risk of homelessness... RCD brings the expertise and capacity to design and operate to the physical and programmatic needs of special needs households. For example, at our Lorenzo Creek development, RCD partnered with Abode Services to create 28-units of permanent, affordable and supporting housing units to serve formerly homeless and disabled households from Southern, Eastern and Mid-Alameda County. The housing units are permanently affordable to very low-income households and are linked to an integrated network of on- and off-site services specifically designed to address the multiple needs of formerly homeless and disabled persons. Universal design features have been incorporated to further serve persons with a variety of disabilities. The project creates a long-term and permanent resource to enable formerly homeless and disabled persons and their families to live independent, stable, and healthy lives. The case manager, provided through a partnership with Abode Services, provides intensive case management, referral and advocacy to the accessible, community based services and resources that the residents require to access and retain housing, assist with managing resident disabilities, and increasing their self-sufficiency, and independence through benefits advocacy and vocational assistance. Over 30% of RCD’s portfolio consists of special needs housing, serving homeless women and children, homeless veterans, survivors of domestic violence, people with mental health and/or substance abuse disabilities, the frail elderly and people living with HIV/AIDS. This expertise will be critical in serving the needs of the residents and maintaining long term stability for the property.
**Long term stability and resident and neighbor engagement**

Feedback from neighbors and the scoring criteria for the RFP prioritize long term self sufficiency for the residents, stability of the property and continuing engagement with the community. A key to the success of residents in most all of our developments is RCD’s well-regarded Resident Services Programs. The goal of these support services is to assist residents in maintaining and enhancing self-sufficiency within a caring community. Through collaborative partnerships with local service providers, RCD is able to provide residents with case management, counseling, job training and placement, health services, resident leadership development, and resident association organizing, as well as recreational and social activities. RCD staff also brings a number of community development programs to residents, including: workshops that educate residents in meeting facilitation, public speaking, and community building techniques; arts and gardens programs with hands-on involvement by residents at project sites; and employment and financial management programs.

RCD also takes a multifaceted approach to asset management, with the goal of ensuring that both the social and financial aspects of our properties remain sound for years after initial development. With a commitment to our properties’ physical and financial stability, RCD works to ensure that our properties effectively serve their residents, remain sources of revitalization in their neighborhoods, and are excellent investments of public and private funding. As a reflection of our quality property management and supportive service programming, RCD has high rates of retention (currently at 97%) and long tenancy of our residents.

Working closely with Resident Services and Asset Management, the John Stewart Company’s (JSCo) experienced property management is critical for our residents and the neighbors of our developments. RCD and JSCo work together to ensure residents retain their housing and build self-sufficiency.

**RCD’s Relevant Experience**

- From our earliest days, RCD has had a passion for developing and operating housing for people with the fewest options. As such, RCD’s portfolio provides housing for low and very low-income individuals, families, and special needs groups, including homeless women and children, homeless veterans, survivors of domestic violence, people with mental health and/or substance abuse disabilities, the frail elderly, and people living with HIV/AIDS.
- RCD’s track record of successfully completed projects is evidence of our ability to raise, utilize, and effectively leverage public and private financing for a variety of housing types.
- RCD and Van Meter Williams Pollack bring the technical knowledge and passion for green building that will further Davis’ climate change goals.
• RCD has brought together a team of experts to successfully deliver the City and community’s vision at Mace Ranch III.

• RCD facilitates communication between services and property management to best support our residents.

• RCD’s strong asset management and property management ensures the long-term stability and success of our properties.

• RCD has established collaborative partnerships with service partner agencies, housing authorities, and service providers.

Key Opportunities at Mace Ranch III

• The affordable developer and the City will work closely with the community to establish the appropriate design for the site. Mace Ranch III presents the opportunity further the City’s climate action goals through another high quality net zero energy development.

• The site’s existing storm easement and adjacent pedestrian path present incredible opportunities to showcase low- to no-impact landscape design.

• Implementation requires a strong and diverse team that brings in expertise in an array of disciplines, including:
  - Developing and operating service-enriched housing with particular focus on special needs and families;
  - Managing a collaborative design and development approach;
  - Leveraging a wide array of financing sources and securing favorable financing terms

In light this exciting opportunity at Mace Ranch III, the Project Approach section delves into how RCD and its team can lead the development process into successful project delivery.
Included in this section

- Team and Ownership Structure
- Program Tailored to the Population
- Resident Selection Criteria
- Project Design
- Integrating Sustainability
- Action Plan for Ongoing Neighborhood Engagement
- Emphasis on Services
- Tenant Empowerment
- Long-term Stewardship of the Property
- Proposed Site Plans
An Experienced Team

Development Team
RCD and its team offer the experience, leadership, and nuanced understanding of special needs and family housing necessary to execute the City’s and community’s vision. RCD has substantial experience working with neighbors and residents, particularly as infill projects within market rate neighborhoods. We have created beautifully designed and well-constructed family housing developments and catalyst projects that blend in and sometimes outshine the adjacent market rate developments. We have won over neighbors initially opposed to affordable housing by demonstrating our expertise and truly listening to their suggestions. This experience has deeply informed our Project Approach.

