



Del Norte County Advisory Board of the

# NorCal Continuum of Care™

**Del Norte Advisory Board Meeting**

**August 14, 2025**

**3pm – 4:30pm**

**455 K Street, Crescent City, CA 95531**

**Big Conference Room**

## **To Join via Zoom:**

<https://dnco.zoom.us/j/87037899210?pwd=YysrY29Ub3NLQjB4azhua2x2d2QvZz09>

Meeting ID: 87037899210

Passcode: 42957

Phone: [\(US\) +1 719-359-4580](tel:+17193594580)

**To Address the Board:** Members of the public may address the Board on any agenda item. Pursuant to the Brown Act (Govt. Code section 54950, et seq.), Board action or discussion cannot be taken on non-agenda matters but the Board may briefly respond to statements or questions. Persons wishing to address the Board on agenda items or during Public Comment please sign up by emailing Lisa Sellars at [lisa.sellars@co.del-norte.ca.us](mailto:lisa.sellars@co.del-norte.ca.us). You may also submit your public comment via email that will be read into the record.

- 1. Call to Order/Quorum Established/Introductions**
- 2. Public Comments (limited to 3 mins. per comment)**

Members of the public will have the opportunity to address the Board on any issue within the jurisdiction of the Board. Speakers will be limited to three minutes.
- 3. Approval of Meeting Minutes**

Board members will review and approve minutes from the June 12, 2025 NorCal CoC Advisory Board meeting (Attachment A).
- 4. Action Items**
  - I. Review, discuss, and approve County of Del Norte's HHAP-5 NOFA Application (Attachment B).**
  - II. Review, discuss, and approve Del Norte Norte Mission Possible's HHAP-5 NOFA Application (Attachment C).**
- 5. Discussion**

### **Advisory Board Members**

**Dorothy Waddelow**  
Chair

**Michael Coats**  
Vice Chair

**Lisa Sellars**  
(Participant)  
Secretary

**Dana Gill**

**Daphne Cortese-  
Lambert**

**Jeri Robertson**

**Megan Miller**

**Pam Wilder**

**Sarah Johnson**

- I. New Administrative Entity
- 6. Updates
  - I. HHAP (Michael Coats)
  - II. NorCal CA 516 CoC Executive Board Meeting (Michael Coats)
  - III. NorCal CA 516 CoC PIT Committee (Michael Coats)
  - IV. NorCal CA 516 CoC HMIS/CEP Committee (Daphne Cortese-Lambert or Lisa Sellars)
  - V. Mobile Shower Project/DNMP (Daphne Cortese-Lambert)
  - VI. DNMP Street Outreach (Daphne Cortese-Lambert)
  - VII. Recuperative Care (Daphne Cortese-Lambert)
  - VIII. CalAIM/DNMP Navigation Center (Daphne Cortese-Lambert)
  - IX. ERF (Michael Coats or Daphne Cortese-Lambert)
  - X. The Legacy (Michael Coats)
  - XI. Non-Congregate Shelter (Michael Coats)
  - XII. BHBH (Meaghan McGlasson or Michael Coats)
  - XIII. Housing Authority (Megan Miller)
  - XIV. HHIP/Partnership HealthPlan (Michael Coats, Vicky Klakken, Lisa O'Connell, Rachelle Callan, or Vicky Klakken)
  - XV. Tolowa Dee-ni' Nation Mvn'-dvn/Housing Division (Jeri Robertson)
  - XVI. Foster and Homeless Youth Program (Pam Wilder)
  - XVII. United Methodist Church (Dana Gill)
  - XVIII. Governance Charter Committee (Dana Gill)
  - XIX. HDAP, Housing and Disability Advocacy Program (Michael Coats)

**7. Discussion Items for Next Meeting**

- I. Bring forward updates
- II. Other discussion items

**8. Adjournment**

**Next Meeting**  
September 11, 2025  
3pm – 4pm

If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132), and the federal rules and regulations adopted in implementation thereof. You may contact County of Del Norte Housing Services by emailing Lisa Sellars at [lisa.sellars@co.del-norte.ca.us](mailto:lisa.sellars@co.del-norte.ca.us) for disability-related modifications or accommodations, including auxiliary aids or services, in order to participate in the public meeting.



Del Norte County Advisory Board of the  
**NorCal**  
**Continuum of Care**™

**Del Norte Advisory Board Meeting Minutes**  
**June 12, 2025**  
**3pm – 4pm**  
**455 K Street, Crescent City, CA 95531**  
**Big Conference Room**

**1. Call to Order/Quorum Established/Introductions**

Quorum was established. Meeting was called to order at 3:07pm by Michael Coats.

Voting Members Present: Michael Coats (DHHS Housing Services Manager), Dana Gill (United Methodist Church Pastor) via Zoom, Daphne Cortese-Lambert (Del Norte Mission Possible Director), Jeri Robertson (Tolowa Dee-ni' Nation Housing Manager), Megan Miller (City of Crescent City Housing Authority Director), Pam Wilder (DNUSD Foster and Homeless Youth Services Director)

Non-voting Members Present: Lisa Sellars (DHHS Analyst)

Members of the Public Present: Vicky Klakken (Partnership Healthplan), Shiann Hogan (DHHS Behavioral Health Branch Deputy Director), Hien Sounthone (DHHS Housing Services Case Manager)

**2. Public Comments (limited to 3 mins. per comment)**

Jeri said that the ribbon cutting at The Legacy was awesome. Vicky Klakken from Partnership asked if we got everything we needed for The Legacy like the refrigerator and washer and dryer. Michael said that we received the refrigerator the day after the ribbon cutting and that the coin-operated washers and dryers have been ordered. She asked if there was anything else that we needed because she may be able to help. Michael and Shiann will meet to discuss what is needed and will get back to her.

**3. Approval of Meeting Minutes**

- I. **Board members will review and approve minutes from the February 13, 2025 NorCal CoC Advisory Board meeting (Attachment A).** Megan motioned to approve minutes from the February 13 meeting. Jeri seconded the motion. Roll Call Vote was taken. All approved. The motion passed.

