



# Redwood Community Action Agency

## 2.0 Introductory Letter

November 22, 2022

To the HHAP Review Committee,

Redwood Community Action Agency (RCAA) is pleased to submit our application for the Homeless Housing, Assistance and Prevention Program (HHAP) funding allocated to Humboldt County. The opportunity to assist in immediately reducing homelessness is a crucial element of RCAA's HHAP Program model. The target population for HHAP are individuals and small family units referred to RCAA by the 211 Coordinated Entry System that are homeless or at-risk of becoming homeless and meet the HUD definition of homelessness.

The aim of RCAA's HHAP is to help referred clients obtain safe and permanent housing. Using **Housing First** principles, including engaging clients in long term case management services focused on reducing barriers and building resources will immediately work toward sustaining housing for individuals and small family units in Humboldt County.

HHAP's approach in being able to provide immediate housing for community members experiencing homelessness is a critical aspect of this program. Mental illness, substance abuse disorder, illness, domestic violence, vulnerability, child abuse, running from home, landlord disputes, etc. put many at risk of homelessness. RCAA's HHAP Program will provide ongoing long term rental assistance, security deposits as well as landlord liaison advocacy for 50 at-risk households, 40 adults, and 10 youth ages 18-24, living in the Danco Project West Village Studios in Arcata. Those moving into this new housing project will be provided long term rental subsidies and case management services.

RCAA has more than 42 years of experience working with community partners from various sectors including hundreds of local businesses, non-profits, jurisdictions, and State and Federal agencies. With this experience comes a stable, trusted organization skilled in managing grants, contracts, sub-contracts, and operating programs meeting evidence based best practices and rigorous standards. RCAA's established policies and procedures mitigate risk and protect funding sources and the safety of our clients.

As a non-profit serving low-income members of our community, RCAA is dedicated to preventing homelessness in Humboldt County. RCAA's tripartite Board of Directors has prioritized "**Housing**" in our Strategic Plan, and we believe that HHAP funding will help us in meeting this goal with our community partners.

For any questions about RCAA's HHAP initiative contact Lorey Keele, Community Services Director at (707) 269-2052 or lkeele@rcaa.org. Thank you for seriously considering our funding proposal.

Sincerely,

*Lorey Keele*

Lorey Keele  
RCAA Community Services Director  
904 G Street  
Eureka, CA 95501



# REDWOOD COMMUNITY ACTION AGENCY'S HOMELESS HOUSING ASSISTANCE AND PREVENTION PROGRAM

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**REQUEST FOR PROPOSALS – NO. DHHS2022-07  
HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM**

**ATTACHMENT A – SIGNATURE AFFIDAVIT  
(Submit with Proposal)**

REQUEST FOR PROPOSALS – NO. DHHS2022-07 SIGNATURE AFFIDAVIT	
NAME OF ORGANIZATION/AGENCY:	Redwood Community Action Agency
STREET ADDRESS:	904 G St.
CITY, STATE, ZIP	Eureka, CA 95501
CONTACT PERSON:	Lorey Keele
PHONE #:	707-269-2052
FAX #:	707-442-2430
EMAIL:	lkeele@rcaa.org

Government Code Sections 6250, *et seq.*, the “Public Records Act,” define a public record as any writing containing information relating to the conduct of public business. The Public Records Act provides that public records shall be disclosed upon written request, and that any citizen has a right to inspect any public record, unless the document is exempted from disclosure.

In signing this Proposal, I certify that this firm has not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or agency to submit or not to submit a Proposal; that this Proposal has been independently arrived at without collusion with any other Proposer, competitor or potential competitor; that this Proposal has not been knowingly disclosed prior to the opening of Proposals to any other Proposer or competitor; that the above statement is accurate under penalty of perjury.

The undersigned is an authorized representative of the above-named organization and hereby agrees to all the terms, conditions and specifications required by the County in Request for Proposals No. DHHS2022-07 and declares that the attached Proposal and pricing are in conformity therewith.

*Lorey Keele for Val Martiney*

Signature

*11/23/22*

Date

*Lorey Keele*

Name

Date

This agency hereby acknowledges receipt / review of the following Addendum(s), if any  
Addendum # [ ] Addendum # [ ] Addendum # [ ] Addendum # [ ]

# REDWOOD COMMUNITY ACTION AGENCY'S ADULT PROTECTIVE SERVICES PROGRAM

## 6.5 Professional Profile

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

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

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

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

The purpose of these goals is to enable low-income and/or disadvantaged persons to gain the necessary skills, education, and motivation to become self-sufficient in a healthy, sustainable environment. RCAA's 80 full-time and 17 part-time and seasonal employees, 10 AmeriCorps members, and hundreds of volunteers annually, are dedicated to achieving these goals with our community, state, and national partners

**2. A detailed description of the Proposer's current and previous business activities, including, without limitation:**

**a. The history of the Proposer's organization, including the date when the organization was founded and how innovation and high-quality performance is fostered thereby.**

RCAA was incorporated as Humboldt County's Community Action Agency in 1980. The non-profit grew from its original start providing weatherization assistance and youth job programs to an agency with the capacity to manage over \$8.7 million in grants and contracts (much of which are subcontracted to other local businesses).

Humboldt County's low-income and moderate-income community members, particularly those facing homelessness, health disparities, and severe poverty are the focus of RCAA's variety of programs. Overall, in 2020 RCAA directly served over 8,038 individuals including 4,322 youth and more than 2,000 seniors. Of the 2,075 households served, over 15% of the community

members RCAA worked with in 2020 reported that they did NOT have permanent housing. Secure housing is one of the primary goals that community members working with RCAA hope to achieve through our programs; advocating for affordable housing is part of RCAA's Strategic Plan and our goals are to provide this housing to the homeless and those that need RCAA services. The HHAP funding will help fill the gap left in providing housing to Humboldt County's homeless community members.

Contributing factors to this problem of homelessness include: lack of affordable housing; knowledge of local resources; lack of health care services; chronic homelessness and no housing or credit history; unemployment; very low income and mental illness. RCAA services are based on the number of homeless community members needing assistance as evidenced in the PIT count as well as quantifiable evidence collected by RCAA. For example, upon entering RCAA in 2019 only 45% of clients reported having health care coverage of any kind (RCAA helped enroll 140 new clients); and, while only 48 individuals reported having employment, RCAA was able to assist another 46 community members in gaining employment and another 29 clients increase employment hours, wages, or benefits; additionally, 112 clients reported improved financial well-being. As part of RCAA's youth and family programs these types of services also become primary steps as we work with clients in achieving self-sufficiency and maintaining secure housing.

RCAA is governed by a tripartite Board of Directors made up of low-income individuals, private businesses, and public representatives. The Board works with the Executive Director and Senior Staff to help guide the direction of RCAA by focusing on community needs, ensuring high-quality program performance, and encouraging responsible innovation based on evidence based best-practices. While there are certainly a multitude of community needs in Humboldt County, the RCAA Board prioritized *Housing* in our agency's Strategic Plan.

**b. The number of years the Proposer has been operating under the present organization name, and any prior organization names under which the Proposer has provided services and/or capital improvements equivalent to those that will be provided as part of the proposed HHAP project.**

**c. The number of years the Proposer has been providing services and/or capital improvements equivalent to those that will be provided as part of the proposed HHAP project.**

**d. The total number of government agencies for which the Proposer has provided services and/or capital improvements equivalent to those that will be provided as part of the proposed HHAP project.**

**2. b, c, d.** RCAA has been serving low income residents of rural Humboldt, Del Norte, Modoc counties since opening our doors of operation in 1980, over 42 years (with some smaller-scale programs in Siskiyou, Trinity and Mendocino counties as well). During these years, RCAA provided services thousands of community members and managed capital improvements on hundreds of properties. These projects involve working with more than 30 government agencies annually ranging from small cities or community services districts to federal and state funding or oversight departments. During this HHAP project RCAA anticipates working with several of these governmental agencies as well as numerous other community partners.