Over 30% of RCD’s portfolio consists of special needs housing. From single family homes to modern green senior apartments in Walnut Creek to LEED Platinum apartments for veterans and their families in Alameda, RCD understands the physical and programmatic needs associated with providing housing for families with children and households with special needs. We integrate services planning into design and construction choices, tailoring projects to target populations and creating healthy, durable, and supportive living arrangements for our future residents.

We have assembled an expert team to develop and sustain Mace Ranch III. Van Meter Williams Pollack is an award-winning architecture and urban design firm with a design approach that considers the environmental, social, economic, and client needs. Primary service delivery and overall service coordination will be provided through LifeSTEPS, an educational and supportive services provider who will provide case management, educational classes, after school programs, mediation, and social activities. Our high quality property management firm, John Stewart Company, manages all RCD’s properties, and will bring that high level of professional management to the Mace Ranch property once it moves into operations.

Expert consultants include Gubb & Barshay, leading tax attorneys, and Community Economics, who provides deep technical expertise in affordable housing finance.

Ownership Structure
We envision that the development will be a tax credit project with a Limited Partnership ownership entity. To leverage additional financing to the development and to provide deep subsidies for extremely low income residents, we will pursue Project Based Section 8 rental subsidies through Yolo County Housing. Per YCH’s 5 year administration plan, the agency has set a goal to "Focus on providing housing options to underserved markets including students, adult foster youth, homeless and veteran populations."

We understand that the Yolo County Housing often acts as a development partner in affordable housing projects, an ownership structure with which RCD is comfortable and has experienced in other jurisdictions. In this scenario, RCD would act as the managing general partner of the
ownership entity and the Housing Authority could partner as either a co-general partner or special limited partner. This structure would remain in place for the long-term ownership and stewardship of the property. Once construction is completed and occupancy has been established, RCD stays involved as co-owner and long term asset manager. In addition to meeting the requirements of lenders and investors, RCD prefers to remain the long-term steward of our portfolio properties, fostering the success of both our buildings and our residents.
Program Tailored to the Population

As discussed in the Project Understanding section, there is a clear need for affordable family housing in Davis, as well as those with special needs, with a focus on mental health, physical disabilities, and substance abuse challenges, who are homeless or at-risk of homelessness. As an experienced provider of special needs and family housing, RCD believes the Mace Ranch III site is an ideal location for these target populations. RCD is also the experienced developer that can bring that housing to fruition.

Families and adults with special needs will benefit from the proximity to Fred T. Korematsu Elementary School, Mace Ranch Park, the Explorit Science Center, safe and charming bicycle and walking trails, and much more through the Unitrans A Line bus stop in front of the property that connects to nearby shopping and to UC Davis.

Based on our experience and that of our service partners, we believe that the most successful housing provides those with special needs with deep affordability, complete accessibility, integration with the community. The best locations are near transit, near affordable groceries, and in quieter, safe areas far from crime. The Mace Ranch property would provide that accessibility, neighborhood context, and connectivity to opportunities to participate in classes and activities at UC Davis and Sacramento State Davis Center. Most importantly, behavioral health specialists emphasize creating a sense of community to encourage interaction and minimize isolation. We will outline our proposed services program in a later section to describe how proposed services plan will address the needs of this target population in more detail.

Considering the surrounding amenities and nature of the site, we propose that the Mace Ranch III unit mix of one-, two-, and three-bedrooms provide a range of to meet the goal of providing a variety housing types, for the community. Our income targeting will provide a range affordability levels from 30%AMI to 60%AMI to meet the City Council’s priorities of providing affordable housing for extremely low income and very low income units while maintaining project feasibility and long-term stability. The unit mix proposed also achieves the highest scores for the 9% tax credit program and the 4% tax credit program and Affordable Housing Sustainable Communities Program (AHSC) criteria in order to maximize financing flexibility and competitiveness.
Resident Selection Criteria

With nearly 30 years of housing experience as a non-profit affordable housing developer, Resources for Community Development (RCD) is well versed in fair housing laws and implements affirmative, fair marketing for all of its developments. RCD's compliance record with the Fair Housing Act is impeccable. All activities associated with the outreach, marketing and lease-up of the project will be performed in accordance with fair housing and equal opportunity requirements.

