



# Redwood Community Action Agency

## 1.0 Introductory Letter

April 22, 2025

To: Humboldt County, Grant selection committee for: RFP # DHHS2025-01, Homeless Housing, Assistance and Prevention Program

Redwood Community Action Agency (RCAA) is pleased to submit our application for the Homeless Housing, Assistance and Prevention Program (HHAP-5) funding allocated to Humboldt County. The opportunity to assist in immediately reducing homelessness is a crucial element of RCAA's Adult Protective Services Program to (APSP). The target populations for APSP are individuals and their household members referred RCAA by the Humboldt County Department of Health and Human Services, Adult Protective Services (APS) division that are at-risk of becoming homeless or are literally homeless and meet the HUD definition of homelessness.

The aim of RCAA's APSP is to help APS referred clients retain their current safe and healthy housing or attain permanent housing. Using the **Housing First** principles, including engaging clients in long term case management services focused on building resources, sustaining housing and reducing barriers, APSP will immediately work toward housing individuals in Humboldt County. Keeping people in their present housing who are at-risk of losing their homes is a critical aspect of APSP's approach as well as finding housing for those that are unhoused. Eviction due to short-term, unexpected circumstances (i.e. mental illness, substance abuse disorder, illness, hospitalizations, domestic violence, vulnerability, landlord disputes, etc.) puts many at risk of homelessness; APSP will provide ongoing rental/utilities assistance, if needed, as well as landlord and tenant advocacy for up to 75 at-risk households located throughout Humboldt County. The program will provide long term comprehensive and holistic case management services, move-in costs, security and pet deposits, and if needed, ongoing rental subsidies and landlord/tenant liaison advocacy, to name a few of the supports.

RCAA has 40 years of experience working with community partners from various sectors including hundreds of local businesses, 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 APSP initiative, please contact Casey Crabb, Program Manager II at (707) 572-8562 or [ccrabb@rcaa.org](mailto:ccrabb@rcaa.org). Thank you for seriously considering our funding proposal.

Sincerely,  
Casey B. Crabb

Casey Crabb  
RCAA-Adult and Family Services  
904 G Street  
Eureka, CA 95501

# **REDWOOD COMMUNITY ACTION AGENCY'S ADULT PROTECTIVE SERVICES ROGRAM**

## **3.0 TABLE OF CONTENTS**

1.0	Introductory Letter	1
2.0	Signature Affidavit	31
3.0	Table of Contents	2
4.0	Professional Profile	
	4.1. Organizational Overview	3
	4.2. Qualifications	6
5.0	Project Description	
	5.1. Project Design	17
	5.2. Project Budget	32
6.0	Supplemental Documentation	28
	Attachment 1-Signture Affidavit	31
	Attachment 2-Project Budget	32
	Attachment 3-Letter of Support from Humboldt County's DHHS Adult Protective Services Department	33
	Attachment 4-Letter of Support from Eureka, CA landlord and property owner	34
7.0	Exceptions, Objections and Requested Changes	30
8.0	Required Attachments	



## **REDWOOD COMMUNITY ACTION AGENCY'S ADULT PROTECTIVE SERVICES PROGRAM**

### **4.0 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; to develop community-based coordinated services and activities. The purpose of these goals is designed 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.*

*"To eliminate the paradox of poverty in the midst of plenty"*

The purpose of these goals is to enable low-income and/or disadvantaged people to gain the necessary skills, education, and motivation to become self-sufficient in a healthy, sustainable environment. RCAA's 76 full-time and 15 part-time and seasonal employees, 9 AmeriCorps members, and many 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 \$9.4 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 2024, RCAA Energy

Demonstration Services provided more than 3,493 individuals with weatherization services, utility assistance and utility arrears payments. Also in 2024, the Natural Resources Division of RCAA, served 2,899 people in Humboldt County through programs such as the Bike Kitchen, Dunes Restoration projects, healthy and active living program, CalFresh Outreach, community gardens, etc. RCAA's Youth Services Bureau has been the recipient of HHAP grants previously and currently that fund case management services and rental assistance for local RHY. During 2024, of the 170 youth and parenting youth served by YSB and WVS with HHAP funding, staff were able to assist 31 in obtaining and subsidizing permanent housing.

In 2024, AFS staff were able to assist 262 individual infants, children, adults and seniors find permanent housing and all were eligible to receive on-going case management services through the RCAA programs, which many continue to receive currently. continue to provide ongoing case management services. Staff at these programs also provided a variety of supportive services including job coaching and employment/vocational searches, applying for CalFresh and retaining benefits, disability advocacy and benefit application processes for assistance, accessing childcare and/or educational services, financial coaching, accessing physical and behavioral health providers, dental providers and specialists.

Contributing factors to this problem of homelessness include lack of affordable housing and low-income levels, intergenerational poverty and trauma, challenges with mental illness and substance use disorder, lack of consistent physical health and psychiatric care, negative or minimal rental and credit histories, pets, high utility costs, etc. RCAA services are based on the number of homeless community members needing assistance as evidenced in the 2024 PIT count reporting 1,573 individuals as homeless on any given night, 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 2025 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 45 years (with some smaller-scale programs in Siskiyou, Trinity and Mendocino counties as well). During these years, RCAA provided services to thousands of community members and managed capital improvements on hundreds of properties. These projects involve working with more than 35 government agencies annually ranging from small cities or community services districts to federal and state funding or oversight departments. During the APSP 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.

#### **B. 4.0 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.**

The Family Services Division of RCAA, established in 1986, evolved into the Adult and Family Services (AFS) department within RCAA's Community Services Division (CSD), which serves children and their families, adults, seniors, and youth, in transitional housing programs, rapid re-housing and eviction prevention programs, long term permanent supportive housing projects and community integration projects for families with minor children. AFS was a key partner in the development and implementation of the Alcohol and Drug Care Services-Waterfront Recovery Services, supporting individuals with medical detox and SUD recovery treatment.

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 converted from a local hotel. 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. This new project, West Village Studios, was at 100% occupancy by September 2023 and RCAA's on-site Case Workers and the Housing and Supportive Services Coordinator were providing services there from the start. Since June 2023 West Village Studios has housed 109 unhoused people, and RCAA's on-site support staff have served each person there in assisting them to: sustain their housing, increase their access to medical care, support them to stabilize their physical and behavioral health, build natural supports, provide education and support regarding harm reduction activities related to their substance use, disability advocacy, linkages to services, day-to-day human interaction and compassion.