**3. A detailed description of any litigation regarding the provision of services and/or capital improvements equivalent to those that will be provided as part of the proposed HHAP project that has been brought by or against the Proposer, including the nature and result of such litigation, if applicable.**

**4. A detailed description of any fraud convictions related to the provision of services and/or capital improvements equivalent to those that will be provided as part of the proposed HHAP project, if applicable.**

**5. A detailed description of any current or prior debarments, suspensions or other ineligibility to participate in public contracts, if applicable.**

**6. A detailed description of any violations of local, state and/or federal regulatory requirements, if applicable.**

**7. A detailed description of any controlling or financial interest the Proposer has in any other organizations, or whether the Proposer's organization is owned or controlled by any other organizations. If the Proposer does not hold a controlling or financial interest in any other organizations, that must be stated.**

**3, 4, 5, 6, 7.** RCAA is not involved in any litigation, fraud convictions, current or prior debarment, suspensions, or other activities that would make us ineligible to participate in public contracts. Furthermore, RCAA is not in violation of any local, state or federal regulatory requirements. RCAA does not hold a controlling or financial interest in any other organization.

#### **6.5 B. Overview of Qualifications and Experience**

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

RCAA operates a multitude of programs and services for low-to-moderate income households. Many of these programs focus on community members who are facing homelessness, grappling with family abuse and trauma, and/or suffering with debilitating chronic health issues (mental health, disabilities, etc.) and/or substance abuse. In 2020 RCAA directly served 8,038 individuals and households including more than 880 seniors, 1259 youth, and 3,349 persons with a disability.

In order to provide HHAP services, RCAA will rely on the strength of qualified, trained staff to work with the community in developing and operating programs. RCAA's experienced administrative and fiscal team manages over 100 active federal, state and local government, foundation and/or private fee-for-service contracts. This fiscal team manages federal contracts with Dept. of Energy, Health & Human Services, FEMA, complex HUD programs such as Community Development Block Grants, HOME Investment Partnership funds, Federal Emergency Shelter Grants, Corporation for National and Community Service, Partnership HealthPlan California, Prevent Child Abuse California, Family Youth Services Bureau, Corporation for National and Community Service and the Emergency Housing Assistance Program. In addition, RCAA oversees state and private contracts with the Coastal Conservancy, California Endowment, California Wellness Foundation and other smaller community foundations and service organization grants. Many local jurisdictions also contract with RCAA to work in partnership to provide services for our community. Annual independent fiscal audits have noted excellent fiscal management on the part of RCAA and its staff.

Annually, RCAA has partner relationships with over 300 other private and public organizations. Collaborative partners include the above mentioned entities as well as Humboldt County Department of Health and Human Services-Child Welfare Services, Public Health, Mental Health, Healthy Mom's, etc.; Economic Development; Probation Dept.; Workforce Development Board; Job Market/America's Job Center; Office of Education (school districts countywide); City of Eureka, Fortuna, and Arcata as well as several local smaller jurisdictions and community service districts; Humboldt Area Foundation; St. Joseph Health System; North Coast Garden Collaborative; First 5 Humboldt; Redwood Coast Regional Center; Network of Family/Community Resource Centers; Arcata House Partnership; Alcohol and Drug Care Services-Waterfront Recovery Services; North Coast Substance Abuse Council-Crossroads; Humboldt Recovery Services; Northern California Indian Development Corp. and many more that run across all sectors including private businesses. In rural communities these partnerships are vital in connecting to the broad network of service providers and businesses that make it thrive.

These partnerships, RCAA staff, and strong fiscal systems allow this agency to cost-effectively administer quality programs supported by the mission of Community Action. This is illustrated by client success and continued funding for successful programs.

Cost effectiveness can only be matched with quality programs and outcomes. RCAA has considerable experience in conducting substantial rehabilitation work with crews and subcontractors. For example, RCAA has provided emergency energy assistance to over 52,000 income-eligible households through the LIHEAP (Low Income Home Energy Assistance Program); weatherized over 30,000 homes for low-income renters and homeowners to make them more energy efficient and affordable; and sustained over 80 units of affordable housing including tenant qualification verification, maintaining positive relationships and property management. RCAA also operated First-time Homebuyer Programs that included rehabilitation work with strict federal guidelines. This includes housing rehabilitation for over 650 low-income homeowners to repair roofs, foundations, and other structural repairs to enable them to reduce the cost of their utilities and sustain adequate housing and their largest asset – *their home*.

RCAA also works on innovative community-driven projects including the Hammond Trail construction and many of our other local accessible pedestrian, wheelchair and bicycle friendly trails. Most recently RCAA completed construction and renovation of the former Jefferson School site, converting the facility to a Community Center and Park with multiple funding sources and volunteer labor; now the site is open for mixed use and includes programs for all ages within one of the most low-income areas of Eureka.

RCAA's HHAP initiative is built upon a solid foundation of experience developing and operating innovative programs. The Community Services Division of RCAA has the capacity and partnerships to accomplish HHAP program goals and address local priorities.

### **Qualifications and Experience**

The Family Services Division of RCAA, established in 1986, evolved into the Community Services Division (CSD) which serves homeless children and their families, adults and youth in transitional housing programs, and crisis shelters. CSD assisted in the development and implementation of the Alcohol and Drug Care Services-Waterfront Recovery Services, supporting individuals recovering from substance abuse.

In 2019, RCAA was awarded funding from Partnership HealthPlan California to support two permanent supportive housing projects. RCAA's Blue VIC opened in June 2020 and is currently providing permanent supportive housing to 7 single adults with a diagnosed disability. The second housing project - ONYX Family Partnership is a combined effort on the part of Strombeck Properties, St. Joseph's Health System, Arcata House Partnership, Partnership HealthPlan California and RCAA. Within a very short period of time our collaborative built 10 permanent supportive apartments for families who had previously been homeless. RCAA continues to support both projects with ongoing case management and support services. An essential partner in both projects is the Arcata House Partnership working to provide various services in conjunction with RCAA.



RCAA's CSD works with CalFresh to build gardens at the shelter houses and facilitate nutrition classes for sheltered and housed individuals and families. CSD continues to direct the AmeriCorps AFACTR Program of 10 members serving at 9 Family and Community Resource Centers providing case management services for differential response referrals and clients in need of basic human services. Through CSD, program participants of the Parents and Children in Transition Program, Youth Service Bureau programs, and Adult Protective Services Program all receive case management services and other vital supportive services.

CSD manages the Teaching Oral Optimism Throughout Humboldt (TOOTH), an oral health program, directed at providing education and preventive services to elementary school students and their families countywide. Another RCAA project, Money, Search and Rescue is an empowerment program that provides financial literacy education through our four-year grant from the Office of Child Abuse Prevention. These services provide low-income residents countywide with a 9 course financial literacy curriculum authored by the IRS and presented to clients in one to one or group settings and designed to build the assets of individuals and families.

CSD is responsible for service projects and programing that "build the assets of individuals and organizations, maintain and increase community assets, and establish household or individual self-sufficiency". For example: RCAA's CSD AmeriCorps\*VISTA program placed more than 320 members in 45 non-profit and government agencies in Humboldt and 24 other California counties as far south as San Diego over a 12-year period. Members were placed in organizations to develop capacity and infrastructure of agencies to help build the assets of low-income and poverty level clients.

RCAA's CSD continues to provide a variety of services to homeless children and their families, individuals and runaway or foster care youth. CSD currently operates housing with 41 beds in four short-term transitional living facilities for homeless families, women with children escaping domestic violence and 24 beds in 3 short and long term facilities for runaway and foster care youth in crisis. All RCAA transitional housing programs provide comprehensive case management services with a focus on building a stable life after homelessness. We support adults, families and youth in accessing information and resources on budgeting, housing searches, school and job exploration, health services and providers, etc. Our agency has years of demonstrated success in supporting adults, youth and families to achieve these goals.

As specific evidence of our previous success RCAA operated *Humboldt Housing Now-Homeless Prevention and Rapid Re-housing Program (HPRP)* with more than 12 partner and vendor agencies throughout the region. More than 5,000 phone screenings requesting help and 3,369 unduplicated phone screenings were received by United Way. During the life of the three-year program RCAA Family Services was able to serve 921 households (over 1,900 individuals).