RCD will affirmatively market the project to the local community through advertisements in newspapers, such as The Davis Enterprise and The Sacramento Bee and including any non-English language newspapers; posting notices with church groups, social services centers, and local community centers; and placing a "for lease" sign on the buildings during the latter stages of construction. Further, to effectively reach mentally and physically disabled households, we will work with local homeless and substance abuse service providers to lease up the apartments when completed.

RCD works with the John Stewart Company to lease up and manage all of its properties because they share RCD's commitment to property management excellence. Prospective residents undergo a rigorous application and screening process to qualify and maintain residency at RCD's communities. RCD conducts an extensive interview of all prospective household members, performs credit and background checks, third party income verifications, and requires landlord references. This is to insure that RCD's residents are good neighbors. Our Resident Service Coordinator can also participate in outreaching to potential applicants and also assisting with connecting new residents with the local supports and services that they may need for move and for maintaining long housing stability.
Project Design

Zoning
Currently, the Mace Ranch III site is zoned for single-family use, with a maximum of 29 units, or 17.4 dwelling units per acre. As the RFP suggests, we propose to pursue a rezoning of the property to allow for multi-family rental housing units and to increase the density to 50 units or 29.9 dwelling units per acre. This would achieve a density that the City Council could support, while reflecting a scale appropriate to the surrounding neighborhood.

From our conversation with Danielle Foster, we understand that we will work with City staff and the community to amend the site zoning, with the goal of finalizing a Planned Development approval for this subdivision. VMWP and RCD have an inclusive design approach that builds consensus around the eventual design and development strategy. We expect to bring the City, neighbors, community advocacy and service organizations, and property and asset management representatives to the design table to develop an overall design strategy that can be supported by the widest constituency possible.

We typically manage a process that includes a series of stakeholder meetings and smaller group meetings with the various groups that would like to guide development in their community. This includes meetings with adjacent homeowners associations, apartment managers and residents, and surrounding businesses. Through these meetings, we distill community priorities to influence the design, often resulting in consensus building and broader support for the final product.

Site Designs
As part of this process, we often will develop multiple site design strategies and summarize the pros and cons of the various options. This approach illustrates the many ways to achieve the community’s goals, and welcomes active discussion of the potential trade-offs that occur during the design process.

For this proposal, we have illustrated three options to reach the 50 units. Each option achieves the density, accessibility, parking, and open space targets, but in different configurations. Each option creates pedestrian and bike connections and offers extensive bike parking, incorporates smaller open spaces and play areas for residents, and flexible landscaping options that could integrate community gardening to support outdoor activity and food security. As with all of our developments, each option will integrate low- to zero-impact features (discussed in the next section) as well as quality construction and material selections that reduce noise, maximize indoor environmental quality, and provide durable finish products; and all properties feature a long-term and green operations and maintenance plan implemented by our experienced property management and asset management teams.

The site plans also showcase similar building types and spaces that we have designed and developed, to illustrate the range of architectural character strategies that are possible. As we are just starting the conceptual design, we welcome input and comment on the various strategies from the stakeholders.
Option A: Smaller 2- to 3-story buildings. Option A features a series of small scale buildings around a central open space with play area, as well as an open area which could be used for community gardens or open play lawn for children. Surface parking is tucked in the center of the site, with buildings wrapping around the site perimeter. The community building with community meeting space, plaza and management offices provides the front door for the wider community, activating Fifth Street. All ground floor units will be made accessible, providing accessibility for all three unit sizes. While there are a few smaller gathering places for the residents, this plan results in less overall open space than the other two options.

Pros: Parking closer to the units  Mix of accessible units  More personalized porch entries
Cons: Less usable open space  Homes further from open space  Trade-off between gardens or play area

Option B: Larger 3-story buildings. Option B features a similar parking strategy, central open space, community building frontage, and overall layout as Option A. However Option B’s buildings are all three stories except for the community building; this increase in building height allows for more small outdoor gathering spaces. The building type also results in slightly fewer ground floor accessible units, as fewer apartments are located on the ground floor. However, this option will still exceed the 10% tax credit accessibility requirement.

Pros: Parking closer to the units  More personalized porch entries  More usable open space closer to buildings
Cons: Less accessible units  Larger building presence

Option C: Elevator building. Option C is a three story elevator corridor building with full accessibility and a combined parking lot. The building creates internal courtyards for residents and also provides space for a larger community “farm” or community garden. The consolidated parking lot could allow for substantial landscape and stormwater management. While solar photovoltaics could be used on any of the options to cover carports, clustered covered parking allows a larger array to offset energy consumption more efficiently.