**4. Discussion**

- I. **Review and discuss HHAP-5 Application (Attachment B).** Michael stated that the HHAP 5 application that was most recently sent to advisory board members is the most up-to-date version. He clarified that the application for HHAP 5 CoC funds is open to nonprofit organizations, city and county governments, tribal governments, housing authorities, and services providers. Michael said that the HHAP 5 NOFA Application Deadline for CoC funds is June 30 but that it can be extended if additional time is needed, for example, to July 15. Daphne commented that she would like the deadline extended to July 15 so that she can review the application and speak with Charlaire Mazzei about it.
- II. **Review and discuss HHAP-6 NOFA (Attachment C).** Michael said that with HHAP 6 we want to focus on permanent housing solutions. Michael said that his plan includes funds for The Legacy and rapid rehousing and other programs that get people permanently housed. Megan Miller commented that this sounds perfect for the EHV transition because the clients are already housed. The EHV program is running out of funds due to increases in rents. Michael said that he brought up the situation with the EHV vouchers at the Executive Board meeting and said that they would put it on the next agenda.
- III. **Review and discuss HHAP 6 allocation (Attachment D).** Michael shared that Del Norte's allocation is \$791,916.56. He said that the funds were allocated based upon the 2023 Point-in-Time (PIT) Count.

## 5. Updates

- I. **HHAP (Michael Coats).** Michael said that we are still waiting for HHAP-4 funds. We have received our first disbursement of HHAP-5 which will help us cover some of the costs of The Legacy and give us additional funding for rapid housing or other programs that are running low on funding. He said that we got the NOFA for HHAP-6 and those funds will be used to connect people to permanent housing.
- II. **NorCal CA 516 CoC Executive Board Meeting (Michael Coats).** Michael said that the City of Redding no longer wants to be our lead agency and have released an RFP. December 2025 is the last month that they will be the lead agency of the CoC. Michael invited the advisory board members to attend the next Executive Board meeting. He said that he will share back any updates at our next meeting.
- III. **NorCal CA 516 CoC PIT Committee (Michael Coats).** Michael said that the PIT Committee is not meeting right now. He said that they will resume meetings in a few months when it is closer to the count.
- IV. **NorCal CoC HMIS/CEP Committee (Daphne Cortese-Lambert or Lisa Sellars).** Daphne said that they looked at all of the surveys that were sent out about the VI-SPDAT and decided not to make any changes based upon the surveys since the survey results did not indicate a problem with the questions. She said that they are looking at the appropriateness and accuracy of the questions for outreach. They are going to try to get people in outreach from each county in the CoC to evaluate the questions.
- V. **Mobile Shower Project/DNMP (Daphne Cortese-Lambert).** Daphne said they don't think the showers will be running much longer because it continually breaks down.

- VI. DNMP Street Outreach (Daphne Cortese-Lambert).** Daphne said that on Tuesdays in May they served 257 individuals, 12 of which were new, with 39 volunteer hours. On Thursdays they served 628, 267 individuals, 41 of which were new, with 148 volunteer hours. She said that outreach is going really well. It works phenomenally with mobile medical because they are able to connect people immediately to the doctors. Their case managers are working with ECM and Community Supports to be able to follow up on what the patients need. Daphne said that they are working on getting three additional HMIS licenses so that they can report a lot more every time they see someone at outreach.
- VII. Recuperative Care (Daphne Cortese-Lambert).** Daphne said in May they helped 20 clients with 510 nights that they provided. She said they are able to connect people to permanent housing and provide them with intense case management while they are in recuperative care.
- VIII. CalAIM/DNMP Navigation Center (Daphne-Cortese-Lambert).** Daphne said that there are about 130 clients with Enhanced Care Management that they meet with at the Navigation Center. She said that they are working on improvements to move everything from the H Street house to Park City and build that up as a Navigation Center so that they can use the smaller office to get everyone prepped and ready to take them over to the shelter.
- IX. ERF (Dorothy Waddelow, Shiann Hogan, Ranell Brown, or Daphne Cortese-Lambert).** Daphne said that they are believing that the building is coming June 28. Shiann said that they are putting in new flooring in the admin building. She said that she spoke with someone from the Sheriff's Department about getting the remainder of items out of there. Daphne said that it will be a game changer for Mission Possible for staff to be able to work out of those offices.
- X. The Legacy (Michael Coats).** Michael said that they just had the grand opening for The Legacy. They had about 40 to 50 people attend. One of the units was available for people to walk through. The community room was also open. Michael said that in the next couple of weeks he should have a staff member stationed over at The Legacy and residents will be able to access the community center. Michael introduced the new case worker Hien Sounthone which brings the staff total to three. Michael said that 27 units are occupied at this time.
- XI. Non-Congregate Shelter (Michael Coats).** Michael said that due to funding we don't have anyone in this program at this time.
- XII. BHBH (Meaghan McGlasson).** Shiann shared that houses are currently full. She said one thing that is nice about BHBH, especially since The Legacy has launched, is that we have been able to take people in emergency shelter through Behavioral Health in hotel rooms and transition them to the BHBH House, and then transition some of them to The Legacy. Shiann said that BHBH now has one full time staff person, Ashley Carey, and they are working to recruit a full time Client Services Specialist and a part-time peer support person. She said that they are also evaluating adding a third house.
- XIII. Housing Authority (Megan Miller).** Megan said that the Harbor Point waiting list will open on July 9 at 7:30am at the Crescent City Housing Authority. That is the first date that the applications will be accepted. There are 26 senior

apartments. It is 50% AMI at these units. The Battery Point waiting list for the 40 senior units will open one week later on July 16.

**XIV. HHIP (Michael Coats or Lisa O'Connell or Rachelle Callan).** Vicky said that she had another meeting at 4pm and had to go but to please email her regarding needed items as discussed earlier.