RCAA's current HHAP APSP began in October 2020. Currently APSP receives referrals from only one source, Humboldt County's Department of Health and Human Services (DHHS) Adult Protective Services Division. The County's Adult Protective Services (APS) provides protective services to elders (65 and older) and dependent adults (18-64) who are unable to protect their own interests or to care for themselves and is committed to having elders and dependent adults live in a safe environment free from abuse and exploitation. They are also dedicated to having elders and dependent adults in Humboldt County live to their highest personal potential in the least restrictive environment hence the creation of RCAA's APSP.

Since 2021 DHHS APS referred 59 individuals who were identified as being highly vulnerable and unable to protect themselves from abuse and exploitation. Of those referrals:

- 46% were homeless
- 56% were suffering with mental illness
- 23% had substance use disorders
- 54% were being evicted or dealing with eviction issues
- 100% were experiencing housing instability issues
- 71% had chronic health conditions
- 15% had developmental disabilities
- 65% had physical disabilities

Of the 59 adults referred to RCAA's APSP, all were homeless or at high risk for losing current housing and all referrals fit the HUD guidelines for homelessness or being at imminent risk of homelessness. In an effort to ensure APS clients have the best chance of living in a safe and supportive environment, RCAA's APSP was crafted to do just that – assist the most at-risk APS clients in finding and sustaining housing while also providing ongoing or long-term support. APSP Case Worker's meet with clients in the field wherever they are to assess their needs and assets and eligibility for services. Case Worker's assist clients in finding permanent housing and provide continuous, ongoing case management to help them sustain and thrive in their newly found homes.

APSP is also able to provide financial assistance that is crucial to clients being able to move in to and stay housed. Those benefits include: move-in costs such as first month's rent, security/animal deposits, rent subsidy up to 2/3 of rent amount, utility turn-ons or deposits, essential pieces of furniture, household goods and food.

Long term case management is a unique and important aspect of the APSP. With the client population served, many have not lived in housing for years and have past trauma, mental illness and/or substance abuse disorders which are barriers to having the skills to maintain housing. There have been many situations where, without a case worker to assist with an issue, clients would not have sustained their housing past the first 24-48 hour period of living in their new home. The case workers provide the following services: advocacy with landlord/tenant issues,

help with paying rent and other bills on time, modeling how to keep a home clean and in good order, assisting with transportation to appointments and regular check-ins to help de-escalate situations that could turn serious, to name a few. Case management advocacy with landlords has helped to save housing for future clients by letting the landlords know they have a reliable professional to assist with difficult issues.

A strong working relationship has been created between RCAA's APSP and the DHHS APS staff members who are in regular communication, having team meetings biweekly and are in close contact to deal with client issues that need immediate attention. There is a valuable network established with other agencies that serve APSP clients so that service delivery is effective and not duplicated.

In the last two years of the HHAP APS Program, 34 individuals have been housed out of the 59 referred. Many of the other clients either refused services, moved out of the area or found their own housing. With many of these clients, case management was provided to assist them in finding temporary housing and other resources to ultimately obtain permanent housing.

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

RCAA is familiar with the legal and procedural obligations and requirements of the proposed Humboldt County HHAP project. Our organization has managed thousands of grants and contracts of this nature and does not anticipate challenges. RCAA has experience working with the community on capital improvements including rehabilitating the Jefferson School site, several multi-family units, and hundreds of homes, as well as trails and water quality improvements throughout Humboldt County.

RCAA's Fiscal Policies specify that all substantial subcontracted work follows a documented bid process, is certified and complies with any Labor Compliance wage requirements or permitting requirements as applicable. Documented policies and procedures for internal controls are included in RCAA's comprehensive Accounting & Financial Policies and Procedures Manual for maintaining good internal controls. A few examples of these procedures follow:

- 1) RCAA maintains separation of duty to prevent misuse.
- 2) RCAA allocates allowable expenses and matching funds and addresses separation of funds
- 3) RCAA accounts for in kind contributions and valuation of contributions

Subcontractor Victoria Ziskin is a Licensed Marriage and Family Therapist since 1996. She held the position of Supervising Mental Health Clinician at DHHS Children, Youth and Family Services division from 1998-2005 and served as the Clinical Services Director at Changing Tides from 2009-2011. She opened her own Private Psychotherapy Practice in 2005 and has been providing individual and family therapy ever since. Ms. Ziskin is very knowledgeable of the legal and procedural requirements pertaining to the provision of services proposed in this HHAP project as evidenced by her license and previous positions of employment with the county's mental health services.

**The Attachment 3 lists Supplemental Documentation of RCAA Policies and Procedures, etc. available for review at any time.**

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

#### **CSD Staff relevant qualifications and experience**

Under the general supervision of the agency's Executive Director, Val Martinez, the Community Services Director will assume responsibility for administration and management of the housing and homeless related services and is the primary contact with multiple funding sources. The CSD Director is responsible for the administration and integration of housing assistance related services for children and their families, adults and runaway and foster care youth. The position requires a BA in social work, psychology or a related field and/or five years administrative experience in a service agency or equivalent education/experience. The current Community Services Director has over 42 years of experience in family, youth and adult, trauma informed related programming.

**Case Worker I (CWI)** positions will be hired by RCAA to help stabilize individuals eligible for HHAP services. Case Workers will assess potential applicants according to the program's income eligibility criteria, and guidelines. CWI's will provide intakes and assist clients in completing program paperwork, accessing resources, and making referrals as appropriate, as well as housing transition stabilization services. They will also serve as client advocates when necessary, including as liaison with Danco Properties to help mitigate difficult issues that arise as another aspect of supporting client housing sustainability. CWI's will have experience in client case management and trauma informed techniques and procedures, certification in First Aid and CPR as well as experience with community resources/referrals, trained in motivational interviewing and mandated child and elder/dependent abuse reporting. Currently there are two Case Workers who are serving in CWI positions. Both CWI's have experience in case

management services, substance abuse disorder and supporting client with mental illness. Four Case Workers will be hired to serve Adult and youth clients housed at the Danco Project.

**Housing and Support Services Coordinator** – Mickie Tuilia has been with RCAA for 11 years and has over 25 years of social service experience. She provided case management helped for families and individuals at the Multiple Assistance Center and Waterfront Treatment Program. She currently provides case management services to families and individuals in permanent housing programs, while also training and supporting staff in RCAA housing projects.

Mickie has developed strong networking relationships with the program’s partners as well as with other agencies that are providing adjunct services. As the onsite supervisor at the Danco Projects, she will submit and approve all client subsidy requests and other program expenses for payment as well as required HMIS paperwork for the Fiscal Specialist and Administrative Services Coordinator. Mickie will facilitate all meetings associated with HHAP and create any needed forms and/or templates. She will hold a case load in addition to supervising all four RCAA CWI’s, meeting with them weekly, and being available daily for consultation since the client population’s life situations are extremely fluid and varied from one another.

She will be the direct contact with RCAA administrative staff, Danco Property Management and DHHS. She will work with Danco Property Management to process and receive all new client referrals. Mickie will act as a liaison and cultivate positive relationships with project vendors when necessary.

**Administrative Services Coordinator** Rachel Wild has been with RCAA for more than 15 years supporting youth, adults and families who have found themselves homeless and living in one of the RCAA transitional housing facilities. Ms. Wild has her BA in Social Work and began with RCAA as a Case Manager for our Transitional Housing Program; assisting clients with long- and short-term goal setting, searches for housing and/or jobs, budgeting for bills and savings, and helping to link families with resources specific to the needs of the family as a whole. During that time, she worked for Youth Service Bureau and Family Services at the Multiple Assistance Center and our transitional shelter houses.

As the HHAP Administrative Services Coordinator, Ms. Wild will evaluate all clients’ eligibility criteria as to whether they conform to HUD homelessness parameters. She will oversee the enrollment of all clients into the HMIS system and assure that all information going forward with each client/case is accurate. This also entails her participating in weekly staff case conferencing meetings to provide feedback on whether new clients are eligible for services as well as input on case particulars.