RCAA was awarded current 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 was hired in September 2023 and less than a month later had a full case load of eligible clients through West Village Studios. RCAA is now registered with the national Online Application Tracking (OAT) system for disability application recording and tracking. Due to the success and nature of the SOAR advocacy work, RCAA was awarded funding to add a part time SOAR position to the HHAP-APS program that has grown tremendously since it's piloting in 2020. Just recently it was confirmed that in May 2025, the owners of West Village Studios have agreed to fund the transition of a holistic Case Worker position to a SOAR Case Worker position to support the high need for this service in that permanent supportive housing project. The SOAR model and services have proven to be highly effective in RCAA's AFS programs and necessary for the sustainability of housing for these populations.



In 2025, RCAA continues to provide on-site supportive services for two co-developed, local housing projects in Eureka, both of which have been in operation since 2020; the Blue VIC and ONYX Family Housing projects. RCAA's Blue VIC opened in June 2020 as a collaboration between RCAA, Arcata House Partnership, Providence Health Care Systems, and Partnership Health Care Plan of California, and 5 years later, the Blue Vic continues to provide safe, multigenerational, supportive housing there to 7 single adults. These adults are all surviving with the impact and trauma from poverty, homelessness, and disabilities including physical, mental, and substance use disorders. The second housing project - ONYX Family Housing is a combined effort on the part of Strombeck Properties, Providence Health Care Systems, Partnership Health Care Plan of California and RCAA. Within a very short period-of-time, this collaboration was able to build 10 permanent supportive apartments for households with minor children who are houseless, impacted by intergenerational poverty, and a majority of the households having one or more people with disabilities. AFS staff continue to support both projects with ongoing case management and support services. 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 programs work with the CalFresh and MediCal programs to provide benefit attainment and retention supports, nutrition education, communal meal design and preparation demonstrations, and assisted recipients with adding household members to their benefit assignments and updating income and other changes as necessary. CSD continues to direct the AFACTR AmeriCorps Program, where AmeriCorps Members provide case management services and resource referrals to families in need throughout Humboldt County. Currently there are 9 Members placed at 8 Family and Community Resource Centers contracted to offer a year of service. CSD collaborates with the DHHS Oral Health Program and the Dental Advisory Group, while running the Smile Humboldt website and social media pages. In 2024, this project served 866 students across 43 classrooms in our County, 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. This program's funding ended earlier this FY24-25, and RCAA continues to pursue resources and funding to operate a similar program to this in the near future.

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. Another example of this is with our transitional living programs for families with minor children, and having served over 1000 children and their adult caregivers in Eureka at residential program sites.

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 located in four, short-term, residential sites, with capacity for up to 45 families annually that are surviving homelessness and family separation/reunification processes and women with children fleeing domestic violence, and typically at least 6 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, and transitional age youth. 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 adults, families 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 resources, etc. Our agency has many decades of demonstrated success in supporting adults, youth, and families to achieve these goals.

RCAA’s current HHAP Adult Protective Services Program 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 adults over 18yo, 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 to our current operation of APSP in April, 2025, we have received 250+ referrals with 120 client intakes. Of those 120 clients/households served, 64 households were able to sustain their housing and the majority of these housed clients still remained successfully housed. At times the program has had up to 65 households open and receiving various levels of supports and services on certain months. Given the population served, we have experienced numerous deaths of our clients and their household members, many have relocated to Skilled Nursing Facilities and/or Mental Health facilities outside of Humboldt County, and we have discharged them from APSP.



Of the 250+ adults referred to RCAA's APSP over the past 4 ½ years, the majority were homeless or at high-risk for losing current housing, resulting in most of these referrals fitting the HUD guidelines for homelessness or being at imminent risk of homelessness. 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 case management 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, unhoused or housed status, and 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. Historically, APSP has concentrated it's efforts in the geographic area of the North Coast of Humboldt and have served households from the southeast in Bridgeville/Swain's Flat, to the north in the Orick community, to the east in Hoopa and Pecwan.

APSP is also able to provide financial assistance that is crucial to clients being able to move into permanent housing and sustain that housing. This assistance may include: rental application fees, move-in costs such as first month's rent, security/animal deposits, holding fees, landlord incentives, on-going rental subsidies, utility deposits and utility arrears to establish a new account, moving and packing costs, essential pieces of furniture, household goods, bus passes, and emergency food. Through this project, RCAA is also able to provide eviction prevention assistance funds, which may include: rental arrears, fees, repair/damage costs, outstanding utility costs, eviction prevention funds, etc.

Long-term case management is a unique and important aspect of the APSP, and a primary reason for this project's continued success and incredible collaboration with Humboldt County's Adult Protective Services. Many of the clients in this program have received and continue to require frequent and in-person supports, many at least once per week, if not more regularly. This project thrives on community provider collaboration and working through the system gaps to find and fulfill the various needs of this client population. With the client population served, many have not lived indoors or adequate housing for years, and are surviving complex and intergenerational trauma impacts, disabilities, mental illness and/or substance abuse disorders, lack of resources and natural supports, which are all heavy barriers to possessing the required skills to obtain, maintain, and sustain housing and benefits.

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: tenant and landlord advocacy to assist in mitigating housing/leasing issues that arise, budgeting and assistance with paying rent and other bills on time, providing education and resources on household safety and cleanliness standards, educating clients on understanding their lease and their rights as tenants, assisting with



transportation to appointments, obtaining a primary care physician, dentist, specialist, and/or behavioral health provider, promoting and supporting one's wellness and health, and regular check-ins to help de-escalate situations that could turn serious, just to name a few. Case management advocacy with landlords and their rights, has helped with sustaining housing for future clients by letting the landlords know they have a reliable professional to assist with difficult issues if they arise. This program's level of success could not be possible without the dedicated staff members that work in this project and the amazing landlords and property management firms that were willing to give it a try and partner with us.