**XV. Tolowa Dee-ni' Nation Mvn'-dvn/Housing Division (Jeri Robertson).** Jeri said that the four elder houses under construction are going up fast and expected to be occupied by January. They are working on one family home that is replacing a home that they are tearing down. They are also reapplying for Tribal HHAP.

**XVI. Foster and Homeless Youth Program (Pam Wilder).** Pam said that they tentatively have a 93.5% graduation rate for the seniors in the McKinney-Vento program. They are ending the program for the school year with 237 students which is 5.6% of the student population. Pam said that 138 students will no longer be eligible for the coming school year, 75 of which found permanent housing. Pam also wanted to share about the Care Closet program which is for any student in the school district. They are not sure how many students accessed the Care Closets but over 4,200 items were accessed.

**XVII. Smith River United Methodist Church (Dana Gill).** Dana did not have an update for the Church.

**XVIII. Governance Charter Committee (Dana Gill).** No updates for the Governance Charter Committee.

## **6. Discussion Items for Next Meeting**

- I. Bring forward updates.** Updates will be brought forward.
- II. Other discussion items.** No other discussion items were mentioned.

## **7. Adjournment**

Jeri motioned to adjourn the meeting. Daphne seconded the motion. Roll Call Vote was taken. The motion passed and the meeting was adjourned at 4:06pm.

### **Next Meeting**

July 10, 2025

3pm – 4pm

**Exhibit C: Notice of Funding Availability Questionnaire**  
**Homeless Housing, Assistance and Prevention Program- Round 5**

Legal Name of Applicant Organization: County of Del Norte			
Project Name: Del Norte Housing Projects			
Contact Name: Michael Coats	Phone: (707) 464-7224	Fax (707) 465-4272	Email michael.coats@co.del-norte.ca.us
Agency UEI Number GJ66N7JBB1F7	County: Del Norte	Agency Tax ID Number: 94-2254126	Total amount of requested funds: \$428,055.40

- 1. A) Funding Plans: Budget Table.** Complete the table below with the requested funding, and the desired eligible use categories. Note: A minimum of 10% of funds must be utilized toward youth set aside activities.

Eligible Use Category	Amount
Delivery of Permanent housing and Innovative Housing Solutions	\$25,000.00
Delivery of Permanent housing and Innovative Housing Solutions - Youth	\$2,500.00
Rapid Rehousing	\$54,918.09
Rapid Rehousing - Youth	\$12,474.63
Prevention and Shelter Diversion	\$15,000
Prevention and Shelter Diversion - Youth	0.00
Operating Subsidies- Permanent Housing	\$107,595.91
Operating Subsidies- Permanent Housing - Youth	\$8,018.48
Operating Subsidies – Interim Housing	0.00
Operating Subsidies – Interim Housing - Youth	0.00
Interim Housing	\$80,124.41
Interim Housing - Youth	\$12,423.88
Improvements to Existing Housing	0.00
Improvements to Existing Housing - Youth	0.00
Street Outreach	\$10,000
Street Outreach - Youth	\$1,000
Services Coordination	\$90,000.00
Services Coordination – Youth	\$9,000.00
System Support	0.00
System Support - Youth	0.00

- 1. B) Funding Plans: Budget Narrative.**
- a. Explain in detail how your organization plans to use the full amount of HHAP funds requested (including youth set-aside).** The County of Del Norte plans to fully utilize the HHAP-5 allocation, including the youth set-aside, to address both immediate and long-term housing needs, with an emphasis on sustainable, permanent housing solutions. A significant portion of the funding will

support our newly developed Permanent Supportive Housing (PSH) project, which provides stable housing for individuals experiencing chronic homelessness, including transition-age youth.

We will also allocate funds to help individuals and families experiencing, or at risk of, homelessness secure permanent housing through landlord incentives, rental and deposit assistance, and prevention services. Additionally, HHAP-5 funds will support interim housing options, such as motel stays, for medically vulnerable individuals actively seeking permanent housing.

Our street outreach efforts will be expanded to engage unsheltered individuals and connect them with appropriate services and housing pathways. Recognizing the critical role of case managers in helping clients maintain housing stability, we plan to fund case management services under the "Delivery of Permanent Housing and Innovative Housing Solutions" and "Services Coordination" eligible use categories.

According to HHAP-5 guidelines, Services Coordination includes a range of wraparound supports, such as case management, service planning, referrals to community-based resources, benefit enrollment assistance, and coordination of medical and mental health care. These are core responsibilities of our case workers, who provide the hands-on support needed to help individuals stabilize and succeed in housing. This funding will allow us to maintain consistent staffing levels, expand services for youth, and ensure high-quality support across all housing programs.

By integrating housing support with robust case management, the County of Del Norte will leverage the full HHAP-5 allocation to build a coordinated, client-centered system that improves housing outcomes for our most vulnerable residents.

- b. What activities the funds will support:** HHAP-5 funds will support a comprehensive range of eligible activities, including the delivery of permanent housing, operating subsidies for permanent housing, rapid rehousing, prevention and shelter diversion, interim housing, and street outreach. A portion of the funds will also support intensive case management services and critical wrap-around services such as individualized service planning, referrals, benefit enrollment assistance, and housing stabilization support. Investing in these services ensures participants receive the guidance and support necessary to maintain housing and achieve long-term stability.
- c. How it will complement existing funds:** HHAP-5 will support existing funds by supporting our Homekey Project, The Legacy. HHAP-5 funds will be used for maintenance and operating subsidies, for funding any additional improvements to the land or building, as well as funding trauma-informed, evidence-based supportive services to increase housing retention for the tenants in this Permanent Support Housing project. The project will also complement existing funds by assisting encampment residents aided through Encampment Resolution Funding (ERF) as they move through the homelessness response system into permanent housing.
- d. How the activities align with the CoC's priorities:** The proposed activities align with the CoC's priorities by addressing and reducing homelessness through permanent housing solutions and housing retention.