Pros: More open space  100% accessibility  Efficient parking  Protected play areas  More efficient central building systems
Cons: Largest building, less frontage presence  Corridor entries, no porches  Parking area visible from street  Noise could impact residents
Integrating Sustainability

Health and sustainability are integral to every RCD and VMWP development. Our commitment to green building principles is driven not only by our interest in reducing the external environmental impacts of development, but also by our concern for our buildings' impact on the health of our residents. Each Option described above would have its own sustainability strategy, with the goal of achieving LEED Platinum certification and potentially becoming a net zero development.

VMWP is a leader in the green development field. VMWP developed the Student Housing Design Guidelines for UC Davis' West Village, creating an architectural design and planning framework for a variety of different student and faculty housing types, mixed-use buildings and public open spaces. Their guidelines have focused the building massing, materials, organization, and sustainability methods to meet the main principles of affordability, environmental responsiveness, and quality of place.

At Kalaeloa NZE Community, a 15-acre compact, mixed use community in Honolulu, VMWP is integrating net zero sustainability concepts with affordable and workforce housing choices and small commercial spaces. Kalaeloa NZ residents will benefit from the elimination of future energy costs and enjoy a light imprint, pedestrian oriented neighborhood among the green streets, plazas, community park and green spaces.

After having completed two LEED Platinum developments, RCD is eager to develop a net zero development with the VMWP, the City of Davis, and neighbors. VMWP and RCD will employ a Green Charrette process to outline design objectives and priorities early in the schematics phase. This discussion includes construction programs, building design, systems selections, indoor air quality and recyclable materials to maximize green building opportunities and coordination before designs and systems are fully detailed. The Mace Ranch III development will, at a minimum, include key green features like solar powered electricity and hot water, durable and healthy building materials, maximization of natural light through building and window orientation, water and energy conserving fixtures, and maximum construction waste diversion.
Site development will incorporate bay- and river-friendly criteria, edible gardens and community gardens, stormwater management through bio-swales and greywater re-use from the shared laundry. The site and program design will maximize secure bike storage and will explore opportunities for car sharing.

We will also address post occupancy management and maintenance through our portfolio wide green operations and maintenance program and resident engagement and education programs, so that we can achieve a full sustainability program throughout the life of the development. Please see the previous experience section for descriptions of RCD's green operations programming.
Action Plan for Ongoing Neighborhood Engagement

RCD believes that neighborhood residents, business owners and other local stakeholders should actively participate in shaping their community. In order to facilitate this process, RCD involves community members in project design early on by contacting stakeholders, canvassing the neighborhood and holding community meetings. With over 50 properties in our portfolio, RCD has a long working history of successful community outreach efforts across a wide range of communities and across many sizes and types of developments.

We will work with the City and Social Services Commission to establish the appropriate outreach and community engagement approach for Mace Ranch III. RCD demonstrates our commitment to the community through our extensive outreach and meaningful follow up for every property that we develop. We take the time to meet with neighbors, building relationships of trust through our consistency and responsiveness.

Clinton Commons, a family housing property located in Oakland, serves as a useful example of the community outreach efforts that RCD regularly undertakes. Clinton Commons, consisting of 55 affordable apartments for families, was located on a relatively dense, infill site located in the heart of Oakland's Eastlake neighborhood.

RCD began by meeting frequently with official stakeholders such as the local Councilmember and the Redevelopment Project Area Committee representing the area, and then gathered broader initial input by attending monthly meetings held by various local committees, and identifying and meeting with interested neighbors and stakeholders, including families affiliated with the nearby East Bay Asian Youth Center. Following these initial contacts, we organized a larger neighborhood meeting at the Clinton Park Adult School, one block from the project site. To draw as many neighbors as possible, project flyers and meeting notices were translated into Spanish, Vietnamese and Cantonese and hand delivered to all households and businesses located nearby. RCD staff and our architect presented the neighborhood context, project design proposal, likely materials, examples of RCD properties, and answered questions.

RCD ran several more meetings focused on concerns raised by the immediate neighbors, and also organized a tour of existing affordable housing properties in order to provide them with a tangible sense of quality affordable housing. Based on our efforts and the strong ties we established through the process, we gained Planning approval for the project with neighbors speaking exclusively in support of the project.
Clinton Commons is just one example of many that RCD can draw upon. We will work closely with the City and Social Services Commission and existing neighborhood groups to identify an effective community planning process for Mace Ranch III.
Emphasis on Services

RCD's development staff involves asset management, property management, and services staff very early in the design process, ensuring that project design prioritizes access to services and addresses the needs of the targeted population. The design should also advance sustainability, healthy buildings and environmental quality, active living, and community interaction.