A huge missing link to this program that existed in its first several years, was a SOAR Case Worker position to focus on disability advocacy and the technical process of completing a quality and accurate disability benefits application with the Social Security Administration. Although this piloting is still very recent, the PM has the ability to implement the SOAR Case Worker services into any program serving eligible clients. From October 1, 2020 through March 31, 2025, 88% of clients in the APSP reported having 1 or more disabilities (physical, mental health, chronic illness, developmental, and substance use disorder), and 47.5% of these clients reported having tri-morbid levels of disability or higher. The SOAR best practice model, which was developed by the SSA and SAMHSA, has been implemented nationally and has incredibly high efficacy rates of disability benefit approvals. Given the population that APSP serves, this service and support is invaluable to the clients and our community, especially because there is not a free service available to the public for assistance and support with applying to SSA for disability benefits, and clients will have permanent and secure income. As evidence demonstrates, having permanent, and secure income and supports, will significantly and positively impact each client in many areas of their individual life.

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 has also been a valuable network established with other agencies that APSP clients work with so that service delivery is effective and not duplicated. The APSP case workers are regularly in attendance and supporting our clients and their interests with: MDT meetings, court/legal processes, conservatorship hearings, PACE team meetings, local hospitals, behavioral health appointments and coordination with mental health crisis resources, substance use disorder treatment providers, financial institutions, and various other appointments and teaming forums with multiple agencies involved.

Since the spring of 2023, APSP has referred 17 households through the Coordinated Entry System (CES) for placement prioritization. These prioritization referrals to CES, led to 9 households being referred to and approved for tenancy at 2 local HOMEKEY projects, several receiving Emergency Housing Vouchers at lease up. Also in 2023, in coordination with APS, and many lengthy discussions with Humboldt County's Housing and Assistance Coordinator, and the State of California, APSP was able to quickly intake a client that was tentatively



approved for a local Residential Care Home, and through collaborative and HHAP funding policy efforts, APSP was able to support, re-house, and subsidize this client safely and effectively. This rooted a new pathway for the use of HHAP funds to support this unique Housing arrangement.

From 2022 until present day, APSP has successfully re-housed 9 individuals into a communal Permanent Supportive Housing setting in Eureka, and 5 of those individuals are still being supported through APSP in that communal housing. In the past several years, some of the clients were approved for Housing Choice Vouchers through the Housing Authority, Emergency Housing Vouchers (EHV), Permanent Supportive Housing (PSH) vouchers, Rapid Re-housing Vouchers for survivors of domestic violence and violent crimes, and we continue to seek and secure pathways for advocacy to transition our clients onto any available funding or housing voucher that they are eligible for. There have been DHHS-HOME clients that we have been able to intake and have a cost-sharing process with HOME for move-in and security deposit related expenses. We have worked with our local TRTF provider to access and secure units through their satellite housing projects for our clients that struggle with severe mental illness but do not require a residential facility. ASPS has worked intensively with Nations Finest over the past year supporting mutual clients in highly collaborative and successful relationships that have proven to be incredibly effective and holistic for the individuals served.

Since the beginning of the APSP, some clients have determined they do not want our services any longer and have been discharged, many have relocated out of the area, been admitted to facilities out of the County for a higher level of care, obtained their own housing, or have passed away while enrolled in our services. With many of these clients, case management was provided to assist them with each of their next steps and they were provided with linkages to resources in their receiving community, and direct referrals to other homeless related projects, including shelters and housing services in Humboldt County and out of the area. APSP has also worked closely with Medical Specialists and Hospice of Humboldt for many of our terminally ill and chronically ill clients, which has been incredibly helpful for a holistic wrap of support and teaming.

**4.0. 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 equivalent to those that will be provided as part of the proposed homelessness assistance 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 over our 45 years of operation and does not anticipate challenges. RCAA has experience working with the community on capital improvements including rehabilitating the Jefferson School site, several multi-family residential sites, 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

**The Appendix 3 (6.0) lists Supplemental Documentation of RCAA Policies and Procedures, etc. available for review at any time.**

**4.0. 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.**

**4.0. 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.**

**4.0 B, 3, 4 - 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 along with the AFS Program Manager II. The CSD Director is responsible for the administration and integration of housing assistance related services for children and their families, adults and unaccompanied minors 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 45 years of experience in family, youth and adult, trauma informed related programming.

**Case Worker I (CWI)** positions are the backbone of the APSP and will help to stabilize individuals eligible for APSP services. Case Workers will assess potential referrals according to the program's homeless criteria, and eligibility guidelines. CWI's will complete 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 a liaison with landlords 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. In this project's current funding, there have been 3 CWI positions in APSP, and we seek to expand that staffing level that will allow for us to increase our program's capacity to serve more households and replicate a better practice standard with a conducive staff to client ratio for this population, and continue to extend our geographical area to serve clients County-wide. Each CWI will have extensive experience with holistic case management services, mental illness and substance abuse disorder services, and supporting clients surviving with houselessness, disabilities, trauma, and a lack of resources and building community membership.

**SOAR Case Worker II (CWII)** position will work in tandem with the CWI's in the APSP, with a very different and technical scope of work, that is not framed in holistic case management. The CWII will screen clients for eligibility related to disability benefits, and will move forward with those clients who meet the criteria for SOAR services. The SOAR services will provide disability advocacy and work diligently with the client and their past and current providers; to obtain complete medical, psychiatric and substance use disorder medical records, and formulate a quality and complete application for permanent disability benefits through the Social Security Administration. This staff member will become the client's Authorized Representative to apply for their disability benefits. This position will also serve as a liaison with the SSA and other disability advocacy agencies, to ensure that our clients are receiving their maximum benefit allowance and assist recipients with any challenges related to their benefits. CWII's will have experience in client case management and will demonstrate cursory knowledge of medical and psychiatric terminology. The CWII will be highly organized, understand HIPAA and confidentiality practices, has a working knowledge of trauma informed techniques and procedures, is certified in First Aid and CPR, is trained in motivational interviewing and mandated child and elder/dependent abuse reporting. In this program's current funding, this is a part-time position, which we seek to increase to a full-time position to support the very high need of this service with the clientele in this program.

**Administrative Services Coordinator** Rachel Wild has been with RCAA for 22 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, search 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 APSP 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 and exit of all clients into the HMIS system and assure that all data and records of information going forward with a case is accurate. Ms. Wild coordinates with project staff and management to process referrals for housing prioritization through our local Coordinated Entry System.

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. Ms. Wild 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 coordinates with community partners and assists with overseeing our state ESFG funding that flows into Humboldt County. She also supports RCAA's Administration with our agency's strategic planning process, and with our Community Services Block Grant funding, and additionally coordinates with other community partners that are receiving Emergency Shelter Grant (ESG) funding and facilitates the local process and communication with recipients of ESG funding.