**2. Program Design: Provide an overview of the proposed program activities. Including but not limited to:**

- a. The target population:** Chronically homeless individuals, encampment residents, persons with co-occurring mental health and substance use needs, households exiting institutions, low-income residents at imminent risk of homelessness, and youth.
- b. The gaps the project will address:** The project will address the lack of emergency shelter in our rural area, insufficient supportive services for Permanent Supportive Housing (PSH) tenants, lack of funds for prevention to help residents maintain current housing, lack of funds for street outreach, and limited landlord engagement.

- c. **Planned partnerships:** Crescent City Housing Authority, Department of Health and Human Services Behavioral Health Branch, Del Norte Mission Possible, community-based organizations, and other governmental organizations including tribal governments.
- d. **Plan for implementation:** Funds will be used to support and continue projects already in place and to add prevention and street outreach services utilizing current staff.

**3. Experience:**

- a. **Provide an overview of your organization and experience effectively utilizing federal, state or local funds.** County of Del Norte Department of Health and Human Services (DHHS) has a strong track record of managing and leveraging millions of dollars in federal, state, and local funding to address housing and homelessness needs in our rural community. Over the past several years, DHHS has successfully administered funds from HHAP (Rounds 1–4), Homekey, the Encampment Resolution Fund (ERF), Permanent Local Housing Allocation (PLHA), and the Homeless Housing Incentive Program (HHIP). These funds have been used to launch new housing programs, expand shelter capacity, implement prevention and diversion strategies, and develop innovative permanent housing solutions. Our experience demonstrates both fiscal accountability and a commitment to using public resources to deliver measurable outcomes for vulnerable populations.
- b. **Describe your organizations experience in providing services or utilizing funding with the goal of preventing, reducing, or ending homelessness.** The County of Del Norte DHHS has demonstrated significant experience in delivering services and utilizing public funding to address homelessness across the continuum of need. With support from Homekey, HHAP, and other funding streams, the County successfully acquired and renovated a former motel, transforming it into The Legacy—a 30-unit Permanent Supportive Housing (PSH) site for individuals experiencing chronic homelessness.

In partnership with the local nonprofit Del Norte Mission Possible, we are currently constructing the County's first congregate shelter and micro-shelter village, utilizing Encampment Resolution Funds (ERF) and other sources. These facilities will fill a critical gap in our local shelter system and expand access to transitional housing.

We have also effectively used HHAP and HHIP funding to provide interim shelter through motel stays for youth, medically vulnerable individuals, and others with immediate housing needs. Additionally, the County has used rental and deposit assistance to help individuals and families experiencing or at risk of homelessness transition into permanent housing. These efforts reflect our commitment to using targeted funding to create sustainable housing solutions and reduce homelessness in Del Norte County.

**4. Organizational Capacity: Provide an explanation of your organizations capacity to deliver the project, including but not limited to:**

- a. **An explanation of the staffing structure:** County of Del Norte DHHS has demonstrated the capacity to deliver the project through past performance but has also added staff. The Housing Services Manager now oversees (2) two Housing Case Managers, (1) one Client Services Specialist, and (1) one Part-Time Peer Support Specialist.
- b. **Existing resources that will be leveraged:** The Housing Services Manager also has the support of a Fiscal Manager, a Staff Services Analyst, the Behavioral Health Branch Deputy Director, and the Director of Health and Human Services.

- c. **Understanding of housing program requirements:** All staff are trained to comply with housing program requirements including Housing First principles. They use person-centered, trauma-informed, and harm-reduction approaches.
- d. **Describe your organization's capacity and experience to successfully manage the funds, including ability to manage existing grants; additional financials may be requested per the project funding per 2 CFR Part 200.501.** The County of Del Norte DHHS has the capacity and infrastructure to successfully manage federal, state, and local grant funding in compliance with all applicable regulations. Our fiscal and administrative teams have extensive experience with grant management, including budgeting, expenditure tracking, performance reporting, and audit compliance. We have effectively managed millions in public funds across multiple programs, including HHAP, Homekey, ERF, PLHA, and HHIP.

Previous HHAP funds have been fully expended in alignment with program requirements, with all reporting submitted accurately and on time. We understand the fiscal accountability required under 2 CFR Part 200.501 and are prepared to provide additional financial documentation as requested. Strong internal controls and collaboration between program and fiscal staff ensure that all funds are managed responsibly and transparently.

- 5. Impact and Effectiveness: Describe the goals and priorities this project will serve, and how these align with the goals and priorities in HHAP-5.** This project directly supports the goals and priorities outlined in HHAP-5 by addressing the most urgent gaps in Del Norte County's homelessness response system through a multi-tiered approach focused on long-term impact and sustainability.

First, the project increases access to permanent housing through the expansion of Permanent Supportive Housing (PSH) and the provision of rapid rehousing and rental assistance services. These efforts are aligned with HHAP-5's emphasis on permanent housing solutions and housing retention, particularly for chronically homeless individuals and vulnerable subpopulations such as youth and medically fragile individuals.

Second, the project expands emergency shelter capacity through the construction of a new congregate shelter and micro-shelter village, meeting HHAP-5's goal of providing safe, low-barrier shelter options that act as a bridge to permanent housing. These resources are critical in a rural area with no existing year-round shelter infrastructure.

Third, the project supports the reduction of discharges to homelessness from institutional settings, including hospitals, jails, and foster care, by strengthening system coordination and developing pathways to shelter and housing prior to release. These efforts reduce recidivism and improve outcomes for individuals cycling through public institutions.

Finally, the integration of case management, street outreach, and wraparound services ensures that participants are not only housed but supported in maintaining long-term stability—further advancing HHAP-5's overarching goal of reducing unsheltered homelessness through a comprehensive, housing-first model.