Ms. Wild spent several years assisting in the management of RCAA Rapid Re-housing program that provided housing vouchers to community members that met the program’s criteria. During that time, she completed intakes and referrals for the program and assisted with training

additional intake staff. She also organized and managed fiscal requests coming from other agencies, tracked each agency's totals, processed all monetary requests, and submitted them to our fiscal department in order that they are paid in a timely manner.

Ms. Wild will support both the HHAP Adult and YSB Program at the Danco Project.

**Community Services Director** - RCAA's HHAP will fall under the general supervision of the Community Services Director, Lorey Keele, who has over 42 years of administrative management and direct service experience working and volunteering for non-profits, 27 of those years with RCAA. Ms. Keele has a proven track record of successfully creating and implementing a multitude of effective community driven programs; managed federal, state, county and foundation contracts with nonprofits, government, and tribal organizations, locally, and statewide. Ms. Keele will provide administrative oversight and grant compliance for the HHAP programs, Adult and YSB.

**Finance Specialist**- RCAA's Finance Specialist (FS) Karen Erickson has been with RCAA for more than 12 years and has more than 44 years of experience and expertise in principles and practices of accounting and financial record keeping procedures, especially as they pertain to government funded programs. Ms. Erickson will be responsible for the financial records of all program clients, accounts payable in preparation and processing of checks to landlords, property managers, utilities, and vendors specific to both the HHAP Programs, Adult and YSB.

Program Manager II – RCAA's Case Crabb has been developing trauma informed programs, services and processes for non profits since 2000. She has a long history of training and directing staff working who service clients that have issues of homelessness, substance use disorder, severe trauma, family violence, poverty, mental illness, etc.

Casey Crabb has been in the human services and behavioral health fields since the mid-1990's. During the span of her career, she has served a wide variety of vulnerable and high-risk populations in community based, residential, foster homes, and licensed treatment program settings in both the east and west coast geographic areas. Ms. Crabb has spent a majority of her career overseeing and managing unique programs in rural communities that serve families with minor children, state-dependent children and youth, independent and conserved adults. In the past decade, she has been overseeing programs that work to stabilize adults and children surviving the impact of housing and food insecurities, intergenerational poverty and trauma, behavioral health challenges, substance dependencies and family separation.

Under the direct supervision of the Division Director, the Program Manager II is responsible for the oversight and daily operation of the programs and facilities. Ms. Crabb implements and maintains the program's milieu service plan goals; hiring, training, and scheduling of staff; care and supervision of residents; provision of crisis intervention, holistic case-management and

supportive services; and supervision of the facility's maintenance and infrastructure. Her role serves as a liaison for the stakeholders and primary funders of each project in their purview and is responsible to ensure that all contractual obligations are adhered to.

RCAA will subcontract with Victoria Ziskin, a Licensed Marriage and Family Therapist since 1996. She held the position of Supervising Mental Health Clinician at DHHS Children, Youth and Family Services division from 1998-2005 and served as the Clinical Services Director at Changing Tides from 2009-2011. She opened her own Private Psychotherapy Practice in 2005 and has been providing individual and family therapy ever since. She has served as RCAA's Head of Clinical Services off and on since 2016 and is currently providing ongoing clinical support and supervision to several RCAA programs, including our current HHAP projects with YSB and Adult Protective Services. Her expertise in the realm of youth, individuals and families is extensive and she is a valuable asset to the work that we do.

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

All HHAP staff members are thoroughly vetted prior to being hired and receive initial and ongoing training to ensure their ability to provide quality services that meet client needs. In accordance with RCAA policy, all staff, interns, volunteers, and consultants who come into contact with RCAA clients or proposed to be served by the agency must submit to criminal history and child abuse registry and sexual abuse registry checks. In order to ensure compliance with these regulations, all staff, interns, volunteers, and consultants must submit to Livescan fingerprinting through the Humboldt County Sheriff's Department, as well as pass an extensive national criminal background clearance through the Department of Justice (DOJ) and FBI using the "Employment 11105.3 pc" code and receive acceptable results prior to employment. These checks are repeated every time a person changes staff positions, or any time an employee is hired by another RCAA program, and/or if any arrest occurs. All staff and volunteers are mandated to sign letters of agreement to follow all agency policies including prohibitions of sexual harassment, sexual misconduct, and inappropriate/sexually intimate relationships with clients. Other individuals who are not in direct contact with youth (electricians, plumbers, delivery personnel) or vulnerable adult clients are accompanied by RCAA staff members at all times while they are in areas where our clients may be present. In addition, the RCAA Human Resources Division verifies educational credentials, employment experience, driving records and

professional licensing records for every employee prior to a position being offered to the individual.

All staff members are required to be First Aid and CPR certified, participate in the HIPPA and the California Child Abuse Mandated Reporter training or the Elder and Dependent Adult Abuse and Neglect Mandated Reporter Training and also receive additional hours of relevant training annually. Special attention is paid to trainings in cultural humility and awareness to best serve clients who identify as part of marginalized communities such as LGBTQ, elderly, disabled, mentally ill, etc. New staff members are required to receive hours of training on program and policies.

Staff will participate in weekly meetings with supervisor and bi-weekly meetings with Clinical Head of Service. Staff training takes place regularly, both in person and online. Trainings include disaster preparedness; aftercare services and counseling; core competencies in working with the elderly or disabled; crisis intervention techniques; cultural and linguistic diversity; development of coordinated networks for local services; ethics and staff safety; fiscal management; risk and protective factors related to homelessness; screening and assessment practice; special populations: LGBTQ, victims of trafficking, sexual exploitation, and sexual abuse; ACEs, trauma and the effects of childhood trauma; use of evidenced-based and evidence-informed interventions; mental health awareness and counseling services; and policies and protocols for confidentiality.

RCAA staff and subcontractor will all have the necessary qualifications and experience to meet the proposed program's standards. The local funding priorities and HHAP program objectives are in alignment with the proposed program and will contribute to attaining Humboldt County's goals in reducing homelessness through Housing First and Harm Reduction models.

All construction subcontractors have followed a competitive bid process and are screened for licensure. RCAA is aware of the County's standards, contracting process, and usual specifications for funding. We do not anticipate any delays in getting the projects started immediately and concluding within the time frame allowed for this HHAP funding.

## **6.6 Project Description**

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

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

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



RCAA's HHAP will provide rental assistance and housing stabilization services to approximately 50 households, who will remain housed by paying a portion of their rent. Danco Project households will require security deposits but none for comfort animals or utilities. HHAP will offer participants case management services, financial literacy support, help in accessing social security benefits, referrals for legal and credit remediation services, access to permanent housing vouchers and assistance and other referrals as needed.

RCAA HHAP programming emphasize funds be provided for rental assistance and housing stabilization services to individuals who are homeless or would be homeless but for this assistance. HHAP will require that households assisted:

- Be referred through the county Coordinated Entry list to Danco Property Management.
- Once approved by Danco Property Management, RCAA staff will have an initial consultation with the potential resident, either in person or through a reliable cloud platform for video and audio conferencing, who will determine the appropriate type of assistance to meet their needs.
- Be low-income (up to 200% of the federal poverty level according to the American Community Survey or US Census data)
- Must be homeless or at risk of losing their housing.
- Must not be eligible for any other housing assistance support. If potential tenant is eligible for other subsidies or assistance, staff will assist them in accessing services.

Our vision is that all homeless Humboldt County community members experiencing homelessness have safe and stable homes where their journey to independence is supported through an accessible, driven ecosystem of care. Our work is built on a commitment to equity, inclusiveness, compassion, and social justice.

Program goals specific to adult clients include:

- Increase of consistent Physical and Behavioral Health services, which will reduce symptoms, improve one's insight into their own wellness and overall physical and emotional health
- Increase access to life choices, community membership, community integration and natural relationships/peer and familial connections
- Increase: self-sufficiency, autonomy, and self-worth through stabilizing one's housing

Embracing a holistic empowerment philosophy, RCAA has created programming committed to supporting those in need, especially youth. We work to implement programming based on Positive Youth Development that is strength-based and develops individual youth's assets while simultaneously building protective factors and resiliency. The program works with youth to improve self-sufficiency and create and improve positive social relationships that will ultimately

help their transition to independence. Youth residents are able to gain a greater sense of control over their own lives and begin to believe they can influence their futures. Through a combination of education, vocational training, volunteerism and daily life skills practice, youth gain valuable tools and experiences that allow them to move from a supportive housing environment to safe independent living in the greater community as healthy, positive and productive adults.

