



Redwood Community Action Agency

2.0 Introductory Letter

October 13, 2023

To the HHAP Review Committee,

Redwood Community Action Agency (RCAA) is pleased to submit our application for the Homeless Housing, Assistance and Prevention Program 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 the West Village Studios Permanent Supportive Housing Program (HHAP-WVS) is any tenant household that is surviving homelessness and chronic homelessness, and is referred through Humboldt County's Coordinated Entry System, meet the HUD definition of homelessness, and are approved for tenancy at the West Village Studios HOMEKEY project in Arcata.

The aim of RCAA's HHAP-WVS program is to help the clients (tenants) maintain safe and permanent housing. Using *Housing First* principles, including engaging clients in long-term case management and on-site supportive services that are rooted in reducing barriers and building resources. HHAP's approach in being able to provide immediate housing for community members that are unhoused is a critical aspect of this program. The HHAP-WVS Program will provide long-term on-site supportive services, holistic case management, tenant/landlord liaison advocacy, life skills classes, referrals to resources and services, and transportation assistance for the 78 tenant households. The HHAP-WVS Program will provide emergency eviction prevention and re-housing assistance funds for current tenants of West Village Studios that are over 24yo, and we will be able to provide urgent and essential necessities for any tenants of WVS in an emergency situation.

RCAA has more than 43 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 Casey Crabb, Program Manager II, at (707) 572-8562 or [ccrabb@rcaa.org](mailto:crcrabb@rcaa.org). Thank you for seriously considering our funding proposal.

Sincerely,
Casey Crabb
RCAA
904 G Street
Eureka, CA 95501

Redwood Community Action Agency
October 13, 2023

**REDWOOD COMMUNITY ACTION AGENCY’S
HHAP-West Village Studios Permanent Supportive Housing
Program (HHAP-WVS)**

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REDWOOD COMMUNITY ACTION AGENCY'S HHAP-West Village Studios Permanent Supportive Housing Program (Adult and Youth)

5.0 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 101 full-time and 17 part-time and seasonal employees, 12 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 \$7.5 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. In 2022 RCAA Energy Demonstration Services provided more than 4,500 individuals

and families with utility assistance and arrears payments. RCAA Youth, Adult and Family services staff were able to assist 91 individuals and families find permanent housing and continue to provide ongoing case management services and 76 with transitional housing. Staff also provided client support through job coaching and searches, applying for CalFresh and retaining benefits, accessing childcare and/or educational services, financial coaching, accessing health providers including substance abuse and mental health counseling, etc.

Overall, in 2022 RCAA directly served over 5,677 households including 2,057 youth and 1,751 seniors. Of the households served, over 5% 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 2022 PIT count reporting 1,656 individuals as homeless on any given night, as well as quantifiable evidence collected by RCAA. 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 our local PIT count as well as quantifiable evidence collected by RCAA.

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 43 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.

Qualifications and Experience

The Family Services Division of RCAA, established in 1986, evolved into the Community Services Division (CSD), which serves pregnant parents, infants, children and their families, youth, adults, and seniors in transitional housing programs, rapid re-housing and eviction prevention programs, long term permanent supportive housing projects, and crisis shelters. CSD was a key partner in the development and implementation of the Alcohol and Drug Care Services-Waterfront Recovery Services, supporting individuals recovering from substance abuse.

Most recently, The Danco Group in partnership with the City of Arcata, was awarded HOMEKEY funding through the State of California to purchase, renovate, and develop 78 permanent supportive housing units from a local hotel that was for sale and could be converted to support this much needed housing in our community. Given RCAA's expertise and success providing quality services to the chronically homeless and houseless population, the partnership requested that RCAA be the on-site supportive services community provider. RCAA was funded in 2023 with HHAP-3 funds to support both the Youth and Adult permanent supportive housing and rental assistance programs at West Village Studios (WVS). This new project's construction and renovation process was completed in June 2023, and by September 2023, the West Village Studios permanent supportive housing project was at 100% occupancy and fully leased up, and RCAA's Housing and Supportive Services Program Coordinator was providing services there from the initial move-in process with tenants that began in June, 2023, and they were fully staffed with 3 Case Workers as of September, 2023.