- 6. Equity: Describe specific actions that your organization will take to ensure racial and gender equity in service delivery, housing placements, and housing retention and changes to procurement or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.** The County of Del Norte is committed to advancing racial and gender equity across all aspects of its homelessness response system. To ensure equitable access

to housing and services, we are implementing a multi-layered approach grounded in data, training, and inclusive system design.

We will use disaggregated data to identify racial, ethnic, gender, and geographic disparities in service utilization, housing placements, and outcomes. These data will inform decision-making, resource allocation, and continuous quality improvement processes. Populations that are overrepresented among people experiencing homelessness, such as Native American individuals and transition-age youth, will be prioritized for targeted outreach, services, and housing resources.

Cultural competence and humility training will be mandatory for all staff and contracted partners involved in service delivery. This includes a focus on trauma-informed, person-centered, and anti-oppressive practices that acknowledge historical and systemic inequities.

We will apply an equity lens throughout the Coordinated Entry process by evaluating assessment tools and prioritization policies to ensure they are culturally responsive and do not inadvertently disadvantage marginalized groups. Housing navigation, placement, and retention supports will be adapted to meet the diverse needs of individuals, with additional consideration for intersectional barriers such as gender identity, disability, and language access.

In partnership with tribal governments and culturally specific organizations, the County will co-design engagement strategies and services that reflect the lived experiences and cultural contexts of the communities most impacted by homelessness. We are also reviewing procurement and contracting practices to expand access to funding opportunities for organizations that serve historically underserved populations.

Through these strategies, Del Norte County will foster a more inclusive, just, and effective homelessness response system.

**7. System Improvements: Describe any specific and quantifiable systems improvements or strategies that your organization will take to improve:**

- a. The number of people experience homelessness upon exiting institutional settings (examples: jail/prison, behavioral health facilities, foster care).** Del Norte County is strengthening its coordination with local institutions, including hospitals, jails, behavioral health facilities, and child welfare agencies, by implementing a formal referral process to prevent individuals from exiting directly into homelessness.

Participating institutions are provided with clear referral protocols to connect individuals who are at risk of homelessness with DHHS housing staff. Upon receiving a referral, our team initiates a phone intake, provides required documentation via secure email for completion and signatures, and enrolls the individual into the Homeless Management Information System (HMIS). Once enrolled, individuals are eligible to access housing navigation, interim housing, and supportive services.

For youth aging out of foster care, DHHS collaborates with child welfare staff to ensure timely referrals and inclusion in the Coordinated Entry System. Similar procedures are followed for individuals exiting jail or behavioral health placements, helping reduce the risk of unsheltered homelessness.

These improvements streamline access to services at critical transition points and support the County's broader goal of reducing exits into homelessness from institutional settings through early engagement and coordinated service delivery.

- b. Connecting people experiencing homelessness to all eligible benefit programs.** Housing Case Managers play a key role in ensuring that individuals experiencing homelessness are connected to all public benefit programs for which they may be eligible. Case managers provide hands-on assistance with

applications for CalFresh, Medi-Cal, SSI/SSDI, VA benefits, and other entitlements. In addition, staff coordinate with Enhanced Care Management (ECM) and Community Supports under CalAIM to ensure clients receive comprehensive, wraparound services that support both housing stability and overall well-being. These efforts help reduce barriers to care and provide the foundational support individuals need to exit homelessness sustainably.

- c. **Additional system improvements, if applicable.** To strengthen cross-agency coordination and improve case outcomes, DHHS staff will increase participation in weekly case conferencing sessions held as part of the HMIS and Coordinated Entry process. These meetings support more effective service matching, reduce duplication, and ensure high-priority individuals are actively engaged. Additionally, the County is working to formally incorporate individuals with lived experience of homelessness into program design, evaluation, and advisory roles. Their insights will be used to improve service responsiveness, reduce stigma, and enhance system accountability.

**8. For Shasta Advisory Board applicants please see Exhibit D from the NorCal CoC Governance Charter Addendum.**

Select check boxes below to certify that if selected for funding, the agency is willing to comply with:

- ☒ Homeless Management Information System (HMIS) data requirements
- ☒ Compliance with grant terms and conditions as indicated in the Notice of Funding Availability:
- ☒ Enter into a contract with the Administrative Entity for the NorCal CoC
- ☒ Comply with required monitoring per state or federal law, including but not limited to Chapter 6 of the Health and Safety Code, which can be viewed here:  
[https://leginfo.ca.gov/faces/codes\\_displayText.xhtml?lawCode=HSC&division=31.&title=&part=1.&chapter=6.&article=](https://leginfo.ca.gov/faces/codes_displayText.xhtml?lawCode=HSC&division=31.&title=&part=1.&chapter=6.&article=)

\_\_\_\_\_  
 Authorized Representative  
 Printed Name

\_\_\_\_\_  
 Authorized Representative Signature

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 Title

For Lead Agency Use Only:	Received by Deadline	Yes / No	Project Funded	Yes / No
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**Exhibit C: Notice of Funding Availability Questionnaire**  
**Homeless Housing, Assistance and Prevention Program- Round 5**

Legal Name of Applicant Organization:			
Project Name:			
Contact Name:	Phone:	Fax:	Email:
Agency UEI Number	County:	Agency Tax ID Number:	Total amount of requested funds:  \$428,055.40

- 1. A) Funding Plans:** Budget Table. Complete the table below with the requested funding, and the desired eligible use categories. Note: A minimum of 10% of funds must be utilized toward youth set aside activities.