Program goals specific to youth include:

- Improved safety – youth’s living situation, neighborhood, and friends will be physically and psychologically safe.
- Improved well-being – youth will have better physical and psychological functioning, greater job satisfaction, greater connection with friends/family (as defined by youth), and greater access to health, social and other resources.
- Improved self-sufficiency – in advancing educational goals, obtaining/maintaining employment, meeting financial obligations, managing money, in performing the activities of daily life and participating in the community.

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

RCAA’s HHAP Program will provide ongoing long term rental assistance, as well as landlord liaison advocacy for 50 at-risk households, 40 adults, and 10 youth ages 18-24, living in the Danco Project West Village Studios in Arcata. Community members will be served by HHAP each year for up to 36 months.

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

Danco Properties has HOMEKEY funding this requires they provide tenant outreach to all part of Humboldt County including the outlying and rural most regions. They have participated with Arcata House Partnership in marketing open recruitment days through organizations and agencies throughout the county serving community members who are currently homeless or about to be. They have also been provided the Coordinated Entry list with access to clients living in all parts of the county.

RCAA’s HHAP will be required to support only those who meet the program criteria and referred through the county’s Coordinated Entry process. RCAA’s HHAP has been provided the HUD guidelines eligibility criteria for housing case management services. RCAA staff will work with clients’ schedules to ensure they receive services regardless of where they are currently located. Staff will be available Monday through Saturday during regular business hours with some flexibility. Once recipients are deemed eligible, they will be assigned a case

worker who will be able to meet them in their office or another location in Humboldt County that is convenient for the potential tenant.

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

RCAA's HHAP program will provide eligible community members with housing assistance funds who are homeless, and/or being evicted from their current homes. APSP will assist those who meet the eligibility criteria for housing in the Danco Project, but are unable to afford payments for rent. This assistance will help to clients who urgently need housing. The result will be seen in Humboldt County by the impact on a minimum of 50 households per year which might otherwise end up without a home.

RCAA has participated as a member of the County Continuum of Care since its inception and has consistently advocated for the needs of homeless individuals, youth and families. It has been challenging to build a system of care especially for homeless youth with the varying bureaucratic definitions that are placed on them and the limited resources available for this population. The HHAP program has established a minimum allocation of funds for services that meet the specific needs for youth populations between 18 and 24 years of age who are experiencing homelessness as defined in the McKinney-Vento Homeless Assistance Act. In doing so, RCAA we will be assisting the county in ending homelessness in this sub-category of homeless youth. This HHAP proposal will provide continued services from our current HHAP grant (FY 2020-2022), YSB's Transitional Living Program grant through FYSB, and the newly acquired funding from the California Office of Emergency Services. These are youth who are not involved in other systems and who are not able to be defined as chronically homeless. We are providing services to homeless youth who meet these criteria with funding from the County Department of Health and Human Services.

The target populations to be served are: 1) Young Adults (AKA transition-age youth) ages 18 to 24 years who are not accompanied by a parent or guardian (if they were, they would be considered part of a homeless family). Based on our experience over the past 39 years, special subpopulations of youth that will be served include: 1) LGTBQ young adults, 2) pregnant and parenting young adults, and 3) young adults used in human trafficking and commercial exploitation.

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

HHAP clients will all be low-income (up to 200% above the federal poverty level) and homeless or at risk of becoming homeless. The target populations for HHAP are community members countywide who are not eligible for any other housing program or resource such as:

CalWORKs, Veterans, Permanent Supportive Housing, etc. They are also some of the county's most vulnerable residents that have high incidences of chronic homelessness, mental illness, very low income and no or negative housing or credit history. RCAA's HHAP will help the people that are falling through the cracks and are at high-risk of homelessness.

Trauma Informed Care (TIC) is used to recognize the exposure to traumatic events most homeless have experienced in their lives. All services are designed to recognize the effects of trauma, prevent re-traumatization, and support safety and healing from chronic loss. This is accomplished by integrating choice and opportunities for self-advocacy, partnering with clients as they process and navigate adverse experiences and accounting for the influence of accumulated adverse experiences.

All clients, especially youth who will benefit by the guiding principles of our program, including Positive Youth Development (PYD), Trauma Informed Care, Individualized and Youth Driver Supports, Youth Choice, Social and Community Inclusion, and Youth Focused Housing First. Positive Youth Development (PYD) is used to engage youth and assist them in developing skills and living to their full adult potential. We do this by engaging youth, viewing them as participants (not recipients) of services, focusing on building youth's strengths (not fixing problems) and relations, and using a pro-active behavioral approach to focusing on positive outcomes.

Youth-Focused Housing First will be focused on identifying and securing appropriate housing as quickly as possible and without preconditions, such as a requirement for clean and sober living or minimum income requirements.

**3. A detailed description of any and all operating subsidies that will be provided as part of the proposed HHAP project which includes, without limitation, any and all other sources of financing that will be utilized to support the project, any and all applicable construction timelines and any and all applicable unit breakdowns and affordability levels, if applicable.**

Project will begin immediately. Danco Property has received a HOMEKEY grant from the state of California which will help them pay for the building rehab and property management staff. Not all of the tenant units will house HHAP clients. Some of the 78 units will be filled with Permanent Supportive Housing vouchers, some will be housed with VASH vouchers, and some with EHV vouchers. We estimate at least 10 units will be used for youth ages 18-24, 40 residents needing HHAP assistance, and approximately 28 with have a program vouchers referred to above.

Each unit will can be described as a studio unit, with a private bathroom and kitchenette. These units each has a Fair Market Value of \$812 a month for rent. For those units housing HHAP

clients with minimal income or resources, RCAA will expect to pay approximately \$569 each month for those with income, and \$812 for those without income until they are receiving an income. Staff are expected to work with each client in accessing whatever income that individual or small family is eligible to receive.

During the initial intake process, if an individual or small family has not accessed any of the financial resources they are eligible for staff will help them start the process immediately, or help them complete the process of accessing benefits as quickly as possible. Staff will work with other organizations and agencies to ensure clients are on track to receive the benefits they are eligible for. Regardless of whether the client has current access to those benefits, they will **not** be refused housing. No one eligible for housing at the Danco Property will be refused entry.

Clients will begin the interview process through Danco Properties in December of 2022. Clients units are expected to become available in February or March 2023, with all units filled by June 2023. RCAA staff can expect to begin working with clients approved for tenancy by Danco Properties in January 2023.

**4. A detailed description of any and all emergency assistance, stabilization, housing relocation and/or rental assistance services that will be provided as part of the proposed HHAP project which includes, without limitation, the process by which the level of services provided to members of the Target Population will be determined, how the County's Coordinated Entry System will be utilized to match members of the Target Population to appropriate programs and services and the strategies that will be employed to maximize transition to permanent housing, if applicable.**

RCAA's HHAP will provide assistance for households up to 200% of the federal poverty level by paying a portion or all of their rent, as well as long term case management services, financial literacy services, referrals for legal and credit remediation services, and other resources as needed.

To provide above mentioned services, HHAP will receive referrals from Danco Property Management who are overseeing the recruitment of clients into this housing project. The clients' eligibility for services will be assessed by Danco Property Management according to HUD guidelines for homelessness. Danco Property Management will access clients appropriate for housing from 211 and the Coordinated Entry System. Danco has been using this process for many years for many of their projects in Humboldt County. Once they have had an application from an eligible client they will confirm the client information, and request the required documentation needed for processing the client's application. When Danco Property Management confirms client acceptance into the project staff will review the application and

arrange a time to meet with the new client. Meeting with RCAA staff is required to receive HHAP assistance.