RCAA was awarded funding for FY23-24, to implement SOAR disability advocacy services for eligible clients being served through RCAA's Adult and Family Services and YSB programs. The SOAR Case Worker II was hired in September, 2023 and by October 5th, had a full case load of eligible clients through West Village Studios. That staff member has completed and achieved certification through the national SSA/SAMHSA SOAR and technical assistance training, and

RCAA is now registered with the national Online Application Tracking (OAT) system for disability application recording and tracking. This service and technical support is imperative to the sustainability of this supportive housing project, and specifically for this population living with disabilities and no to low income to sustain their own permanent housing.

RCAA continues to provide on-site supportive services for two local permanent supportive housing projects that have been co-developed in the past several years; the Blue VIC and ONYX Family Housing projects. RCAA's Blue VIC opened in June 2020, and is currently providing permanent supportive housing to 7 single adults surviving with the overall impacting reality of homelessness and disabilities including physical, mental, and substance use disorders. The second housing project, ONYX Family Apartments is a combined effort on the part of Strombeck Properties, Providence/St. Joes Health Care Systems, Partnership HealthPlan California and RCAA. Within a very short period-of-time our collaborative was able to build 10 permanent supportive apartments for families who had previously been homeless, and this opened in 2020. RCAA continues to support both projects with ongoing case management and support services, with a focus on household or communal bonding opportunities, and promoting wellness. A key and essential partner in both projects is the Arcata House Partnership working alongside RCAA to provide various services in conjunction with RCAA.

RCAA's CSD worked with the CalFresh program to provide benefit retention supports, nutrition education, communal meal design and preparation demonstrations, and supported families in adding household members to their benefit assignments as necessary. CSD continues to direct the AmeriCorps AFACTR Program of 12 members serving at 10 Family and Community Resource Centers providing case management services for differential response referrals and clients in need of basic human services. CSD manages the Teaching Oral Optimism Throughout Humboldt (TOOTH), an oral health program, directed at providing education and preventive services to preschool and elementary school students and their families countywide. RCAA's Financial Empowerment Coordinator is able to provide financial literacy education, which is funded through a multi-year grant with the Office of Child Abuse Prevention. These services provide low-income residents, countywide, with a 9 course financial literacy curriculum, and is presented to clients and community members in 1:1 or group settings, and designed to build the assets of individuals and households.

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 300 members in 45 non-profit and government agencies in Humboldt and 24 other California counties as far south as San Diego over a 12-year period. Members were placed in organizations to develop capacity and infrastructure of agencies to help build the assets of low-income and poverty level clients.

RCAA's CSD continues to provide a variety of services to homeless children and their families, individuals, and runaway or foster care youth. CSD's Parents and Children in Transition program, currently operates a transitional living program with 45 beds in four, short-term, residential sites, for families surviving homelessness and family separation/reunification processes and women with children fleeing domestic violence, and typically 6-12 months of aftercare services and supports. CSD's Youth Services Bureau operates 24 beds in 3, short and long-term facilities, for runaway and foster care youth in crisis. All RCAA transitional housing programs provide temporary housing, comprehensive programming, and holistic case management services, 24/7 crisis response supports, with a philosophical foundation on building a stable life after homelessness. We support families with minor children, and youth in accessing information and resources on budgeting, re-housing processes, educational and vocational opportunities, harm reduction practices, health and wellness services, and community provider access, etc. Our agency has years of demonstrated success in supporting children, youth, adults, seniors, and families to achieve these goals.

RCAA's current HHAP Adult Protective Services Program (APSP) began in October 2020. Currently APSP receives referrals from one direct source, Humboldt County's Department of Health and Human Services (DHHS) Adult Protective Services Division. The County's Adult Protective Services (APS) is 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 the startup of APSP in October, 2020 during the pandemic, to our current operation of APSP in September, 2023, we have received 175+ referrals with 94 intakes. Of those 94 households served, 37 households have remained successfully housed. At times over the 18 months, the program has had up to 60 households open and receiving supports and services. Given the population served, we have also experienced: numerous deaths, relocations to Skilled Nursing Facilities, conservatorships that have led to folks being placed in a higher level of care, some have become incarcerated, etc. Of the 175+ adults referred to RCAA's APSP over the term of the program, the majority were homeless or at high-risk for losing current housing, and these 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 locating, obtaining, and sustaining housing while also providing ongoing or long-term support.

Additionally, this program is also able to provide eviction prevention supports to assist at-risk households of sustaining their current housing, that would otherwise end in an eviction and/or lease termination. APSP Case Worker's meet with clients in the field wherever they are to assess their needs and assets and their eligibility for services. Case Worker's assist clients in finding permanent housing and provide ongoing case management to help them sustain and thrive in

their newly found homes. In the summer of 2023, 6 of our APSP clients were referred to and rehoused at West Village Studios, through the Coordinated Entry System, and APSP was able to discharge these clients successfully over to the HHAP-WVS program.