Eligible Use Category	Amount
Delivery of Permanent housing and Innovative Housing Solutions	
Delivery of Permanent housing and Innovative Housing Solutions - Youth	
Rapid Rehousing	
Rapid Rehousing - Youth	
Prevention and Shelter Diversion	
Prevention and Shelter Diversion - Youth	
Operating Subsidies- Permanent Housing	
Operating Subsidies- Permanent Housing - Youth	
Operating Subsidies – Interim Housing	
Operating Subsidies – Interim Housing - Youth	
Interim Housing	
Interim Housing - Youth	
Improvements to Existing Housing	\$205,249.86
Improvements to Existing Housing - Youth	\$22,805.54
Street Outreach	
Street Outreach - Youth	
Services Coordination	
Services Coordination – Youth	
System Support	
System Support - Youth	

## **1.B) Funding Plans: Budget Narrative**

a. Explain in detail how your organization plans to use the full amount of HHAP funds requested (including youth set-aside)

Del Norte Mission Possible (DNMP) intends to use the requested HHAP funds to support one year of ongoing homeless services for which funding will be ending when HHAP funds become available. Specifically, DNMP will fund a continuum of services through its Street Outreach and Interim Housing programs to help those experiencing homelessness engage with and navigate a pathway from homelessness to permanent housing. Services will provide a variety of supports that meet individuals where they are from crisis, through vulnerability, stability and self-sufficiency to thriving.

Crisis services will include outreach and navigation to engage clients with essential supplies and a gateway to other supportive services. Services at the “vulnerable” stage will include short-term shelter stays, food and other temporary supports. Clients at the “stable” stage will receive longer stays in interim housing, and referrals to treatment and income support services. Clients at the “self-sufficient” stage will have access to permanent supportive housing or permanent housing with outside supports. Finally, “thriving” clients will be successful in unsubsidized housing and can exit from supportive services.

Throughout their journey, participants in both the Interim Housing and Street Outreach programs requested here will be provided with intensive wrap-around services, including access to workforce, education and training programs; access to advocacy services; individual counseling and service planning; appointment coordination; referrals; and other services to promote personal stability that will ultimately lead to housing stability. All services will be provided through trauma-informed, relationship-based intensive case management specifically focused to promote and sustain progress toward permanent, stable housing.

All services will be available to youth aged 18 to 24 and a 10% set-aside has been included in the budget to insure services to this population.

DNMP will fully utilize the HHAP 5 funds requested here to support its existing client-centered system that improves housing outcomes for those who are most vulnerable.

b. What activities the funds will support:

Funds will support activities as follows:

- Interim Housing: Staff salaries and operating expenses necessary for operation of a low-barrier congregate shelter and a micro-shelter village campus established by the County of Del Norte’s Encampment Resolution Funding grant. Under an operating agreement with the County of Del Norte, DNMP is the designated operator of an interim shelter campus consisting of a 60-bed congregate shelter and a 50-unit micro-shelter village. Funds requested here will partially support 24-hour staffing, food, utilities, supplies, and general operating expenses for the interim housing campus. The campus will provide short-term emergency shelter for up to two weeks, during which time guests will have the opportunity to become stable and explore future opportunities. Longer-term residents of the campus will be assisted with trauma-

informed, relationship-based intensive case management, which will include goal-setting; housing navigation; referrals to medical, substance abuse and mental health services and other wrap-around supports as detailed earlier.

- **Street Outreach:** Funds are requested to conduct street outreach activities in areas frequented by those experiencing homelessness. Activities will be conducted not less than twice weekly in no fewer than three locations. Funds will be used for salaries and benefits for staff conducting outreach and intensive case management activities; fuel and operating expenses necessary to support outreach activities; and emergency supplies such as tents, tarps, sleeping bags, trash bags, food, food preparation supplies, hygiene supplies, and other critical supplies necessary for survival in an unhoused environment. Street outreach activities will coordinate with mobile mental health services; mobile medical services and mobile shower services operated by our partners to bring services together to improve access for those experiencing homelessness. These activities are a critical component to a coordinated pathway to permanent housing. Street outreach is the first step to engage those experiencing homelessness with services and establish trusting relationships that are essential for forward movement. Without street outreach activities that meet basic needs where people are, connection with those experiencing homelessness will not be successful.

In addition to crisis intervention, DNMP's Street Outreach program offers those who regularly access services, but who are not yet in an interim shelter, the same type of intensive, trauma-informed, relationship-based case management as those in our Interim Shelter program.

c. How will the request complement existing funds:

The funds requested here will complement fee-for-service funds DNMP receives through its contracts with Partnership Health Care as a provider of Enhanced Care Management and Community Supports under the CalAIM program. DNMP has successfully provided intensive case management and wrap-around activities under the CalAIM program since February 2023. This program supports services to individuals who qualify for MediCal services. HHAP 5 funding will help support services to those who either do not qualify for or are not yet enrolled in MediCal.

d. How will activities align with CoC priorities:

The activities proposed here align with the CoC priorities of moving individuals and youth out of homelessness and into permanent housing by providing intensive, trauma-informed wrap-around services to address barriers to housing. The services are designed to move participants from crisis living in encampments through interim housing into permanent housing using a variety of supports tailored to individual needs.

## **2. Program Design**

a. Target Population:

Those experiencing homelessness, including those who are chronically homeless, encampment residents, those with mental health and substance abuse issues, and those who are at risk of homelessness.

b. Service Gaps:

DNMP is the only provider of comprehensive street outreach services in Del Norte County. In addition, to the services provided by DNMP, outreach activities act as a hub around which partner agencies provide medical outreach, mobile showers and other critical services. The services provided by DNMP are unique in Del Norte County. As the only CalAIM provider specifically serving the homeless population, we are able to coordinate medical care, including mobile medical services, for some of the most vulnerable and reclusive members of the homeless community.

DNMP's outreach services are also unique in that we are a true community-based organization rooted in providing services to the homeless where they live. Most of our staff have lived experience. They approach their work from a place of common understanding and not as representatives of government agencies or services. The experience of our staff offers inspiration to program participants and shows that with a hand up, lives can be changed for the better. Without the funds requested here, the critical initial contact with those experiencing homelessness will not be available.

As the designated operator of the 60-bed congregate shelter and 50-unit micro-village, DNMP's requested funding will fill the gap in emergency and interim shelter services that would otherwise be unavailable in Del Norte County. Because DNMP is a provider of CalAIM services, we will be able to offer an array of services, including recuperative care for those with medical conditions that are unique in the County.