Services planning begins early in the project development process; RCD's Director of Resident Services and Housing Development staff will work with the City and local agencies to establish the array of service needs of the residents. The goal of these support services is to assist tenants in maintaining and enhancing self-sufficiency within a caring community. We foster resident stability through the following mechanisms:

Direct Service Provider
RCD has the capacity to deliver direct services. For example, RCD is the largest provider of housing for persons with HIV/AIDS in Alameda County and has a full time medical case manager on staff. RCD's Resident Service Coordination model also provides an advocacy component that is distinct from property management, an often critical resource in helping residents maintain their housing during challenging times. This well-rounded approach to service delivery will enhance resident access to services, and early services planning will help institute a wellness-oriented, trauma-informed and recovery-oriented best practice approach to social service delivery.

Local Service Provider Partnerships
RCD's Resident Services Empowerment Program staff establishes close relationships with local community-based service providers to meet the on-site programmatic needs specific to each community we create, as well as to support and connect with the surrounding community. RCD will work with our service providers in the community to create a strong sense of community through shared meals, community activities and relevant programming, including drug and alcohol prevention services, mental health services, and money management services.

"LifeSTEPS was available at just the right time. We love our home and did not want to lose it. It's great having these services on site."

Joe, a LifeSTEPS client, accessed rental assistance while being unemployed. After utilizing many of LifeSTEPS wrap-around services, Joe found permanent employment.
For Mace Ranch III, we have partnered with LifeSTEPS, a service provider that offers a continuum of wrap-around and direct social services to residents. LifeSTEPS has a track record of providing long and short-term case management and education designed to help residents with limited financial resources maintain stable housing, while empowering them with the skills and assistance to move forward in life. LifeSTEPS will assign a specific case manager to Mace Ranch III, and will coordinate with RCD to provide tenants with service coordination, emergency intervention, information and referral, social activities, education classes, health and wellness programs, and after school programming. Depending on service needs, we may also pursue partnerships with other service providers, including the Davis Community Meals and New Hope Community Development Corporation.

LifeSTEPS has extensive experience working with formerly homeless individuals. For example, LifeSTEPS is a partner in the newly created Housing for Health (HFF) Division at the Department of Health Services (DHS) in Los Angeles, which is focused on creating housing opportunities for homeless patients and clients. Access to community-based housing options is an important element of the evolving L.A. County health care system, particularly in response to the unique opportunities presented by the Affordable Care Act. By housing homeless persons who have been high-utilizers of DHS services with complex medical and behavioral health conditions we hope to achieve the following objectives:

- Improve the health and well-being of a vulnerable population that typically experiences long episodes of homelessness, high rates of disability, multiple un-treated health conditions, and early mortality.
- Reduce costs to the public health system incurred by a relatively small, but costly cohort of individuals, whom due to their lack of housing, remain hospitalized for greater lengths of time and/or have repeated and unnecessary contact with the public health system.

Permanent supportive housing, the cornerstone of HFH’s approach, includes decent, safe, and affordable housing linked to a flexible array of support services. These on-site or roving supportive services along with access to medical and behavioral health care are integral to achieving housing stability, improved health status, and greater levels of independence and economic security.

At the income levels we are proposing, we anticipate that some families will experience a wide range of needs at various points in time, including food insecurity and emergency needs. To prepare for these potential needs, RCD will establish relationships with the robust services and volunteer organizations in Davis.
Some of the potential resources include the Yolo Food Bank and Farm 2.6, providing much needed healthy foods and services for residents. We will also explore establishing a relationship with H.E.L.P. (Help & Education Leading to Prevention) of UC Davis, the student-run community service club that serves weekly meals around Davis. Should residents experience emergency food, clothing, or assistance needs, they may be connected to Short Term Emergency Aid Committee (STEAC), already active at the nearby Eleanor Roosevelt Circle and Cesar Chavez Plaza properties.

These services would remain available for residents and the neighborhood, creating a community resource for the Mace Ranch neighborhood.

Service connectors will also connect resident clients to service providers throughout Yolo County and the Sacramento area, including Yolo County Alcohol, Drug and Mental Health, drug and alcohol rehabilitation programs, NAMI-Yolo for support groups or wellness related to psychiatric brain disorders, and CommuniCare Health Centers.
Tenant Empowerment

RCD prioritizes tenant empowerment through a number of resident programs. Programs include tenant empowerment workshops that educate tenants in meeting facilitation, public speaking, and community building techniques; arts and gardens programs with hands-on involvement by tenants at project sites; employment and financial management programs; health and wellness classes; safety and disaster preparedness workshops; and workshops on mainstream benefit eligibility requirements. RCD cultivates open communication between services staff and the John Stewart Company (JSCo) property management team, ensuring residents are supported through challenging times once properties are in operation.