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-WVS 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 and support tenants in their new housing. CWI’s will provide intakes and assist clients in completing program paperwork, accessing resources, and making referrals as appropriate, as well as housing stabilization services. They will also serve as client advocates when necessary, including as liaison with The Danco Group, to help mitigate difficult issues that arise as another aspect of supporting client housing sustainability. CWI’s will have experience in serving populations impacted by housing insecurities, client case management, harm reduction, trauma informed techniques and procedures, will hold certification in First Aid and CPR as well as experience with community resources/referrals, trained in motivational interviewing and mandated child, HMIS, and elder/dependent abuse reporting. The CWI’s have experience in case management services, substance abuse disorder and supporting client with mental illness. The CWI’s will refer eligible clients to on-site SOAR services, and, if authorized by the client, will team with the SOAR Case Worker, to increase the probability of the client’s disability benefits approval. The current funding for HHAP-WVS allows for three Case Workers who are serving the adult, youth and family populations in CWI positions at West Village Studios. Four Case Workers are necessary at WVS to allow for a staff-to-client ratio to uphold best practice standards, and for the high needs of these clients to be of quality, consistent and effective services.

Housing and Support Services Coordinator – Mickie Tuaila has been with RCAA for 12 years and has over 25 years of social service experience. She provided case management services for families and individuals surviving homelessness at the Multiple Assistance Center and Waterfront Recovery Program. Ms. Tuaila holds extraordinary and masterful case management skills with families and individuals in permanent housing programs, and she is mindful and

empathic in her approach with the highly vulnerable and very challenging populations that she serves. Mickie has demonstrated excellence as a mentor for staff and interns in all of RCAA's Adult and Family Services programs over the years.

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 West Village Studios, she will oversee the daily on-site supportive services, she will create and implement innovative and trauma informed pathways for clients to engage in program and policy development, she will approve and submit any emergency housing and necessity expenses, submit all required intakes, interim reports, and exit documentation for HMIS for all tenant household members at WVS to the Administrative Services Coordinator. Mickie will coordinate and facilitate meetings associated with HHAP-WVS and create any needed forms, program and data tracking mechanisms, and/or templates. She will hold a case load, in addition to supervising all four CWI's, and the SOAR CWII staff. She will meet with the staff weekly, and be available daily for consultation, given the client population's life situations are extremely challenging, fluid, and varied from one another.

She will be the direct contact with RCAA administrative staff, Danco Property Management, DHHS and other provider groups. She will work with Danco Property Management, and any attached community providers or referral source, to coordinate the tenant's intake into the HHAP-WVS on-site supportive services. Ms. Tuilia Mickie will act as a liaison and cultivate positive relationships with project vendors as 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 oversee the enrollment of all tenants/clients into the HMIS system and assure that all information going forward with each client/case is accurate. Ms. Wild will provide technical assistance to the Program Coordinator for HMIS data collection, reporting and tracking, and any changes within the HMIS process, and additionally will provide regular guidance, and trainings to all WVS staff regarding HMIS.

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.

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.

Program Manager II – RCAA's Casey 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, complex and intergenerational traumas, family violence, poverty, mental illness, etc.

Ms. 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, secure treatment facilities, foster and adoptive homes, and licensed treatment and recovery program settings, in both the east and west coast geographic areas. Ms. Crabb has spent the majority of her career developing, 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 and re-house adults, youth, and children surviving the impact of housing and food insecurities, intergenerational poverty and trauma, behavioral health challenges, substance use, medical complexities, family and household discord, etc.

Under the direct supervision of the Division Director, the Program Manager II is responsible for the oversight and daily operation of RCAA's Adult and Family Services 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 for ensuring 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 West Village Studios, 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 and 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, BIPOC, disabled or alter-abled, those surviving with mental illness and substance use related challenges,

etc. New staff members are required to receive hours of training on program policies and procedures.

Staff will participate in weekly meetings with their supervisor and bi-weekly meetings with Clinical Head of Service. Staff training takes place regularly, both in person and virtually. 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.