DNMP is also the only provider of intensive, trauma-informed wrap-around case management services specifically targeted to those experiencing homelessness in Del Norte County. The funds requested in both the Street Outreach and Interim Shelter programs is critical to maintaining the staffing to provide these services.

c. Planned Partnerships:

DNMP will continue its ongoing partnerships with the County of Del Norte, Crescent City Housing Authority, Family Resource Center of the Redwoods Food Bank, Community Assistance Network, the Community Action Partnership of Del Norte, Open Door Community Health Center, Rural Human Services, Yurok Tribe, Tolowa Dee-ni' Nation Housing, the Smart Workforce Center, True North Organizing, Nation's Finest, Veteran's Services, the Del Norte Unified School District Director of Homeless and Foster Youth Services, Del Norte County Probation Youth Opportunity Center, Coastal Connections for youth, and other community, faith-based and service organizations to continue and expand services to move those experiencing homelessness into permanent housing.

d. Plan for Implementation:

Funds requested here will support programs that are already in place or that will be implemented within the next three months.

### 3. Experience

- a. Provide an overview of your organization and experience effectively utilizing federal, state, or local funds.

DNMP was incorporated in 2019 specifically to address the needs of those experiencing homelessness in Del Norte County. In 2001, DNMP partnered with the Community Action Partnership of Del Norte, a program of the Del Norte Senior Center. Since entering into this partnership, DNMP has successfully administered the following local, state and federal contracts:

- Encampment Resolution funding through a subrecipient agreement with the County of Del Norte for street outreach, case management and interim shelter services.
- 2020 HHAP funding through a subrecipient agreement with the County of Del Norte for development of interim shelter infrastructure.
- 2023 HHIP funding through a subrecipient agreement with the County of Del Norte for development of interim shelter infrastructure.
- COVID Outreach Services through a subrecipient agreement with the County of Del Norte.
- 2021 ESG-CV grant through a subrecipient agreement with the County of Shasta.
- WeVAX Covid 19 vaccination grant from the Public Health Institute.
- PATH-CITED grant through the Department of Health Care Services.
- Shelter-in-Place funding from the Humboldt Area Foundation to provide street outreach services and supplies during the COVID-19 pandemic.

DNMP's Director of Homeless Services has more than 25 years of experience providing services to those experiencing homelessness in Del Norte County. DNMP's executive director has 30 years of experience administering state and federally funded programs and services.

- b. Describe your organization's experience in providing services or utilizing funding with the goal of preventing, reducing or ending homelessness.

As stated above, DNMP was founded with the sole mission of providing services and connections to those experiencing homelessness with the goal of moving individuals out of homelessness and into permanent housing. Since 2019, DNMP has been the primary provider of street outreach and intensive case management services to the homeless in Del Norte County.

With Del Norte County Department of Health and Human Services as the lead, DNMP has been a critical partner in the acquisition of an Encampment Resolution Fund grant to design and implement a new interim shelter campus in Del Norte County. As the designated operator of interim shelter services, DNMP will fill a crucial gap in the continuum of services that will complement and provide the foundation to the County's permanent supportive housing project and other pathways to permanent housing.

### 4. Organizational Capacity:

- a. Staffing structure:

DNMP currently employs five case managers and three peer support specialists who are supervised by a Case Management Supervisor. DNMP also employs two dedicated outreach staff currently supervised by an Administrative Assistant. The Director of Homeless Services leads program administration and is the organization's representative to the Del Norte County CoC Advisory and NorCal HMIS committees. The Executive Director and fiscal staff are shared with the Del Norte Senior Center through a management agreement between the two organizations as part of the Community Action Partnership of Del Norte. These positions are responsible for fiscal and administrative oversight and monitoring compliance with all funding source requirements.

b. Existing resources that will be leveraged:

DNMP will leverage HHAP 5 funds with fee-for-service income earned from providing Enhanced Care Management and Community Support services through the CalAIM program. DNMP will also leverage funds received from private donors and fundraising efforts.

In addition to financial resources, DNMP specifically designs its programs with the direct input of the unhoused population we serve. Homeless ambassadors from encampments provide both program input and volunteer time to ensure the services we provide meet actual needs of those we serve.

c. Understanding of housing program requirements:

As stated earlier, DNMP's Director of Homeless Services has over 25 years' experience working with the unhoused in Del Norte County. She is a voting member of the Del Norte County CoC Advisory Committee along with a variety of other housing-related coalitions and committees. Her experience has grounded her in a thorough understanding of housing principles. In addition, she has a Bachelor's degree in drug and alcohol counseling and has received specialized training in trauma-informed care, relationship-based case management. She has a certification in domestic violence counseling and has extensive experience working directly with the unhoused to understand their needs, challenges, strengths and potential.

d. Describe your organization's capacity and experience to successfully manage the funds, including ability to manage existing grants.

As discussed earlier, DNMP has successfully managed a number of state and federally funded grants and contracts since its founding in 2019. In addition, DNMP's Executive Director has over 30 years of experience administering, monitoring and reporting compliance with governmental funding in accordance with 2 CFR Part 200 and other state and federal regulations and contract requirements. In addition to DNMP's funding experience identified above, the Executive Director has had multiple years of experience administering Community Services Block Grant, Low Income Household Energy Assistant Program, Community Development Block Grant, Title III Older Americans Act and other federal, state and local funding programs.

DNMP utilizes a fund accounting system that separates expenditures by grant and program; prevents duplicate charging; and assures that all expenditures comply with contract restrictions and can be fully documented.

**5. Impact and Effectiveness:** Describe the goals and priorities this project will serve, and how these align with the goals and priorities in HHAP 5.