**Housing and Support Services Coordinator II**– Mickie Tuaila has been with RCAA for over 13 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.

As the onsite supervisor at West Village Studios, she oversees the daily on-site supportive services, she creates and implements innovative and trauma informed pathways for clients to engage in the program and policy development, she approves and submits 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 for processing. Mickie coordinates and facilitates interdisciplinary team meetings associated with tenants at West Village Studios, and creates any forms, program and data tracking mechanisms, and/or templates. Mickie holds a case load, in addition to supervising all the case worker staff. She meets with the staff weekly, and is available daily for consultation,



given the client population's life situations are extremely challenging, fluid, and varied from one another.

Given the size of the ASPS program and our trajectory to expand services to a higher capacity of individuals and households, Ms. Tuaila will have a part-time leadership role in the HHAP-APS program. Ms. Tuaila will support the case worker team in further developing their process with supporting a wide range of clients with various abilities and life experiences and continue to offer pathways to increase their quality of life and independence. Ms. Tuaila will serve as a direct liaison to RCAA management and Adult Protective Services and will attend the bi-weekly collaborative provider meetings between both agencies.

**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, severe intergenerational 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, secure and unsecure 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, and independent and conserved adults. Since 2014, she has been overseeing programs that work to stabilize adults, families and children surviving the impact of housing and food insecurities, intergenerational poverty and trauma, behavioral health challenges, substance dependencies and family discord and separation. Ms. Crabb has overseen RCAA's Adult and Family Services programs, through the Community Services Division, since 2014.

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 operations and client's 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.

**Community Services Director** - RCAA's APSP will fall under the general supervision of the Community Services Director, Lorey Keele, who has over 45 years of administrative management and direct service experience working for non-profits and for-profit businesses, 29 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, multiple counties and statewide.

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 case conferencing, wellness forums, and training for the CSD programs and their staff. Her expertise in the realm of youth and families is extensive and she is a valuable asset to the work that we do.

All APSP 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 encounter RCAA clients or proposed to be served by the agency must submit to criminal history and child abuse registry and sexual abuse registry checks. To ensure compliance with these regulations, all staff, interns, volunteers, and consultants must submit to and 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 have indirect contact with youth (electricians, plumbers, contractors, delivery personnel) or vulnerable adult clients are always accompanied by RCAA staff members while they access areas on our properties where our clients may be present. In addition, the RCAA Human Resources staff 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 Confidentiality practices training courses, and the California Child Abuse Mandated Reporter training or the Elder and Dependent Adult Abuse and Neglect Mandated Reporter Training, and also receive numerous additional hours of relevant training annually including serving vulnerable populations through a trauma informed lens. Special attention is paid to trainings in cultural humility and awareness to best serve clients who identify as part of marginalized communities such as BIPOC, LGBTQ, elderly, disabled, etc. New staff members are required to receive hours



of training on program policies and procedures. Staff training takes place on a frequent and regular basis.

At APSP, all direct services staff participate in weekly staff meetings, weekly case consultation with the Clinical Head of Service, and bi-weekly collaborative provider meetings with APS supervisory and management staff. Trainings may include: Motivational Interviewing, disaster preparedness; Case Worker role and aftercare services and counseling; SSA/SAMHSA SOAR certification, client criminal and financial background checks, 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, advocacy, fiscal management, risk and protective factors related to homelessness; screening and assessment practice; special populations: LGBTQ, survivors of human trafficking, sexual exploitation, and sexual abuse, intimate partner violence, ACES, vicarious trauma, 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 and HIPAA regulations. We regularly partner with local agencies to present and educate staff on their services and referral processes; and additionally, this is done for RCAA staff members to build a further working knowledge of our local resources and provide opportunities to professionally network and collaborate with other service providers and agencies.

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.

## **5.0 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:**

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

RCAA's APSP will provide assistance to individuals and households referred through APS, that are at risk of homelessness or eviction within 14 days, to remain housed by paying a portion of their rent, rental and utility arrears, property damage repair costs, key replacement or lock-out fees, late payment fees, etc. The homeless and eviction supports are contingent upon many factors, most importantly if the client is safe in the current housing and if there is a legal opportunity to intervene to prevent an eviction. Additionally, APSP will provide assistance to individuals and households who are currently experiencing homelessness by assisting with any

of the following move-in costs: security/animal deposits, first months' rent, utility arrears and deposits, landlord incentives, or additional damage deposits, essential furniture and bedding, emergency food and household necessities (ex. toilet paper), etc. APSP will also offer participants holistic case management services, linkages to resources and services, liaison and care coordination of physical and behavioral health needs, education on financial literacy and budgeting, transportation assistance, individualized supports that are tailored to stabilize all areas of one's life. APSP eligible clients that identify with a permanent disability may be referred to the direct support from the APSP SOAR Case Worker on the team, that provides disability benefits application and disability advocacy services, which has proven to have high efficacy rates of approvals and is a national and best practice model impacting this population to obtain disability benefits.

The APSP emphasizes that HHAP funds provide temporary financial assistance, housing stabilization services, disability advocacy and on-going case management services to individuals who are homeless or would be homeless but for this assistance. APSP will require that individuals and households assisted must at minimum:

- Must be a Humboldt County resident and referred by APS
- Have an initial screening for program eligibility with an RCAA APSP staff member who will determine eligibility and the appropriate type of assistance to meet their initial needs;
- The individual or household must be low to no-income and demonstrate a need for financial assistance, and provide proof of income if receiving earned income or unearned benefits
- Must be literally homeless or at risk of losing their housing within 14 days
- Must be willing and wanting to obtain permanent and safe housing indoors

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

The APSP will have the capacity and expertise to serve 75+ of the most vulnerable and high-risk community members will be served by the APSP over a period of 18 months. If the amount of financial assistance distributed per individual or household is less than expected, APSP will continue to provide financial assistance to eligible applicants within a 24-month period.

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

DHHS's APS will route all referrals to the leadership staff of RCAA's APSP which will come from all over the County. APS has been provided with the HUD guidelines eligibility criteria for housing case management services with APSP. 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 Friday during regular business hours with some flexibility. Once



recipients are deemed eligible, they will be assigned to a case worker who will be able to meet them at our offices or out in the field anywhere within Humboldt County.