RCAA is aware of the County's standards, contracting process, and usual specifications for funding. We do not anticipate any delays in getting the project 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-WVS program will provide daily, on-site supportive services, and transportation assistance to all tenants and household members at West Village Studios, as authorized by each individual person or guardian. HHAP-WVS will offer and provide tenants with holistic case management services, SOAR disability advocacy services, referrals for health, wellness and recovery related services (medical, dental, behavioral health, crisis, substance use disorders, IHSS, PACE, complementary and alternative medicines), transportation assistance, tenant and landlord advocacy, harm reduction education and resources, financial literacy education, life skills classes, community integration opportunities, legal and credit remediation services,

employment and vocational resources and outreach coordination, coordination and tracking of client's access to permanent housing vouchers through the authorized agencies, and other referrals and supports as needed or requested.

The program will supply eviction prevention and/or re-housing financial assistance for urgent needs related to a tenant's housing crisis, to assist them in remaining housed at WVS, or to relocate to another safe housing situation in Humboldt County, and to reduce the risk of them becoming unhoused again. Additionally, the HHAP-WVS program will supply emergency necessities for tenants at WVS which could include: emergency food supplies, medication co-pay costs, walking cane, nightlight, undergarments, mattress protector pads, pillow, funds for laundering soiled linens or clothing, household cleaning supplies, etc.

RCAA's HHAP-WVS programming emphasizes that funds be focused on housing stabilization and on-going supportive services for our community members who are recently housed, and have been surviving with homelessness and/or chronic homelessness. This program recognizes and values the benefit of long-term case management supports, which has proven to be one of the most effective interventions to increase the sustainability of maintaining permanent housing for this highly vulnerable population.

HHAP-WVS will require that households assisted:

- Be referred through the county Coordinated Entry list to Danco Property Management.
- Once approved for tenancy by the The Danco Group, RCAA staff will offer an initial consultation with the new tenant to begin the rapport building process and provide a description of the variety of on-site supportive services available to them at any point during their tenancy at West Village Studios
- Voluntarily engage and participate in the on-site supportive services
- Be low-income or have no income
- Be a current tenant or household member of West Village Studios

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 all participants of HHAP-WVS Supportive Services Program 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?

This RCAA program will provide ongoing, daily, on-site supportive services including comprehensive holistic case management, in addition to tenant and landlord advocacy for 78 tenant households, which may include: pregnant individuals, infants and children, youth, adults, seniors, and live-in care providers. All tenants for this program are referred to and prioritized by Humboldt County's Coordinated Entry System and there are set-aside units for transitional age youth ages 18-24, and Veterans. With each of the 78 permanent supportive housing units having a maximum occupancy of 2 people, and due to the complicated stabilization period this type of supportive housing project requires, and the challenges for this multi-generational population with transitioning from unhoused to housed, we anticipate that over the course of this funding, that we will support and serve through various capacities on average: 60-70 households and 70-80 people daily, 65-75 people with on-going case management needs and services; and our hope is that all households access and participate in the tenant-selected community events, life skills

classes, and resources available on-site and beyond! We do predict that tenants will experience challenges related to their tenancy, and despite all supportive efforts and established agreements between the landlord and tenant, the issues may not be remediable and will result in lease terminations and turnovers to the units. This challenge will result in an increase of overall unduplicated households and household members served on-site, in Arcata, at The Danco Group's West Village Studios during this 24-month funding period. Tenants will be served by HHA-WVS each year for up to 36 months.

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

The Danco Group has HOMEKEY funding that requires that they provide tenant outreach to all parts of Humboldt County, including the outlying and rural most regions. They have participated with RCAA and Arcata House Partnership, in marketing open recruitment days through organizations and agencies throughout Humboldt County serving community members who are currently homeless or about to be. Additionally, The Danco Group solely receives all tenant household referrals for West Village Studios directly through the Humboldt County Coordinated Entry System's Prioritization Committee.

RCAA's HHAP-WVS program will be available to serve **all** tenant household members of West Village Studios, as they meet HUD guidelines for eligibility to receive housing case management and supportive services. It is a focus of, and a commitment from, RCAA's on-site supportive staff, to promote the human and tenant rights of **all** residents at West Village Studios. RCAA consistently demonstrates, lives, and breathes, the foundational importance of diversity, equity, and inclusion in **all** of our programs and services. With a majority of the clients at West Village Studios living with disabilities, it will be imperative to provide reasonable accommodations to aid clients in accessing the wide variety of supportive services on and off site such as: meeting outside, accessing interpreter services, or providing referrals and financial assistance resources for adaptive technology or equipment. It is of great importance to RCAA that we have significant expertise within the administration, management, and staff members as part of this program, and many whom hold lived experiences and diversified backgrounds; this lends to the power behind our commitment to ensure that the high-quality and effective services we provide are individualized, and developed through the client's life experience, needs, and world view. It is important to mention a couple of our adopted mottos and themes within RCAA's Adult and Family Services programs; "we don't dictate, we are asked to join", "allowing for the dignity of risk", "if our clients let us join their battle, it is a gift", "we team with our clients and learn together". Staff will be available Monday through Sunday during regular and extended business hours with some additional flexibility, to accommodate the wide variety of client schedules and needs.