Tenant Councils and Gatherings
Services staff and property management also work together to facilitate monthly community meetings, social gatherings and tenant councils in order to encourage community among residents and promote a sense of place. Among other events held throughout the year, National Night Out is a popular and successful event, held at several of our properties, where residents and staff celebrate the different cultures and backgrounds of our residents. These events also provide opportunities for the larger communities to gather, share experiences and foster ongoing communication. Other opportunities for growth and empowerment are formed by tenant councils who meet and make decisions on programs they want to see onsite. Tenant councils have formed at our family properties such as Oxford Plaza and Clinton Commons, as well as at specials needs housing like Villa Vasconcellos and Harrison Hotel. Tenant councils have helped residents engage with one another and take ownership of the community in which they live.

RCD has involved tenants and property management in green initiatives across the portfolio, not only to promote healthy lifestyles, but as a way for residents to take ownership in the place they call home. Green initiatives include utility and energy monitoring through WegoWise, where energy and water uses are tracked. Through this program, properties are praised for their high achievements in reduction of use. Pilot programs are implemented throughout different properties as a way to apply composting practices and encourage recycling. RCD hosts an annual Green Brown Bag, where property management and RCD staff learn from the successes and failures of these pilot programs, brainstorm new program ideas, learn more about relevant issues such as the current drought and climate change, and how our properties can play a better part in the environment.

Local Hiring and Contracting
Integral to resident empowerment is a strong hiring and promotion policy. RCD strongly believes that low-income residents should be the first to benefit from the construction and
permanent jobs created from our developments. We consider the provision of economic opportunities to local residents and businesses to be part of our mission to “create and preserve affordable housing for people with the fewest options, to build community and enrich lives.”

To this end, RCD creatively and aggressively promotes job opportunities to local residents and local women and minority-owned businesses during each phase of a project, including development, construction, and operations. We publicize our local hiring objectives in requests for proposals, requests for bids, solicitation of contractors and vendors, permanent property staff job postings, and other procurement activities. This process is facilitated by RCD’s service staff, local service partners, partnerships with local unions, and nearby community-based organizations. RCD also works with its contractors to hold local jobs fairs and to outreach broadly and locally to create real connections between local residents and job opportunities that arise through the development process. RCD is also very well versed in HUD Section 3 requirements, which facilitates effective implementation of these goals.

Lastly, as a certified Community Housing Development Organization (CHDO), at least one-third of RCD’s board’s membership consists of residents of low-income neighborhoods, other low-income community residents, or elected representatives of low-income neighborhood organizations, including residents of RCD properties. As a CHDO, RCD remains directly connected to our neighborhoods and our residents.
Long-Term Stewardship of the Property

During the predevelopment and construction of the property, RCD's experienced development team leads the development process, conducting community outreach, securing financing and managing budgets, overseeing design development, and ensuring the quality of construction. While asset management, property management, and services staff participate in design development, asset management's presence increases as lease up approaches. As the services team supports the success of residents, the close partnership between asset management and property management steer the long term physical and financial viability of the property.

Asset Management
A large part of RCD's capacity to serve disparate income levels and special needs households comes from our deep understanding of the requirements of different types of financing sources. This capacity includes the myriad complexities of reporting and compliance that are administered through RCD's Asset Management department. Structuring and complying with the layers of financing that will be needed to develop Mace Ranch III will require strong asset management involvement from the beginning of project development to ensure that the financing can be properly layered, and that compliance and stability can be achieved over the long term. This approach results in a long-term stewardship of healthy properties.

RCD takes a multifaceted approach to asset management, with the goal of ensuring that both the social and financial aspects of our properties remain sound for years after initial development. With a commitment to our properties' physical and financial stability, RCD works to ensure that our properties continue to effectively serve their residents, remain sources of revitalization in their neighborhoods, and be excellent investments of public and private funding.

Asset management of the portfolio includes maintaining the properties in safe, habitable, and rentable condition so they pass inspections and meet all regulatory requirements; maintaining tenant satisfaction; and facilitating RCD's Resident Services team's efforts to provide required services. Financial goals include: maintaining positive cash flow; maintaining sufficient liquidity to cover aging payables; avoiding build-up of delinquent rent; and preventing reserves from being depleted faster than prudent. These goals are met through regular, on-going documentation of compliance and reporting to funders and regulatory agencies; oversight of a third-party property management company; developing budget, cash flow and capital projections; review of financial performance, leasing, and all subsidy programs; preparing for annual audits, welfare tax exemption filings; and managing insurance coverage and claims.
RCD Asset Management and Accounting departments will produce audits and other financial management documents for City review as required by the City during the life of the project. RCD’s Asset Management staff is also responsible for the oversight of property management.