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

RCAA's APSP will serve eligible clients that are at risk of eviction and homelessness from their current living situations, and work with landlords, legal and advocacy firms, and property management entities, to develop a remediation plan for the clients to maintain their housing. APSP can provide eviction prevention funds to landlords which may include: repairs/damage costs, animal deposit fees, late payment fees, rental and utility arrears, etc. This financial support will reduce the client's risk of eviction and assist them in maintaining their housing and in turn will support the landlord/tenant relationship. APSP will assist those who meet the eligibility criteria and have found appropriate housing but are unable to afford payments for one or more of the following: first months' rent, last months' rent, security and animal deposits, utility deposits and utility turn-on services, on-going rental subsidy supports, landlord incentives, emergency food and household supplies, etc. This assistance will help to immediately prevent clients from entering homelessness and increase their knowledge of resources to assist them with economic recovery. Most clients referred by APS are currently homeless, and are unable to access housing opportunities, or apply for housing independently. These eligible clients may receive any of the financial supports mentioned above, in addition to APSP covering housing application fees and other urgent housing related costs and fees to ensure the safety and stability of our vulnerable clients.

Additionally, eligible clients will have direct access to the APSP SOAR disability advocacy Case Worker, that will work in tandem with their APSP Case Worker and larger provider and medical teams. As evidenced by the SSA and SAMHSA, the SOAR services will have high levels of efficacy for individuals being approved for permanent disability benefits, which in turn provides income stability for this highly vulnerable population. Permanent income is a significant and positive game-changer for the process of re-housing this population and for them to sustain their housing, increase their wellness, increase access to resources and medical/psychiatric care, which in turn increases one's life expectancy and quality of life. The overall result from the services and supports provided through the APSP will be seen in Humboldt County by the impact on 75+ households per year which might otherwise end up without a home, and/or be at imminent risk including death. We are hopeful that the HHAP-APSP will be able to grow and maximize the cross-disciplinary staffing supports, maximize the variety and amount of SOAR advocacy services, and increase this program's capacity to serve a greater amount of clients in a wider geographic area of Humboldt County, while ensuring the CWI's have a manageable case load to provide excellent and quality case management services and supports for the long term needs of this population. Overall, the program will continue to support our most vulnerable community



members through joining them to initiate stability, work to obtain and sustain housing, and increase their independency and community membership.

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

APSP clients will all be low-income or no-income, and homeless or at risk of becoming homeless, and referred by APS. The target populations for APSP are community members countywide who are not eligible for any other housing program or resources such as: CalWORKs, Veterans, HOME, etc. They are also some of the County's most vulnerable residents that have high incidences of chronic homelessness and trauma, chronic and unmet medical and behavioral health needs, a disproportionate rate of co and tri-morbidity, very low or no income, and lacking positive landlord references and credit histories. APSP will also provide disability advocacy and will provide eligible disabled clients the support and direct services to apply for permanent disability benefits through the Social Security Administration. When clients are approved through SSA for disability benefits, the client will then have permanent income and benefits for their lifetimes, which will reduce the risk of further homelessness and increase stability, wellness, and safety. There are many clients who already receive SSA disability benefits, and at times, those individuals require direct advocacy and communication with the SSA in regard to their current benefits that at times will result in an increase of benefits. For example, clients that have retirement benefits through SSA, and/or they have reached, or are about to reach, the age where they may begin to draw on their benefits, many of them require direct advocacy and support in doing the necessary steps and tasks to obtain these benefits. RCAA's APSP will help the people that are falling through the cracks, lack self-advocacy skills, struggle with current technology and life skills required to obtain support and benefits independently, and are houseless or at high-risk of homelessness.

**3. A detailed description of any and all operating subsidies in new and existing affordable or supportive housing units, emergency shelters and navigation centers that will be provided as part of the proposed homeless assistance project which includes, without limitation, any and all other sources of financing that will be utilized to support the project, and any all applicable construction timelines and any and all applicable unit breakdowns and affordability levels, if applicable.**

Project will begin immediately. No construction, or operating subsidies in new and existing affordable or supportive housing units, emergency shelters or navigation centers are involved in this project's funding proposal. At times, there have been opportunities for small local grants of less than \$1,500.00 that have been awarded to RCAA's AFS programs to provide our clients with supplies, digital or adaptive equipment not covered through insurance, medication/pill



organizers, cleaning supplies, etc. to assist in maintaining their health and cleaning needs at home, or for emergency needs that cannot be funded through any other resource. These small local grants are only for direct client supplies, they do not have any administrative, salary, or operational costs affiliated. No additional funding has been identified or is available to support the operations or programming of the APSP activities at this time.

**4. A detailed description of any and all rental assistance, housing relocation and stabilization, outreach, coordination, homelessness prevention and/or shelter diversion services that will be provided as part of the proposed homelessness assistance 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 APSP will provide assistance for eligible households that are referred through APS to remain housed by temporarily paying a portion of their rent, fees, repair costs, rental and utility arrears or for individuals who are experiencing homelessness by paying security deposits, first and/or last months' rent, animal and/or utility deposits, rent subsidies, funds for move-in costs such as essential furniture pieces, household goods and food. APSP will also offer participants long term case management services, financial literacy education, referrals for legal and credit remediation services, and other referrals as needed.

To provide the above-mentioned services, APSP will receive referrals from APS for clients in need of housing, or assistance to stay in current housing. The clients' eligibility for services will be assessed according to HUD guidelines for homelessness. Meeting with RCAA staff is required to receive APSP assistance. Staff will provide an assessment and eligibility determination to proceed with opening a case and move toward clients receiving financial assistance to maintain or attain permanent housing if needed and long-term case management services. All clients that are served through APSP, will be intaked into Humboldt County's Homeless Information Management System, and their information will be updated bi-monthly by the CW and through the ASC, to ensure client's status in the system is maintained. CW's will promote and assist all currently houseless APSP clients in contacting a Humboldt County Coordinated Entry System access point and enroll in the Coordinated Entry System if eligible, which may allow for housing opportunities County-wide for individuals and households surviving with chronic and non-chronic homelessness. This County-wide system will also track relevant and required data for this program.

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 APSP management once a week at least, to case conference and get feedback and suggestions regarding case work services as well as ongoing evaluation as to whether the client meets eligibility. The assigned CW will also meet with the Head of Clinical Services once per week, and again with the PM together with the Head of Clinical Services once per month for additional navigational support with client specific needs, programmatic and procedural compliance challenges.