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 tenants of West Village Studios, who all hold lived experiences of surviving unhoused or chronically homeless; with on-site, supportive housing case management, and disability advocacy services. The long-term supportive services provide an anchor and a multitude of resources for this population to sustain their housing and reduce the impact of intergenerational trauma and poverty. The short-term, SOAR disability advocacy services that will be provided on-site at WVS, will serve many clients over the course of this 24 month funding period. A majority of the tenants at West Village Studios are surviving with physical, mental, and substance use disorder disabilities, many of whom qualify as having tri-morbid or higher disability status. Through this funding, we anticipate 25-30 people completing the SSA disability application process, and the program having 80% of the applications approved for disability benefits. The success experienced through the SOAR services will have a profound impact on the County’s effort to end homelessness. Through each client’s individual experience of increasing their overall stability with having permanent income, sustaining their housing, increasing their wellness, and gaining access to consistent medical and behavioral health services; to reducing the risk of these individuals becoming unhoused again; to the county-wide learning process of how SOAR can work with other community providers and agencies serving this population; and the overall impact these realities can have to our county-wide efforts to end homelessness is very exciting and powerful! SOAR services are absolutely necessary in serving a population of the tenants of West Village Studios, as they are living with permanent disabilities, demonstrated inability to have “substantial gainful activity”, and are unable to obtain or sustain housing without support and assistance. SOAR is a game-changer for Humboldt County’s efforts to end homelessness, given the high number of disabled individuals that are unhoused here.

Emergency eviction-prevention funds, tied to a realistic and sustainable housing action plan, will provide an immediate and long-term solution for West Village Studio tenants experiencing an urgent housing crisis. These funds will be used discretionally to help prevent tenant evictions and the traumatic cycle of being housed and then unhoused AGAIN. Emergency re-housing funds will be used to support tenants of WVS that have decided to terminate their lease due to an unforeseen event or unique circumstance, or their lease is being terminated by the landlord. Special circumstances and crisis events will be prioritized for this financial assistance, and it can be used to obtain alternative permanent housing in Humboldt County, or provide rental arrears assistance to their landlord to prevent negative rental and credit histories, which could result in more barriers for future housing, and/or lead to living unhoused AGAIN.

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-WVS program has established 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-WVS proposal will provide continued on-site supportive services for youth tenants from our current youth HHAP funding, and could be complimented by YSB's Transitional Living Program grant through FYSB, and/or youth 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 24yo who are not accompanied by a parent or guardian (if they were, they would be considered part of an unhoused family) and Veterans. Based on our experience over the past 43 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-WVS 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. The current tenants, and future tenants of West Village Studios, are also some of the county's most vulnerable residents that have high incidences of chronic homelessness, disabilities, very low or no income, and no or negative housing or credit history. RCAA's HHAP-WVS Supportive Services Program 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.

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.

Program is in current operation. The Danco Group completed construction in June, 2023 and West Village Studios in Arcata was at full occupancy by September, 2023. RCAA will provide all of the on-site supportive services to all tenants, regardless of the tenants' funding source for their housing. If authorized by clients, RCAA will collaborate and coordinate care with their community housing providers and/or housing funders if they are attached.

Each unit will be described as a studio unit, with a private bathroom and kitchenette. These units each have a Fair Market Value of \$889-\$974 per month for rent, yet it is anticipated that the FMR for these units will most likely increase in 2024, and in the following consecutive years thereafter. There may be additional funds to support youth 18-24yo with financial assistance for housing through current operational HHAP-3 funds, Office of Emergency Services, California Reinvestment Grants Program, etc.

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-WVS will provide long term case management services, SOAR disability advocacy services, referrals for physical and emotional health and wellness needs, harm reduction education and resources, legal and financial/credit remediation services, and other resources and referrals as needed.