DNMP currently provides street outreach and individual case management services to those experiencing homelessness in Del Norte County. We achieve an average of 748 contacts per month during street outreach services to an average of 350 unduplicated individuals. In the past six months, DNMP has assisted 38 individuals achieve permanent housing. The funds requested here will sustain and expand these critical services through funding a full array of homelessness programs and resources that comprehensively and effectively sustain prior investments and work towards long-term sustainability of housing and supportive services. These services include the ability to follow participants through the continuum of services and beyond permanent housing placement into permanent housing sustainability by providing supportive services to insure success.

**6. Equity:** Describe specific actions that your organization will take to ensure racial and gender equity in service delivery, housing placements, and housing retention and changes to procurement or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

DNMP has adopted non-discrimination policies in its hiring, procurement and service delivery practices. DNMP focuses on removing barriers that prevent equal access to housing, regardless of a person's background, income or other characteristics. Our equity-focused practice seeks to create inclusive communities where everyone has a fair chance to find a safe, stable and affordable place to live.

DNMP is dedicated to accepting and working with participants based on documented needs regardless of racial or ethnic identification. Staff will receive training in the disparate impact of homelessness on overrepresented groups, including cultural and gender sensitivity; the impact of trauma on different groups; and the need to tailor services and advocacy to the specific needs of individual participants. Training will also be provided on working with individuals who may have different cultural backgrounds and the need to suspend personal points of view and practice empathy and client-centered work. Assessment tools and practices will be evaluated on an ongoing basis to identify potential barriers that may disadvantage already marginalized groups or individuals.

**7. System Improvements:** Describe any specific and quantifiable systems improvements or strategies that your organization will take to improve:

- a. The number of people experiencing homelessness upon exiting institutional settings (examples: jail/prison, behavioral health facilities, foster care).

DNMP will work in partnership with the County of Del Norte and other institutional settings to reduce the number of people experiencing homelessness upon exit. The County has direct responsibility for most of the local institutions from which at-risk individuals would be exiting, including local jail, probation, behavioral health and foster care. DNMP also works with state parole authorities to help individuals exiting from state prison. DNMP will continue to assist with exit planning for these groups and will work as a partner to coordinate and potentially provide interim housing solutions while permanent housing is located.

Finally, DNMP has established relationships with the local hospital and health care providers to assist those who are being discharged from hospital care and skilled nursing to locate safe interim or permanent housing and to access follow-up health care.

b. Connecting people experiencing homelessness to all eligible benefit programs.

Connecting participants with all eligible benefit programs and helping them navigate the eligibility process are core activities of DNMP's existing case management services, which include support to complete application paperwork, obtain supporting documents, and attend eligibility appointments. DNMP case managers and peer support staff work closely with the eligibility determination staff of the Del Norte County Department of Health and Human Services, the Crescent City Housing Authority, and other income and benefit programs to advocate for participants. One of our case managers is being trained to complete disability benefit applications. These services will be continued and expanded with the HHAP funding requested here.

c. Additional systems improvement, if applicable.

The most significant system improvement to be funded with this application is the operation of the shelter/micro-village campus. The first and only interim housing project of its kind in Del Norte County, this project will provide a stable bridge from unhoused homelessness to permanent housing. This project recognizes that for many individuals who have experienced chronic homelessness, the success rate of moving directly into permanent housing is low. Interim housing provided by the shelter campus will give these individuals a supportive environment in which to address other barriers to housing and increase the success rate once in a permanent environment. The shelter will also set aside 10% of its beds for transition-age youth.

The interim housing project cannot be successful without the intensive street outreach activities proposed as the other component of our request. Street outreach is the first step in making contact and building trust with those experiencing homelessness. This service is essential to establishing person-centered relationships that will foster successful transitions to permanent housing and success.

**8. For Shasta Advisory Board applicants please see Exhibit D from the NorCal CoC Governance Charter Addendum.**


Not applicable to this application.

Select check boxes below to certify that if selected for funding, the agency is willing to comply with:

- ☒ Homeless Manage Information System (HMIS) data requirements
- ☒ Compliance with grant terms and conditions as indicated in the Notice of Funding Availability:
- ☒ Enter into a contract with the City of Redding as the Administrative Entity for the NorCal CoC
- ☒ Comply with required monitoring per state or federal law, including but not limited to Chapter 6 of the Health and Safety Code, which can be viewed here:

[https://leginfo.legislature.ca.gov/faces/codes\\_displayText.xhtml?lawCode=HSC&division=31.&title=&part=1.&chapter=6.&article=](https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?lawCode=HSC&division=31.&title=&part=1.&chapter=6.&article=)

\_\_\_\_\_  
Authorized Representative  
Printed Name

  
\_\_\_\_\_  
Authorized Representative Signature

Date

8/7/2025

\_\_\_\_\_  
Title

For Lead Agency Use Only:	Received by Deadline	Yes / No	Project Funded	Yes / No
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**NorCal**  
**Continuum of Care**™

## Certificate of Point in Time Participation

I, Michael Coats, certify that staff from Del Norte Mission Possible participated in the 2025 Point in Time Count by performing one or more of the below listed activities within our community:

- ☒ Surveyed persons using paper or electronic survey forms;  
☐ Coordinated the Point in Time Count in our County; and/or  
☒ Assisted the Coordinator within the County.  
☐ Other: \_\_\_\_\_

Dated: July 14, 2025

Dorothy Waddelow

Printed Name of County Advisory Board Chair

Signature of County Advisory Board Chair



## Certificate of County Advisory Board Approval for Applicant

By signing below, the County Advisory Board certifies that Del Norte Mission Possible is an active participant at their County Advisory Board and has been recommended to apply for Homeless Housing, Assistance and Prevention Grant Program Round 5 (HHAP 5) funds to operate within the County of Del Norte. The County Advisory Board further certifies, the applicant has presented an HHAP 5 eligible project to the County Advisory Board through a collaborative process.

Dated: July 14, 2025

Dorothy Waddelow

Printed Name of County Advisory Board Chair

A handwritten signature in blue ink that reads "Dorothy Waddelow". The signature is written in a cursive style and is positioned above a horizontal line.

Signature of County Advisory Board Chair