The Program Coordinator II, will review referrals, and consult with the Program Manager II if needed, then submit and forward them to the CWI team and ultimately make the final determination of eligibility in consultation with the Administrative Coordinator. The PC will determine any subsidy or payment amount and submit the request to the PM for approval. Check requests will be initiated by the PM and they will obtain the supporting documentation (W9) needed to dispense a check, and to the Fiscal Director for immediate approval. The fiscal department will process the request with immediacy, until the check is administered to the PM for final action.

The CWI will continue to work with clients providing long term case management to assist them in sustaining their housing by contacting clients at least bi-weekly or as their service plan demonstrates, providing needed resources and referrals, modeling good housekeeping behavior, providing transportation to important appointments, continuing landlord advocacy if necessary and by being a consistent, supportive presence and 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 seems 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 far out of reach for so many individuals in Humboldt County. The sometime perceived inability to plan and reach targets can result in immeasurable stress that often manifests itself into an unstable household. The APSP CWII will also provide eligible and disabled clients with disability advocacy and will work directly with these identified clients to apply for disability benefits through the Social Security Administration. The nationally implemented practice model for this highly technical service is called SOAR. The SOAR certified APSP staff will provide hybrid SOAR services to our clients, become their Authorized Representative, obtain complete medical, psychiatric, specialty, and substance use disorder records, and will create a complete and quality disability benefit application for each eligible client in APSP. The national SOAR model has a high efficacy rating for approvals for disability benefits. This model is specific to individuals that are permanently disabled, homeless, and lacking the necessary supports and resources to otherwise secure direct advocacy for disability benefits and the technical support to apply to the SSA. Additionally, delivering educational lessons on budgeting and financial empowerment through the APSP staff, to our 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.

**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.**

RCAA's APSP will provide aid to individuals and households referred through APS, that are at risk of homelessness/eviction within 14 days, to remain housed by paying a portion of their rent, rental and utility arrears, property damage repair costs, key replacement or lock-out fees, late payment fees, etc. Additionally, APSP will provide assistance to individuals and households who are currently experiencing homelessness by assisting with any of the following move-in costs: rental application fees, holding fees, security/animal deposits, first months' rent, utility arrears and deposits, landlord incentives, or additional damage deposits, essential furniture and bedding, emergency food and household necessities (ex. toilet paper), etc.

**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 homelessness assistance project.**

There is no additional operational support related to the creation and maintenance of this project.

**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.

**8. A detailed description of how the proposed homeless assistance 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 project.**

The APSP budget submitted has been developed specifically to support the continuation of activities RCAA is committed to should we be funded and will lead to future funding toward our identified goals. The APSP budget provides a reasonable amount of funding to increase the staffing of the project with highly effective and expert staff as clearly detailed in the Proposed Budget and Narrative.

**9. A detailed description of how the proposed homeless assistance 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 APSP. RCAA staff will provide a blend of assessment and holistic care coordination services. They will also possess an in-depth knowledge of our community's available services and housing, mixed with genuine empathy and respect for the individuals who will be seeking our assistance. RCAA staff will use this expertise, trauma-informed practice models 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 has proven 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 mental health, and substance use disorder providers; initial application or redetermination apps for CalFresh, Medicare or MediCal benefits; vocational and educational resources, 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; transportation services; and links to other benefits they may be eligible to receive. The CWI will refer clients to the SOAR CWI at APSP to work in tandem with their client's team to provide specific and technical disability advocacy and provide quality and complete disability applications to the Social Security Administration and remain a disability advocate for these clients until they are approved for permanent disability benefits if eligible.

**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 being provided and the steps that will be taken if identified performance targets are not met.**

RCAA's APSP will use best practices and glean valuable information and data regarding client demographics, financial stabilization tools that were most effective, unexpected successes and challenges, other referrals needed to support clients who had never used government assistance, utilizing new partner or program services, trends in service needs or delivery. All clients that are served through APSP, will be intaked into Humboldt County's Homeless Information Management System, and this information will be updated bi-monthly to ensure client's status in



the system is maintained. CW's will promote and assist all currently houseless APSP clients in contacting a Humboldt County Coordinated Entry System (CES) access point and enroll in the Coordinated Entry System if eligible, which may allow for housing opportunities through the County-wide system for individuals and households surviving with chronic and non-chronic homelessness. This County-wide system will also track relevant and required data for this program. APSP staff will evaluate our unhoused clients' needs to determine if their status warrants a referral to CES for priority placement, and will complete and submit this referral to be entered into HMIS. If ASPSP determines the client or household member is in urgent and emergency need of housing, typically at risk of imminent death if they were to remain unhoused, the CWI, in conjunction with the PC or PM will complete a priority placement referral and submit this into HMIS through Coordinated Entry for the committee to review. The PM and PC of this program are both members of the CES Committee for the CoC and can support the referral process and communication with the committee.

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, coordination, and reporting of 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 that will be provided as part of the proposed homelessness assistance project will continue past the period in which this HHAP funding is available or, alternately, 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.**

APSP should be continued with this funding 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 45 years of the existence of RCAA's serving low income and poverty level community members of Humboldt. Building on the successes for clients gleaned during the APSP will inform and sustain the program beyond the funding period. We will encourage the development of internal expertise to transmit, maintain and advance our ability to appropriately respond to those with trauma.

There has been a high level of lived experience suggestions and direct feedback from our clients and collaborative community providers that we regularly digest and analyze, and then from there we will adjust and make revisions to our program guidelines, policies and procedures. It is of great value to us that we seek feedback regularly and directly from the populations we serve. This feedback is received through a multitude of different pathways including confidential and direct feedback provided by current and former clients, written and virtual communication,

online Community Assessment needs, client questionnaires, and secondary reports through community providers, family members, and team members of our clients.

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. In addition, RCAA continues to research and network with partner organizations to learn about best practices and other potential sources of collaborative funding that are available. When additional sources are found, RCAA hopes to be at the table in developing or creating new streams of funding for the APSP.