To provide above mentioned services, HHAP-WVS staff will coordinate with The Danco Group who are overseeing the processing, verification of eligibility, and lease up processes for all

tenants and households of West Village Studios. The clients' eligibility for on-site supportive services will be assessed by The Danco Group according to HUD guidelines for homelessness, and approvals for tenancy and supportive services go hand-in-hand. The Danco Group will receive tenant household referrals directly from the County's Coordinated Entry System, which The Danco Group has utilized previously and is familiar with in Humboldt and other California counties. 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, leading to lease up and move-in. When The Danco Group confirms tenant approval into the project, RCAA staff will work with property management staff to arrange a time to meet with the new tenant and discuss urgent needs, and begin to work towards a housing stabilization and supportive services plan. Meeting with RCAA staff is voluntary, and all tenants are eligible to receive RCAA's on-site supportive services and assistance.

Staff will provide an assessment in order to determine needs and proceed with opening a case toward the client receiving long term case management services and a wide variety of supports on-site and in the community. The Housing and Support Services Coordinator (HSSC) will review individual client's needs and strengths to determine the appropriate match of a HHAP-WVS Case Worker to join their team. 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.

Check requests for emergency eviction funds, emergency re-housing funds, urgent necessities and housing supplies for clients, payments for SOAR medical records requests, and all other program expenditures, will be initiated by the HSSC, approved by the PM, and be submitted with supporting documentation by the ASC in Microix for RCAA's fiscal department to process. Once the request is submitted the Finance Specialist will follow and approve the documents for the Program Manager, Division 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 comprehensive holistic case management services to assist them in stabilizing in their new permanent housing, through checking in with clients at least weekly, providing needed resources and referrals, providing transportation to appointments vital to their accessing wellness, income and housing, providing tenant/landlord advocacy if necessary, and by being a consistent, supportive presence, help to mitigate any client situations from becoming serious and threatening their housing stability. The CWI will provide on-going tracking support and coordination with the Housing Authority's voucher programs and lists, the County's Coordinated Entry System, and other local agencies providing housing

vouchers, to support the long-term sustainability of permanent housing for all tenants at WVS. The SOAR CWII will provide eligible clients living with one or multiple disabilities, and no to little income, with disability advocacy and technical assistance in applying for disability benefits through the Social Security Administration.

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, therefore WVS tenants and household members will have access to RCAA's Financial Literacy Coordinator and educational curriculum, which is funded separately and not part of this funding request for HHAP-WVS.

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 provided 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.

The Danco Group will not charge residents a holding fee, animal or utility deposits, nor will HHAP-WVS funds provide landlord incentives, unless the financial assistance intervention is for re-housing someone in permanent housing in Humboldt County. The Danco Group does charge each client a security deposit equal to the monthly rental amount. Emergency re-housing and eviction prevention funds will be used discretionally and in urgent and crisis situations to prevent tenants facing unforeseen circumstances in becoming unhoused AGAIN. The funds can be used for security, animal and utility deposits, move-in costs, repairs to units, rental payment arrears, landlord incentives, housing application fees, property damage repairs, late fees, etc. All funds will be paid directly to landlords and property management funds, and or will be used to procure emergency housing necessities and supplies for tenants at WVS.

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.

The Danco Group will continue to provide offices, computers, some office supplies, equipment, meeting rooms and space for staff and other service providers to meet with clients. The HSSC will ensure all clients are being offered services either by RCAA staff and/or in conjunction with other county providers. RCAA's Program Coordinator will also provide assistance in maintaining that resources are made available to support this housing project such as: substance use treatment services, health services, transportation assistance, employment training services, financial literacy services, behavioral health services, language/interpreter 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 and resources.

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 and advocacy, 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's supportive services, emergency housing security and urgent housing related supply needs. This program is a collaborative partnering between The Danco Group and Redwood Community Action Agency. State HOMEKEY funding was awarded to the Danco Corporation has been used for capital improvements supporting the renovation of the Red Roof Inn Hotel in Arcata, California. No HHAP-WVS funds will be used to support any of the building renovations, facility infrastructure needs, or management of the property.

7. A detailed description of any and all construction and/or remodeling services, including, without limitation, 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 homelessness assistance 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.

Not 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 HHAP-WVS budget submitted was developed specifically to support the activities RCAA is committed to should we be funded and will lead to future funding toward our identified goals. This budget provides for a reasonable amount of funding for staffing the project with highly effective and expert staff to provide the wide variety of supportive services on-site and in the community, 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. All tenant households will be supported with HHAP on-site Case Workers, regardless of their engagement with comprehensive holistic case management services, as tenants will have interactions with staff daily and hopefully will participate in some or all of the on-site wellness activities and community integration events. Each CWI will be the identified lead for approximately 15-18 tenant household members, including the identified sub-populations, at any given time. All 6 on-site staff members will work together to support all WVS tenant households. Staffing for client support will be available 7 days per week, during extended business hours to accommodate the various client needs and schedules.