Property Management
All of the units in RCD’s portfolio are currently managed by the John Stewart Company. Founded in 1978, the San Francisco-based John Stewart Company (JSCo) is one of the leading property management companies in California. JSCo works with many nonprofit affordable housing developers, public agencies, and private sector clients. JSCo manages over 10,000 units in 120 projects throughout the state, including family rentals, condominiums, special needs/SRO units, cooperatives, and senior rentals. A highly professional and well-respected company, JSCo is committed to providing a secure, service-oriented, and well-maintained housing environment to the residents of the buildings it manages.

“We hold RCD in very high regard. We admire them for their deep and enduring commitment to serving some of the hardest to house populations in high quality affordable housing. We respect them for the savvy way they run the business side of things. And we enjoy working with them because they do what they say and say what they do. We consider ourselves lucky to have them as clients. We look forward to working with them on many more projects in the future.”

Annette Billingsley, Senior Vice President, Division Head, Community Development Finance, Union Bank N.A.
Included in this section

- Financing Summary & Proformas
- Proposed Project Timeline
Financing and Timeline

Project Financing

Developing Mace Ranch III will require securing multiple financing sources, and the financing structure will be dictated by the availability of sources at the time of application. The financing scenario outlined below is a feasible strategy based on current financing conditions. Because we are so early in project planning, this financing scenario will likely evolve over time. RCD has continued developing successful projects throughout the economic downturn and the end of redevelopment by remaining nimble and identifying the best financing strategies for each project and program.

As demonstrated by our diverse portfolio, RCD has applied for and has consistently been awarded funding from local, state and federal sources, including HOME, CDBG, MHSA and HOPWA, State Multifamily Housing Program (MHP), MHP-Supportive Housing and Infill and Infrastructure Grant funds; Tax Exempt Bonds, Low Income Housing Tax Credits (9% and 4%), SHP, Shelter Plus Care, Federal Home Loan Bank Affordable Housing Program (AHP), foundation grants, New Market Tax Credits, and Section 108/Brownfields Economic Development funds. RCD has the track record to leverage competitive pricing and deal terms from lenders and investors, and the financial strength to provide the necessary guarantees for projects of this scale. We also have the organizational capacity to move projects through pre-development efficiently, positioning the project for funding applications early.

We have examined the feasibility of several project financing scenarios for this development. To serve the target special needs population and to leverage additional state funds for the project while keeping the City’s contribution to a minimum, we propose pursuing Affordable Housing and Sustainable Communities funding in addition to 9% tax credits. Due to infrequent bus service and the lack of nearby facilities serving special needs individuals, the current site is less competitive for funding as a special needs only project, and more competitive when combined with families due to its close proximity to Korematsu Elementary School. If selected, RCD will work with the City and public and active transportation providers to promote mode-shifts away from the automobile thereby reducing greenhouse gas emissions and hopefully increase its competitiveness for funding. We will do this by partnering with the City to apply for Affordable Housing Sustainable Communities (AHSC) funds which support active and public transportation infrastructure improvements. RCD recently received AHSC funding and is working on a similar project of this kind in Walnut Creek. RCD will continue to work closely with Community Economics, our experienced financial consultant, to identify the most feasible and competitive approach for achieving success as the project moves forward through pre-development.

The financing scenario also contemplates working with the Yolo County Housing Authority to secure Project Based vouchers for Mace Ranch III. These project based rental subsidies will provide deep subsidies for the extremely low income and special needs households while also enabling the project to leverage additional private mortgage financing. As discussed in the
ownership structure section above, we expect to work closely and possibly partner with the Yolo County Housing Authority to make this possible.

To cover predevelopment costs, RCD will explore early financing resources, which may include grant financing through intermediary groups like NCCLF, LISC, and Enterprise Community Partners. RCD has developed long standing relationships and has successfully secured early funding with each of these groups. RCD is also confident in securing predevelopment funding from State HCD’s Predevelopment Loan Program. By securing these sources, RCD could move the project forward in design and securing entitlements as the City’s HOME funds are replenished for a construction to permanent allocation to Mace Ranch III. RCD received two Predevelopment Loan Program awards in the past month for other projects.

The proposed 9% tax credit structure includes funding from City of Davis HOME and CDBG, Affordable Housing Program (AHP) through the Federal Home Loan Bank, Affordable Housing Sustainable Communities (AHSC) funds, and a 30-year permanent loan. This scenario assumes 14 (28%) of the units will be set-aside for special needs households, but this number can be increased based on the City’s desire and the level of funding and services available. The project based rental subsidies will cover the extremely low income special needs units to ensure that no one pays more than 30% of their income towards rent.