Staff will provide an assessment in order to determine needs and proceed with opening a case toward client receiving financial assistance to attain permanent housing if needed and long term case management services. The assigned case worker will plan, implement, coordinate and monitor with the client the options and services required to meet the client's housing service needs. The case worker will meet with HHAP management once a week at least to case conference and get feedback and suggestions regarding client services as well as ongoing evaluation.

The Housing and Support Services Coordinator (HSSC) will review referrals submitted and forward them to a CWI and ultimately make the final determination of eligibility in consultation with the Administrative Services Coordinator (ASC). The HSC will determine any subsidy (according to HUD rent subsidy determination form) or payment amount and submit the request to the fiscal department making sure there is ample time to process the check in a timely manner. The HSC will arrange for the monies to be sent to Danco Property directly. W9's will be obtained for payment, ensuring a smoother process and fewer possibilities for processing payments.

Check requests will be initiated by the HSC, be submitted with supporting documentation by the ASC in Microix. Once the request is submitted the Finance Specialist will follow and approve the documents for the Community Services Director, Finance Director and Executive Director's immediate approval. The Finance Specialist will process the request with immediacy, until the check is administered for final action.

The CWI will continue to work with clients providing intensive case management to assist them in preparing for moving into housing by contacting clients at least weekly, providing needed resources and referrals, providing transportation to appointments vital to their accessing income and housing, continuing landlord advocacy if necessary and by being a consistent, supportive presence, help to mitigate any client situations from becoming serious and threatening housing stability.

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

To address this critical area RCAA, has developed a program we call ***“Money! Search and Rescue”***. ***Money! Search and Rescue*** is designed to put clients in control of their money. Staff are trained by Financial Literacy staff to assist clients by sharing money practices that are informative and road tested according to client needs and abilities. RCAA’s Financial Literacy Coordinator also provides free assistance by empowering clients with the knowledge and tools they need to navigate a wide variety of money topics and issues. The ***Money! Search and Rescue*** curriculum created by the Consumer Financial Protection Bureau incorporates the *Your Money, Your Goals* toolkit provided and funded by the *Office of Child Abuse Prevention*.

Clients will be offered a menu of topics and tools including but not limited to:

- Setting obtainable financial goals
- Saving for emergencies
- Managing income
- Paying bills
- Improving cash flow
- Dealing with debt
- Student loans
- Income Tax assistance
- Tax credits
- How to obtain your credit report
- Identity theft and fraud
- Banking basics

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

**5. A detailed description of any and all security deposits, holding fees and other landlord incentives that will be provided as part of the proposed HHAP project.**

Danco Properties will not charge residents a holding fee, animal or utility deposits, nor will HHAP funds provide landlord incentives. Danco Properties will charge each client a security deposit equal to the rent of \$812.

**6. A detailed description of any and all operational support related to the creation and maintenance of a homeless services and housing delivery system that will be provided as part of the proposed HHAP project.**

Danco Properties will provide offices, computers, supplies, meeting rooms and space for staff and other service providers to meet with clients. The HSSC will ensure all clients are being served either by RCAA staff or other county providers. RCAA's Program Manager will also provide assistance in maintaining resources are made available to support this housing project such as: substance use treatment services, health services, employment training services, financial literacy services, behavioral health services, language services, LGBTQ support services, CalFresh assistance, etc. Case Workers will also support clients needing to access permanent supportive housing vouchers, and other housing security services.

Additional supports include:

- Interviewing, hiring and clearing all prospective employees, volunteers and interns
- Liability insurance for staff, volunteers, and interns
- CES involvement to continue to obtain referrals for permanent supportive housing project
- Training all staff, volunteers and interns on: program expectations, program values, human and client rights, best practice standards for supportive services in permanent housing, motivational interviewing techniques, safety in the workplace, OSHA safety, crisis de-escalation, confidentiality, HIPAA related policies, disability assistance tools/supplies, advanced directives, financial literacy strategies, client's short term and long term plan for success (goal setting), landlord and tenant rights education, life skills and coping skills for clients,
- Ongoing annual trainings and refreshers
- Coordination of community partners to provide services on-site at location (mobile medical, mobile behavioral health services, substance use dependency treatment groups, early recovery groups, relapse prevention groups, HIV/STD testing, Naloxone trainings and harm reduction services, needle exchange services, food bank deliveries, blood mobile)
- Work with the City of Arcata for residents of program to have volunteer opportunities for neighborhood safety and clean up processes
- Creation and implementation of policies and procedures for staff and program
- Creation and implementation of program documentation
- Creation, management and storage of all client files (electronic and paper)
- Creation and implementation of a supportive home environment and project culture
- Vehicle maintenance and oversight
- Frequent environmental safety checks



**7. A detailed description of any and all capital improvement projects, including but not limited to conversion of hotels and motels to permanent housing and construction of new navigation centers and emergency shelters, that will be provided as part of the proposed HHAP project which includes, without limitation, any and all other sources of financing that will be utilized to support the project, any and all applicable construction timelines, and any and all applicable unit breakdowns and affordability levels, if applicable.**

This HHAP project only funds client supportive services and rental assistance. This project is a collaborative partnering the Danco Corporation and Redwood Community Action Agency. State HOMEKEY funding awarded to the Danco Corporation is being used for capital improvements supporting the renovation of the Red Roof Inn Hotel in Arcata California. No HHAP funds will be used to support any of the building renovations or management of the property.

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

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

**8. A detailed description of how the proposed HHAP project will be staffed which includes, without limitation, a summary of the process by which staffing levels will be determined and how such staffing will ensure the effective and efficient implementation of the proposed HHAP project.**

The two HHAP budgets submitted have been developed specifically to support the activities RCAA is committed to should we be funded and will lead to future funding toward our identified goals. The HHAP budgets provide a reasonable amount of funding for staffing the project with highly effective and expert staff as clearly detailed in the Proposed Budget and Narrative.

The Danco Project will provide 78 studio units to approximately 78-80 individuals and small families. Approximately 50 units will be supported with HHAP case workers. Each HHAP case worker will be the identified lead for approximately 13-14 tenants at any given time. The youth case worker will support the be the identified lead for the 10 youth tenants. All 5 staff members will work together to support all HHAP tenants. Staffing for client support will be available Mondays – Saturdays.

Additionally, 28 tenants will be participating in a voucher program and will be supported by other agency staff providing case management services. Those service providers will have access to office space, client meeting space and consultation time with the HHAP Housing and Support Services Coordinator. While the tenant might not be a HHAP client, the HSSC will help

off site staff understand what the client might be experiencing while being housed at this property. The HSSC will always work to support other agency staff in understanding the dynamics of the facility and how the tenant is doing in that environment.

**9. A detailed description of how the proposed HHAP project will ensure that members of the Target Population are connected to other appropriate services and resources, including, without limitation, primary care, behavioral health, employment, benefits advocacy and legal assistance services.**

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

CWIs will provide eligible clients with ongoing services for the duration of the grant. This kind of support is absolutely necessary to these most challenged and vulnerable clients to sustain and thrive in housing. Services will include: plans for sustaining housing; referrals for medical and mental health services; applying to CalFresh or SSI; legal assistance for remediating negative credit history, and/or family re-unification efforts; access to Family/Community Resource Centers for food, clothing, health related services and ongoing case management support; substance abuse treatment; LGBTQ support services ;income tax return assistance; career exploration, employment and training services; medical/dental /mental health services; transportation services; linkages to educational opportunities (taking the GED, access to financial aid, etc.); language assistance; attaining adaptive equipment; etc.

The Danco West Village Studios will be tenant friendly inside and out. The Danco Property will include gardens for clients interested in gardening, basketball courts for engaging clients in healthy physical activities, an outdoor stage for weekend talent shows and karaoke, as well as outdoor sitting areas and smoking corrals.

Inside the building renovations will include several small rooms for staff and clients to meet quietly and confidentially out of the way of open areas where tenants will move about. Service providers will be able to meet clients, access Wi-Fi for computer access, etc. There will also be several large rooms for group meetings and events such as dinner and movie nights, trainings, and workshops.