Additionally, many tenants will be participating in a voucher program with outside funders and providers in Humboldt County and will be supported by these other agency staff providing case management services, in conjunction with the RCAA on-site staff. Those community service providers will have access to office space, client meeting space and consultation time with the WVS Housing and Support Services Coordinator. While the tenant might not be receiving case management services with RCAA staff, the HSSC will help outside staff understand what the client might be experiencing while being housed at this property, if authorized by the individual tenant. If authorized by the client, 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 this HHAP project. RCAA staff will provide a blend of assessment and care coordination services. They will also possess an in-depth knowledge of our community's available services and housing stabilization supports, 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 being unhoused, to housed, and from surviving consistent crisis towards stability.

CWIs will provide tenants at WVS 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 physical and emotional health services; applying to or redetermining CalFresh, MediCal, or disability benefits; legal assistance for remediating negative credit and rental histories, and/or family reunification 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 and vocational exploration; medical/dental /mental health services; transportation services and assistance; linkages to educational opportunities (taking the GED, access to financial aid, etc.); language assistance; attaining adaptive equipment and supplies; etc.

The Danco Group's West Village Studios will be tenant friendly inside and out. The Danco Property will include gardens for clients interested in growing and harvesting food and rooting themselves through working in the dirt, basketball courts for engaging clients in healthy physical activities, an outdoor stage for weekend talent shows and karaoke, outdoor picnic and BBQ areas, as well as outdoor sitting areas and smoking corrals.

Inside the building includes several small office spaces for staff and clients to meet quietly and confidentially out of the way of open areas where tenants will move about. Community service providers will be able to meet their clients on-site, etc. There will also be several large rooms for group meetings, life skills classes, educational forums, tenant community meetings, movie nights, and additionally the communal kitchen provides a large food preparation and cooking space for tenants to create food and share a meal together if they so choose to.

In order make it easier for tenants to get help and assistance, local service providers will be invited in to offer services onsite, or in collaboration with Arcata House Partnership's HOMEKEY project, The Grove, which is located one block away from WVS. HHAP staff are currently working with The Grove and Open Door's Mobile unit to shift their service location

from The Grove to WVS, given the nature of the physical property and facility's infrastructure, which is more conducive for Open Door's Mobile unit to access. This will support clients who are currently attached to the Mobile unit for medical care, and additionally will allow tenants without an assigned Primary Care Physician to be connected ASAP to medical and behavioral health care. Crossroads substance treatment program started to facilitate on-site recovery and co-dependency relationship groups weekly to WVS tenants in our group meeting room. The Arcata Playhouse has reached out to the HSSC to facilitate art workshops on-site for all tenants at WVS free of charge. Accommodating the clients needs, and working with their abilities, skills and interests, 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-WVS services and supports with this funding, 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 this and other RCAA HHAP projects 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 Group will allow both of our organizations, and the larger community housing provider agencies, to create a funding stream(s) 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 and our Continuum of Care. Partnerships have developed between RCAA and many 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 West Village Permanent Supportive Housing project.

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, youth, adults or seniors, 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, and regular client feedback is solicited to incorporate the lived experiences of the tenants of WVS.

RCAA's HHAP-WVS 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

See page 34

6.0 Supplemental Documentation:

Proposals shall include a list of any and all documents that will assist the County in evaluating the Proposer's ability to comply with the program objectives, local funding priorities, requirements, specifications and standards set forth in this RFP, including, without limitation, any and all administrative policies, procedures and best practices that must be in place prior to execution of a 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-WVS has the following in-place and available for County review upon request:

Redwood Community Action Agency
October 13, 2023

- 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

7.0 Exceptions, Objections, and Requested Changes – N/A

8.0 Required Attachments

Attachment 1 - Signature Affidavit

Attachment 2 - Project Budget

Attachment 3 Supplemental Documentation

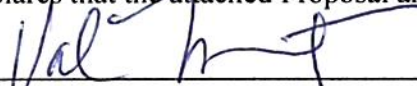
**REQUEST FOR PROPOSALS – NO. DHHS2023-02
HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM
ATTACHMENT A – SIGNATURE AFFIDAVIT
(Submit with Proposal)**