**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.**

*ASPS' s priorities that align with Humboldt County's Housing First Principles are as follows:*

1. Participants are moved into permanent housing as quickly as possible, with no service or program readiness requirements. ASPS staff work swiftly from referral to intake, to beginning the housing navigation process with clients.
2. The project's rules are limited to participant safety, and do not try to change or control participants or their behaviors. ASPS will Provide **individualized** housing assistance and homeless prevention funds to support individuals and households to retain or sustain permanent housing in Humboldt County.
3. The project uses a trauma-informed approach. All AFS programs at RCAA use a trauma-informed approach by employing staff and supervisors thoroughly trained in trauma informed service delivery and support.
4. The project does not require detox treatment and/or days of sobriety to enter. All AFS programs at RCAA do not require detox treatment and/or sobriety. We operate our programs with a harm reduction philosophy.
5. The project does not conduct drug testing. RCAA's AFS programs do not conduct drug testing.
6. The project does not prohibit program entry on the basis of mental illness diagnosis and does not have a policy requiring medication and/or treatment compliance to enter. All AFS programs do not prohibit program entry based on mental illness diagnosis and does not have a policy requiring medication and/or treatment compliance to enter.



7. The project does not bar participants based on past, non-violent rules infractions.
8. The project accepts all participants regardless of sexual orientation or gender identification and follows all fair housing laws. RCAA's APSP will accept all participants regardless of age, race, ethnicity, abilities, sexual orientation or gender identification and follows all fair housing laws.
9. The project does not exclude participants with zero income and/or limited to no work history.
10. If the project is short-term or time-limited, the services provided to enrolled participants should be focused primarily upon securing permanent housing and enhancing housing stability upon exit, as opposed to building "housing readiness," attaining sobriety, or adherence to treatment.
11. The project does not terminate program participants for any of the above listed reasons. The project also does not terminate participants for:
  - a. Low or no income;
  - b. Current or past substance use
  - c. History of domestic violence
  - d. Failure to participate in supportive services. With this project, an individual or household's level of engagement, does not impact their eligibility to participate and receive supportive services and financial support.
  - e. Failure to make progress on a service plan
  - f. Criminal records, with the exceptions of restrictions imposed by federal, state or local law or ordinance.
12. Project entails housing stability services to compliment the APSP program staff working with clients and landlords to use eviction and/or termination of housing as a last resort. APSP 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/utility arrears;
  - c. relocation

Throughout Redwood Community Action Agency, staff and the people they serve, whether children, youth, 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. APSP operations and decisions are conducted with transparency to build and maintain trust with clients, among staff and others involved in the organization.

RCAA's Adult Protective Services Program 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. APSP will utilize policies and processes that are responsive to client needs.

**13. A detailed description of how the proposed HHAP 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 homelessness assistance project complies with, or is exempt from, any and all applicable prevailing wage requirements set forth in California Labor Code Sections 1770, *et seq.***

This HHAP-APSP project is exempt from prevailing wage requirements. Not applicable.

## **B. Project Budget**

Please see section 6.0 Attachment#2 Project Budget

### **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, including, but not limited to, copies of any local, state or federal reports filed for projects similar to the proposed homelessness assistance project which contains data that has been entered into the County's HMIS. If applicable, Proposals shall also include a legal opinion letter which demonstrates that the Proposer has considered both the legal requirements of Article XXXIV of the California Constitution, as clarified by Sections 37000, *et seq.* of the California Health and Safety Code, and the relevant facts of**



**the project is exempt from Article XXXIV must include a specific legal theory and project-specific facts which supports such a conclusion.**

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

- Hum.Co DHHS-Child Welfare Services-RCAA's Parents and Children in Transition (PACT) executed contract for services during fiscal years from 2016-2025
- Hum.Co DHHS-HHAP-Adult Protective Services-RCAA Adult Protective Services Program (APSP) executed contract for services during fiscal years 2021-2025
- Hum.Co DHHS-HHAP-RCAA West Village Studios-Adult program executed contract for services and financial housing assistance during fiscal years 2023-2025
- Hum.Co DHHS-HHAP-RCAA West Village Studios-Youth program executed contract for services and financial housing assistance during fiscal years 2023-2025
- 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
- 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:

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

- SOAR guidelines and regulatory guidance materials
- SOAR Technical Assistance support SAMHSA
- Pra, Inc. Technical Assistance and guidelines to support SOAR providers with SSA disability application processes and quality assistance with disability applications

**7.0 Exceptions, Objections, and Requested Changes:**

There are no exceptions, objections, and requested changes to this RFP.

**8.0 Required Attachments**

**Attachment 1 – RFP Signature Affidavit** (section 6.4 of this RFP)

**Attachment 2 - Project Budget** (See Section 6.6(B) of this RFP)

**Attachment 3 - Supplemental Documentation** (See Section 6.7 of this RFP)



**REQUEST FOR PROPOSALS NO. DHHS2025-01  
HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM**

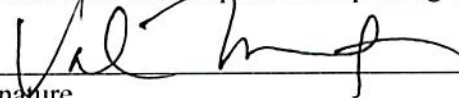
**ATTACHMENT A – SIGNATURE AFFIDAVIT  
(Submit with Proposal)**

<b>REQUEST FOR PROPOSALS – NO. DHHS2025-01 SIGNATURE AFFIDAVIT</b>	
<b>NAME OF ORGANIZATION/AGENCY:</b>	REDWOOD COMMUNITY ACTION AGENCY
<b>STREET ADDRESS:</b>	904 G ST.
<b>CITY, STATE, ZIP</b>	EUREKA, CA. 95501
<b>CONTACT PERSON:</b>	LOREY KEELE
<b>PHONE #:</b>	(707) 269-2052
<b>FAX #:</b>	(707) 445-0884
<b>EMAIL:</b>	LKEELE@RCAA.ORG

Government Code Sections 7920.00, *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.



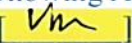
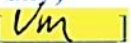
The undersigned is an authorized representative of the above-named agency and hereby agrees to all the terms, conditions and specifications required by the County in Request for Proposals No. DHHS2021-04 and declares that the attached Proposal and pricing are in conformity therewith.