To contain costs and gain early insight with respect to constructability and value engineering opportunities, we would also bring a General Contractor partner onto the team early in the design process. The General Contractor can provide valuable information into the design development process and will provide construction estimates as the design progress. As mentioned above, our financial consultant Community Economics will also be engaged early and continually through the development process to monitor and advise on the financing strategies and updates. Through this iterative approach to financing strategy and estimating, we will maintain maximum flexibility and remain nimble through economic and funding cycles.
### UNIT BREAKDOWN (not incl. manager’s apartment)

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<tr>
<th>TOTAL BY SIZE</th>
<th>30% NET RENT #</th>
<th>40% NET RENT #</th>
<th>50% NET RENT #</th>
<th>60% NET RENT #</th>
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<tbody>
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<td>$297 0</td>
<td>$440 0</td>
<td>$575 0</td>
<td>$711 0</td>
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<tr>
<td>1 bed</td>
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<td>$529 4</td>
<td>$692 4</td>
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<tr>
<td>2 bed</td>
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<td>$597 3</td>
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<td>3 bed</td>
<td>$410 4</td>
<td>$837 4</td>
<td>$1,046 4</td>
<td>$1,256 3</td>
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<td>TOTAL</td>
<td>49</td>
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### EXPENSES (not incl. manager’s apartment)

- $6,296 per unit per year w/o reserves
- $6,808 per unit per year w/ reserves

### DEVELOPMENT USES

<table>
<thead>
<tr>
<th></th>
<th>RESIDENTIAL</th>
<th>COMMERCIAL</th>
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<tbody>
<tr>
<td>ACQUISITION/OFFSITES/DEMO</td>
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<td>$0</td>
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<tr>
<td>REHABILITATION</td>
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<td>$0</td>
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<td>NEW CONSTRUCTION</td>
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<td>ARCHITECTURAL FEES</td>
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<tr>
<td>SURVEY &amp; ENGINEERING</td>
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<td>CONST. INTEREST &amp; FEES</td>
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<td>SYNDICATION EXPENSES</td>
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### DEVELOPMENT SOURCES

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<th>AMOUNT</th>
<th>INT. RATE</th>
<th>AMORT. PERIOD</th>
<th>ADDITIONAL TERMS</th>
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<td>First Trust Deed</td>
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<td>Tranche B: Operating Subsidy</td>
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<td>Davis land contribution</td>
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<td>AHP</td>
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<td>AHSC ICP AHD</td>
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<td>City of Davis</td>
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<td>Deferred developer fee</td>
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<td>Tax Credit Equity</td>
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<tr>
<td>TOTAL SOURCES</td>
<td>$18,077,458</td>
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OVER/(UNDER)
Timeline

As shown below, the development financing schedule is dictated by the availability of local funds rather than entitlements or design development. We will work with City housing staff to determine the preferred schedule for Mace Ranch III.

<table>
<thead>
<tr>
<th>Developer Selection</th>
<th>November 2015</th>
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<tbody>
<tr>
<td>RCD and City execute Exclusive Negotiating Agreement</td>
<td>February 2016</td>
</tr>
<tr>
<td>Apply for pre-development funding</td>
<td>Spring 2016</td>
</tr>
<tr>
<td>Community outreach and design development</td>
<td>Spring-Summer 2016</td>
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<tr>
<td>Secure entitlements</td>
<td>November 2016</td>
</tr>
<tr>
<td>RCD and City execute Disposition and Development Agreement (or DDLA if combined with HOME loan)</td>
<td>December 2016</td>
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<tr>
<td>Apply for AHSC funding</td>
<td>February 2017</td>
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<tr>
<td>Application for City of Davis HOME and CDBG (sooner, if possible)</td>
<td>February 2017</td>
</tr>
<tr>
<td>Award of City of Davis HOME and CDBG</td>
<td>April 2017</td>
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<tr>
<td>Application for Federal Home Loan Bank Affordable Housing Program funding</td>
<td>April 2017</td>
</tr>
<tr>
<td>Award of Federal Home Loan Bank Affordable Housing Program funding</td>
<td>June 2017</td>
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<tr>
<td>Application for 9% Low Income Housing Tax Credits</td>
<td>July 2017</td>
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<tr>
<td>Award of 9% Low Income Housing Tax Credits</td>
<td>September 2017</td>
</tr>
<tr>
<td>Start construction</td>
<td>February 2018</td>
</tr>
<tr>
<td>Complete construction</td>
<td>February 2019</td>
</tr>
</tbody>
</table>