REQUEST FOR PROPOSALS – NO. DHHS2023-02 SIGNATURE AFFIDAVIT	
NAME OF ORGANIZATION/AGENCY:	REDWOOD COMMUNITY ACTION AGENCY
STREET ADDRESS:	904 G St.
CITY, STATE, ZIP	EUREKA, CALIFORNIA 95501
CONTACT PERSON:	CASEY CRABB
PHONE #:	707 572-8562
FAX #:	707 442-2430
EMAIL:	ccrabb@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. DHHS2023-01 and declares that the attached Proposal and pricing are in conformity therewith.



Signature
Date
 VAL MARTINEZ 10/12/23
Name
Date

 EXECUTIVE DIRECTOR

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

	A	B	C	E	F
1	Attachment 6.B - PROJECT BUDGET				
2	Grant: HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM - West Village Studios (Adults and Youth)				
3	Lead Agency: Redwood Community Action Agency				24 Months
4					
5	Budget Start Date:		Budget End Date:		
6					
7	A. PERSONNEL COSTS	% TIME (FTE)	SALARY PER HOURLY RATE	CALCULATION	TOTAL
8	Case Worker I - provide client coordination and support services, resources, transportation, documentation, etc.	100%	\$24.00	\$24.00/HR*4160/HRS*4	\$399,360
9	SOAR Case Worker II- provide disability advocacy, Authorized Representative services for client with Social Security Administration, technical application process with eligible clients for permanent disability benefits	100%	\$25.00	\$25.00/HR*4160/HRS	\$104,000
10	Administrative Services Coordinator - HMIS data collection and submission, process expense requests for payment in MICROIX.	5%	\$34.00	\$34.00/HR*208/HRS	\$7,072
11	Housing & Support Services Coordinator II - provide client support services, resources, documentation, staff training and supervision and onsite project coordination and oversight, etc.	100%	\$30.50	\$30.50/HR*4160	\$126,880.00
12	Program Manager II - project direction, oversight and supervision, oversight of expenses/payments, and grant compliance.	15%	\$39.00	\$39.00/HR*624/HRS	\$24,336
13				Subtotal	\$ 661,648
14	Personnel Fringe Benefits				
15	Benefits - SSI, FICA, SUI, WC, Vacation, Health/Dental Insurance, 401K		37%		\$244,810
16				Subtotal	\$ 244,810
17					
18	SECTION I TOTAL				\$ 906,458
19					
20	B. OPERATIONAL COSTS				
21	Communications - cell phones	24/mos	Cell phones @\$54/mo*6 staff*24/mos		\$7,776
22	Insurance	24/mos	\$200/mo*24/mos		\$4,800
23				Subtotal	\$ 12,576
24	C. SUPPLIES				
25	Office supplies (client files, paper, notebooks, etc.)	24/mos	\$100/mos for 6 staff to perform duties		\$2,400
26	Employee background & DMV checks	24/mos	\$92/per person*4/job applicants		\$368
27				Subtotal	\$ 368
28	D. TRANSPORTATION				
29	Mileage reimbursement	24/mos	1000/mi*.375/mi*24/mos		\$9,000
30	Vehicle - client transportation	Year 1	\$30,000		\$30,000
31	Client bus and gas vouchers	24/mos	\$115/mo*24/mos		\$2,760
32					41,760
33	E. OTHER COSTS				
34	Trainings - First Aid	24/mos	\$120/per person*6/employees		\$720
35	SOAR supports that require fees for requesting copies and sending complete medical records for client's disability application process	24/mos	up to 30 people may experience various amounts of copying and mailing fees for medical records averaging \$50/per person		\$1,500
36	Client behavioral health and wellness support and management	24/mos	\$100/hr*/6hrs mo.		\$14,400
37	Emergency eviction prevention or re-housing assistance for adult households over 24yo (not youth population)	24/mos	housing related emergency costs, provided as needed and as limited funds allow		\$50,000
38	Client move-in necessities (essential furniture, urgent household and food supplies)	24/mos	emergency housing or wellness supply needs for up to 100 clients over 24/mos, as needed and deemed urgent		\$24,000
39				Subtotal	\$90,620
40					
41	SECTION II TOTAL				\$145,324
42					
43	SECTION I & II TOTAL				\$1,051,782
44	Administrative Fee - 7%				\$73,625
45					
46	Total Program Costs				\$1,125,406