In order make it easier for tenants to get help and assistance, local service providers will be invited in to offer services onsite. HHAP staff will arrange for Open Door Clinic's Mobile unit

to enter the premises for clients who have difficulty for various reasons getting to the clinic for health services. Crossroads substance treatment program will provide substance use dependency and early recovery and relapse prevention groups weekly/daily in our group meeting room. Meetings will take place at different time so as to support those working and only attending meeting during the evenings, or during the day for those who can't get around in the evenings. Accommodating clients needs and working with their abilities is paramount in order for us to be successful in creating a positive, safe living environment.

**10. A detailed description of the systems and processes that will be utilized to collect data related to, and evaluate the performance of, the services and/or capital improvements provided as part of the proposed HHAP project which includes, without limitation, the process for collecting and analyzing program and client-level data, the process for entering program and client-level data into the County's Homeless Management Information System, the process for measuring the success of the services and/or capital improvements being provided and the steps that will be taken if identified performance targets are not met.**

RCAA's HSSC will glean valuable information and data regarding client demographics, effective financial stabilization tools, unexpected successes and challenges, other referrals needed to support clients who had never used government assistance before, utilizing new partner or program services, trends in service needs or delivery.

In addition, we will track all data required by HUD and include supplemental qualitative information to support project evaluation. The American Recovery and Reinvestment Act of 2009 includes provisions for homelessness prevention activities, as such, appropriate submissions, tracking, and coordination. Reporting these activities will be the job of both the Administrative Services Coordinator as well as the county's HMIS Administrator.

**11. A detailed description of how the provision of the services and or capital improvements that will be provided as part of the proposed HHAP project will continue past the period in which HHAP funding is available or alternatively how such activities will be phased out in a manner that does not disrupt access to other appropriate services, require relocation, or impose other related hardships on members of the target population.**

HHAP should be launched and maintained with very little infusion of additional resources. RCAA will continue to encourage use and reuse of existing resources as seen in our ability to utilize the infrastructure developed over the last 40 years of RCAA's existence serving low income and poverty level community members of Humboldt. Building on the successes for clients gleaned during the HHAP project will inform and sustain the program beyond the funding

period. We will encourage development of internal expertise to transmit, maintain and advance our ability to appropriately respond to those with trauma.

This project implemented through the Danco Corporation will allow both our organizations to create a funding stream that should be able to support tenants for the long term.

Strengthening coalition work is instrumental in creating a sustainable program, as experienced by many years of actively participating in the Humboldt Housing and Homeless Coalition. Partnerships have developed between RCAA and other members of the coalition which have proven to be financially and programmatically successful and effective. In addition, RCAA continues to research and network with partner organizations in order to learn about best practices and other potential sources of collaborative funding that are available. When additional sources are found, RCAA will hope to be at the table in developing or creating new streams of funding for the HHAP.

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

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

- Emergency Services that address the immediate need for shelter or stabilization in current housing.
- Housing, Resource, and Support Services Assessment focusing on housing needs, preferences, and barriers; resource acquisition (e.g., entitlements); and identification of services needed to sustain housing.
- Ongoing housing assistance including financial assistance with housing costs (e.g., security deposit, advocacy, referrals and/or assistance in addressing housing barriers (such as poor credit history or debt, prior eviction, criminal conviction).
- Ongoing case management services specifically focused on maintaining permanent housing or the acquisition and sustainability of permanent housing.
- Participants are moved into permanent housing as quickly as possible, thereby reducing the need for temporary shelter.
- Rules are limited criminal history, and do not try to change or control participants or their behaviors.
- Project uses a trauma-informed approach by employing staff and supervisors thoroughly trained in trauma informed service delivery and support.
- Project does not require detox treatment and/or days of sobriety to enter.
- Project does not conduct drug testing.
- Project does not prohibit program entry based on mental illness diagnosis and does not have a policy requiring medication and/or treatment compliance to enter.

- Project accepts all participants regardless of sexual orientation or gender identification and follows all fair housing laws.
- Project is short-term and the services provided to enrolled participants are completely focused on securing permanent housing and enhancing housing stability.
- Project does not terminate program participants for any of the above listed reasons
- Project entails housing stability services and program staff work with clients and landlords to use eviction and/or termination of housing as a last resort. Staff engage in as many other alternative strategies as are applicable and reasonable, including, without limitation to:
  - a. referrals for conflict resolution; landlord mediation; tenancy skill building;
  - b. support with rental arrears;
  - c. relocation

Throughout Redwood Community Action Agency, staff and the people they serve, whether children or adults, feel physically and psychologically safe; the physical setting is safe and interpersonal interactions promote a sense of safety. Understanding safety as defined by those served is a high priority. HHAP operations and decisions are conducted with transparency to build and maintain trust with clients, among staff and others involved in the organization.

RCAA's HHAP project recognizes that everyone has a role to play in a trauma informed approach. Importance is placed on partnering and demonstrating that healing happens in relationships and in the meaningful sharing of power and decision-making. In our trauma informed approach, our clients' individual strengths, assets and experiences are recognized and built upon. We foster a belief in resilience and the ability to heal and promote recovery from trauma. Clients are supported in shared decision making, and goal setting to determine their plan of action. They are supported in cultivating self-advocacy skills. Our programs offer access to gender, age and ability responsive services and recognize the healing value of traditional cultural connections. HHAP will utilize policies and processes that are responsive to client needs.

YSB's program will comply with the County's Housing First Principles. In addition, we recognize and adhere to core principles of Housing First with homeless youth which include:

- Immediate access to housing with no preconditions that help identify and secure appropriate housing as quickly as possible. Housing is not conditional or based on sobriety and/or abstinence.
- Youth choice and self-determination by supporting youth in decisions for housing type, service needs, educational and employment goals. Working with case managers, youth are assisted in creating their Individual Service Plan to help guide their decisions. Youth are allowed to play a part in driving their services in order to increase participation.

- Positive Youth Development orientation is used as an approach to engage youth and develop their skills to their full adult potential. Youth are participants, not just recipients. The focus is on building youth's strength, not fixing problems and helping them learn to build healthy relationships.
- Individualized and client-driven supports are offered recognizing that youth entering our programs aren't all cut from the same cloth.
- Social and community integration by engaging youth to participate in local activities and social groups.

**13. A detailed description of how the HHAP proposed project complies with or is exempt from the requirements of article XXXIV of the California Constitution, as clarified by Sections 37000, *et seq.* of the California Health and Safety Code, if applicable.**

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

**14. A detailed description of how the proposed HHAP project complies with or is exempt from any and all applicable prevailing wage requirements set forth in California Labor code sections 1770ET SEQ.**

No capital improvements are being requested as part of this grant application and as a result prevailing wage is not applicable.