  
\_\_\_\_\_  
Signature

**EXECUTIVE DIRECTOR** \_\_\_\_\_  
Title

**VAL MARTINEZ** \_\_\_\_\_  
Name

**April 21, 2025** \_\_\_\_\_  
Date

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

	A	B	C	D	E
1	<b>Attachment B - PROPOSED BUDGET</b>				
2	<b>Grant: RFP NO. DHHS2025-01-HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM</b>				
3	<b>Lead Agency: Redwood Community Action Agency</b>				<b>18 months</b>
4	<b>Program Name: HHAP-Adult Protective Services (APSP)</b>				
5	<b>Budget Start Date: July 1, 2025</b>	<b>Budget End Date: December 31, 2026</b>			
6					
7	<b>A. PERSONNEL COSTS</b>	<b>% TIME (FTE)</b>	<b>SALARY PER HOURLY RATE</b>	<b>CALCULATION</b>	<b>TOTAL</b>
8	Case Worker I - provide long-term and short-term client coordination and support services, resources, transportation, documentation, etc.	100%	\$23.00	\$24.00/HR*3120/HRS*3	215,280.00
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	80%	\$24.00	\$24.00/HR*2496/HRS	59,904.00
10	Administrative Services Coordinator - HMIS data collection, tracking, and entry, process expense requests for payments, coordinate with and assist leadership staff	5%	\$34.00	\$34.00/HR*156/HRS	5,304.00
11	Housing and Supportive Services Coordinator II - coaching program staff, liaison to new community resources, schedules staff trainings, assists with managing financial assistance funds for clients, Coordinated Entry liaison	20%	\$36.00	\$36.00/HR*624/HRS	22,464.00
12	Program Manager II - project direction, oversight and supervision and grant compliance, staff hiring and performance evaluations, liaison with stakeholders and administration	40%	\$47.00	\$47.00/HR*1248/HRS	58,656.00
13				<b>Subtotal</b>	<b>361,608.00</b>
14	<b>Personnel Fringe Benefits</b>				
15	Benefits - SSI, FICA, SUI, WC, Vacation, Health/Dental Insurance, 401K		37%		133,794.96
16				<b>Subtotal</b>	<b>133,794.96</b>
17					
18	<b>SECTION I TOTAL</b>				<b>495,402.96</b>
19					
20	<b>B. OPERATIONAL COSTS</b>				
21	Staff office space rent and utilities (water/sewer, electricity, gas, janitorial, shred, pest control, security)	18/mos	\$600*18/mons		10,800.00
22	IT Network and Device Managment- provide all technical assistance and device maintenance, manage secure/HIPAA protected network system	18/mos	\$100/month*18/mons		1,800.00
23	Communications - cell phones	18/mos	Cell phones @\$54/mo*4 staff*18/mos		3,888.00
24	Insurance	18/mos	\$150/mo*18/mos		2,700.00



	A	B	C	D	E
25				<b>Subtotal</b>	<b>19,188.00</b>
26	<b>C. SUPPLIES</b>				
27	office supplies (paper, printer usage, client files, secure filing cabinet, pens, etc.)	18/mos	\$75/mos*18/mos		1,350.00
28	Employee background & DMV checks		\$95/per person*3/job applicants		285.00
29				<b>Subtotal</b>	<b>1,635.00</b>
30	<b>D. TRANSPORTATION</b>				
31	Mileage reimbursement	18/mos	1000/mi*.70/mi*18/mos		12,600.00
32				<b>Subtotal</b>	<b>12,600.00</b>
33	<b>E. OTHER COSTS</b>				
34	Trainings - First Aid, various staff trainings annually in-person and virtually		\$150/per person*4/employees		600.00
35	Client consultation regarding behavioral health, SUD, case work, co and tri-morbidity challenges, aging, and wellness support and management for staff	18/mos	\$125/hr*1 hr/week*60 weeks (non-consecutive over 18 months)		7,500.00
36	Client homeless assistance: Rental assistance, rental application and holding fees, landlord incentives, security and animal deposits, landlord incentives, utility deposits and turn-on fees, etc.	18/mos	\$375*40/households*18 months		270,000.00
37	Client homeless prevention assistance: rental and utility arrears, fees, animal deposits, eviction prevention funds, etc.	18/mos	\$750*10/households		7,500.00
38	Client bus tickets, gas vouchers, non-medical transportation service	18/mos	\$75/mo*18/mos		1,350.00
39	Client move-in or emergency housing necessities: (essential furniture, urgent household and food supplies), moving/packing services, temporary storage space rental, etc.	18/mos	\$500*15 households		7,500.00
40				<b>Subtotal</b>	<b>294,450.00</b>
41					
42				<b>SECTION II TOTAL</b>	<b>327,873.00</b>
43					
44				<b>SECTION I &amp; II TOTAL</b>	<b>823,275.96</b>
45	<b>Administrative Fee - 7%</b>				<b>57,629.32</b>
46					
47				<b>Total Program Costs</b>	<b>880,905.28</b>
48					



Behavioral Health  
Adult Protective Services  
808 E Street, Eureka, CA 95501  
phone: (707) 476-2100 | fax: (707) 476-2142

April 1st, 2025

To Whom It May Concern:

RCAA's HHAP program continued to support Adult Protective Service's most marginalized clients. Humboldt County has experienced more clients experiencing homelessness as our economy has changed and employment is difficult to procure.

Since 2020, the HHAP-APS program through RCAA has housed over 120 individual adult households, and provided on-going case management and supportive services for this population.

We have had a successful year with many clients being served though this parenthood. Casey Crabb and her staff have engaged with client's who need long-term case managing. Their dedication means people who have been unhoused for long periods are able to be inside during this very long wet winter

Sincerely,

Liora Levenbach, MSW

Adult Protective Services Supervisor II  
Humboldt County



DHHS Administration  
phone: (707) 441-5400  
fax: (707) 441-5412

Behavioral Health  
phone: (707) 268-2990  
fax: (707) 476-4049

Public Health  
phone: (707) 445-6200  
fax: (707) 445-6097

Social Services  
phone: (707) 476-4700  
fax: (707) 441-2096



April 11, 2025

To whom it may concern:

County of Humboldt

Grant selection committee for:

RFP # DHHS2025-01 Homeless, Housing, Assistance and Prevention Program

In early 2023, I started communicating with RCAA's HHAP-APS program about renting to their clients. Since then, I have had a positive experience with renting to them. In the past, accountability with unhoused people has been very challenging. I have not had this issue with RCAA. Case workers show up and are consistent with their clients. They communicate with me and help to resolve any concerns that come up.

RCAA and the tenants always pay their rent on time. I have housed five people through RCAA's HHAP-APS program since 2023. Four continue to be my tenants, one has passed away.

Now when I have a vacant unit, I call RCAA.

Thank you,

Chet Albin, Eureka Community Member and Landlord/Owner