**6.6 B Project Budget**

Attachment 6.B - PROJECT BUDGET						
Grant: HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM - Adult Services						
Lead Agency: Redwood Community Action Agency				YEAR 1	YEAR 2	YEAR 3
Budget Start Date: January 1, 2023		Budget End Date: December 31, 2023			Jan. 1 - Dec. 31, 2024	Jan. 1 - Dec. 31, 2025
A. PERSONNEL COSTS	% TIME (FTE)	SALARY PER HOURLY RATE	CALCULATION	TOTAL		
Case Worker I - provide client coordination and support services, resources, transportation, documentation, etc.	100%	\$18.00	\$18.00/HR*2080*3	112,320	119,059	126,203
Housing & Support Services Coordinator II - provide client support services, resources, documentation, staff training and supervision and onsite project coordination and oversight, etc.	90%	\$28.50	\$28.50/HR*1872*1	53,352	56,553	59,946
Administrative Services Coordinator - HMIS data collection and submission, process expense requests for payment in MICROIX.	6%	\$25.58	\$25.58/HR*121.48/HRS	3,107	3,294	3,492
Program Manager II - project direction, oversight and supervision and grant compliance.	16%	\$36.00	\$36.00/HR*401.36/HRS	14,449	15,316	16,235
Finance Specialist - process all expenses and fiscal data and contract compliance.	6%	\$23.52	\$23.52/HR*126/HRS	2,964	3,141	3,330
<b>Personnel Fringe Benefits</b>			<b>Subtotal</b>	<b>\$ 186,192</b>	<b>197,363</b>	<b>209,205</b>
Benefits - SSI, FICA, SUI, WC, Vacation, Health/Dental Insurance, 401K		43% Ave rate-		80,063	84,866	89,958
			<b>Subtotal</b>	<b>\$ 80,063</b>	<b>84,866</b>	<b>89,958</b>
<b>SECTION I TOTAL</b>				<b>\$ 266,254</b>	<b>282,230</b>	<b>299,164</b>
B. OPERATIONAL COSTS						
Communications - cell phones	12/mos	Cell phones @\$44/mo*4		2,112	2,112	2,112
Insurance	12/mos	\$500/mo*12/mos		6,000	6,000	6,000
			<b>Subtotal</b>	<b>\$ 8,112</b>	<b>\$ 8,112</b>	<b>\$ 8,112</b>
C. SUPPLIES						
Employee background & DMV checks		\$92/per person*3/job applicants		276	0	0
			<b>Subtotal</b>	<b>\$ 276</b>	<b>0</b>	<b>0</b>
D. TRANSPORTATION						
Mileage reimbursement	12/mos	2000/mi*.58/mi*12/mos		13,920	13,920	13,920
Vehicle - client transportation	1st year only	\$30,000		30,000	0	0
			<b>Subtotal</b>	<b>43,920</b>	<b>13,920</b>	<b>13,920</b>
E. OTHER COSTS						
Trainings - First Aid, Motivational Interviewing, etc.		\$80/per person*3/employees		900	900	900
Client behavioral health and wellness support and management	12/mos	\$100/hr*5hrs mo.		6,000	6,000	6,000
Rental assistance and security deposit for eligible individuals	12/mos	40 units*\$812FMV*70% rental assistance *12/mos, 40 units*\$812FMV for security deposit.		305,600	305,600	305,600
			<b>Subtotal</b>	<b>\$312,500</b>	<b>312,500</b>	<b>312,500</b>
<b>SECTION II TOTAL</b>				<b>\$364,808</b>	<b>334,532</b>	<b>334,532</b>
<b>SECTION I &amp; II TOTAL</b>				<b>\$631,062</b>	<b>616,762</b>	<b>633,696</b>
Administrative Fee - 7%				\$44,174	43,173	44,359
<b>Total Program Costs</b>				<b>\$675,237</b>	<b>\$659,935</b>	<b>\$678,054</b>

\$2,013,226

Attachment 6.B - PROJECT BUDGET						
Grant: HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM - Youth Services						
Lead Agency: Redwood Community Action Agency				YEAR 1	YEAR 2	YEAR 3
Budget Start Date: January 1, 2023		Budget End Date: December 31, 2023			Jan. 1 - Dec. 31, 2024	Jan. 1 - Dec. 31, 2025
A. PERSONNEL COSTS	% TIME (FTE)	SALARY PER HOURLY RATE	CALCULATION	TOTAL		
Case Worker I - provide client coordination and support services, resources, transportation, documentation, etc.	100%	\$18.00	\$18.00/HR*2080	37,440	39,686	42,068
Housing & Support Services Coordinator II - provide client support services, resources, documentation, staff training and supervision and onsite project coordination and oversight, etc.	10%	\$28.50	\$28.50/HR*208*1	5,928	6,284	6,661
Administrative Services Coordinator - HMIS data collection and submission, process expense requests for payment in MICROIX.	4%	\$25.58	\$25.58/HR*86.52/HRS	2,213	2,346	2,487
Program Manager II - project direction, oversight and supervision and grant compliance.	4%	\$36.00	\$36.00/HR*14.64/HRS	527	559	592
Finance Specialist - process all expenses, fiscal data and contract compliance.	6%	\$23.52	\$23.52/HR*126/HRS	2,964	3,141	3,330
			Subtotal	\$ 49,072	52,016	55,137
<b>Personnel Fringe Benefits</b>						
Benefits - SSI, FICA, SUI, WC, Vacation, Health/Dental Insurance, 401K		43% Ave rate-		21,101	22,367	23,709
			Subtotal	\$ 21,101	22,367	23,709
<b>SECTION I TOTAL</b>				\$ 70,173	74,383	78,846
<b>B. OPERATIONAL COSTS</b>						
Communications - office & cell phones, internet, etc.	12/mos	Cell phones @\$44/mo		528	528	528
Insurance	12/mos	\$200/mo*12/mos		2,400	2,400	2,400
			Subtotal	\$ 2,928	\$ 2,928	\$ 2,928
<b>C. SUPPLIES</b>						
Employee background & DMV checks		\$92/per person*3/job applicants		276	0	0
			Subtotal	\$ 276	0	0
<b>D. TRANSPORTATION</b>						
Mileage reimbursement	12/mos	1000/mi*.58/mi*12/mos		6,960	6,960	6,960
Vehicle - client transportation	1st year only	\$25,000		25,000	0	0
			Subtotal	31,960	6,960	6,960
<b>E. OTHER COSTS</b>						
Trainings - First Aid, Motivational Interviewing, etc.		\$80/per person*1/employee		80	80	80
Client behavioral health and wellness support and management	12/mos	\$100/hr*2hrs mo.		2,400	2,400	2,400
Rental assistance and security deposit for eligible individuals	12/mos	10 units*\$812/FMV*70% rental assistance *12/mos, 10 units*\$812 for security deposit		76,400	76,400	76,400
			Subtotal	\$78,880	78,880	78,880
<b>SECTION II TOTAL</b>				\$114,044	88,768	88,768
<b>SECTION I &amp; II TOTAL</b>				\$184,217	163,151	167,614
<b>Administrative Fee - 7%</b>				\$12,895	11,421	11,733
<b>Total Program Costs</b>				\$197,112	\$174,572	\$179,347

5551,030



## 6.7 Supplemental Documentation:

Proposals shall include a list of any and all documents that will assist the County in evaluating the Proposer's ability to comply with the program objectives, local funding priorities, requirements, specifications and standards set forth in this RFP, including, without limitation, any and all administrative policies, procedures and best practices that must be in place prior to execution of a HHAP Agreement, any and all required licenses and certification and/or accreditation documents, job descriptions, evidence of prior program performance and explanatory letters regarding relevant audit findings.

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

- Fiscal Policies and Procedures
- Human Resources Policies and Procedures
- Job Descriptions
- Best Practices
  - Concept of Trauma and Guidance for a Trauma-Informed Approach – by SAMSHA's Trauma and Justice Strategic Initiative, July 2014
  - "TRAUMA-INFORMED CASEMANAGEMENT PRACTICE FOR YOUTH EXPERIENCING HOMELESSNESS:CONNECTION, HEALING AND TRANSFORMATION" by Frank McAlpin 5-18
  - BidenHarris-Statement-of-Drug-Policy-Priorities-April-1.pdf (2021 published) Executive Office of the President, Office of National Drug Control Policy, Washington D.C. (ONDCP2021)-Enhancing Evidence-Based harm reduction efforts, pgs.45 Whitehouse.org
  - Harm Reduction, August 16 2022, Samhsa.gov
  - National Harm Reduction Coalition (harmreduction.org) (founded in 1992) Principles of Harm Reduction, Housing and Harm Reduction
  - Dr. Mary Hawk, University of Pittsburgh, Department of Behavioral and Community Health Sciences
  - "Harm Reduction Principles for Healthcare Settings" 10/24/2017
  - Dr. Gabore Mate, "In the Realm of Hungry Ghosts" published 2008
  - CDC, Harmreductionhelp.cdc.gov
- Licenses, certifications and accreditation documents for services and work provided
- Evidence of prior program performance
- Audits and Letters regarding any relevant audit findings

Program specific guidelines in place include:

- Procedural Manual and Forms
- General Disbursement Processing
- Income Guidelines

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

## **6.8 Exceptions, Objections, and Requested Changes – N/A**

## **6.9 Required Attachments**

**Attachment 1** - Signature Affidavit – Page 3

**Attachment 2** - Project Budget – Pages 30-31

**Attachment 3** - Job Descriptions for HHAP Staff - Pages 11-14

## **7.0 Modification and correction of proposals**

### **7.1 Request for clarification of corrections**

### **7.2 Addenda**