



Redwood Community Action Agency

1.0 Introductory Letter

April 24, 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 Transitional HELP (HELP) project that directly targets children and their families that are enrolled in RCAA's Parents and Children in Transition Program (PACT) program. The families that will access the HELP program are families with minor children that are in reunification through Humboldt County Department of Health and Human Services, Child Welfare Services (CWS) that are literally homeless and meet the HUD definitions of homelessness, or at risk of homelessness.

The aim of RCAA's PACT transitional living program is to help families referred through CWS to secure and sustain permanent housing, to assist in working to stabilize all members of the household, and help with the reunification process for each family that enters PACT. Using the **Housing First** principles, including engaging clients in intensive case management services that are focused on obtaining safe and permanent housing, positive parenting skills, daily life skills, building resources, mitigating the intergenerational trauma impact, establishing community membership, and reducing barriers to access supports. The HELP project will focus on our DESPERATE need of funding for infrastructure renovations to the PACT transitional living program sites in Eureka; additionally, HELP will provide eligible PACT families, with one or more of the following financial supports: move-in costs, short-term rental assistance, pet deposits, and prevention funds to mitigate the risk of homelessness, etc.

RCAA has over 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 the HHAP funding will support us in meeting this goal with our community partners.

For any questions about RCAA's HELP initiative, please contact Casey Crabb, Program Manager II at (707) 572-8562 or 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 Transitional HELP Project

3.0 TABLE OF CONTENTS

1.0	Introductory Letter	1
2.0	Signature Affidavit	33
3.0	Table of Contents	2
4.0	Professional Profile	3
	4.1. Organizational Overview	3
	4.2. Overview of Qualifications and Experience	6
5.0	Project Description	
	5.1. Project Design	17
	5.2. Project Budget	33
6.0	Supplemental Documentation	
	Attachment 1-Signature Affidavit	32
	Attachment 2-Project Budget	33
	Attachment 3-Letter of Support from First 5 Humboldt	34
	Attachment 4-Letter of Support from Humboldt County's DHHS-Child Welfare Services	35
	Attachment 5-Letter of Support from Humboldt County's DHHS-Behavioral Health Branch	36
7.0	Exceptions, Objections and Requested Changes	31
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 persons to gain the necessary skills, education, and motivation to become self-sufficient in a healthy, sustainable environment. RCAA's current 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 (2025 current operation) 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. 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 continues 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 process for assistance, accessing childcare and/or educational services, financial coaching, accessing physical and behavioral health providers, dental providers and specialists.

Advocating for affordable housing is part of RCAA's Strategic Plan and our goals are to provide this housing to the homeless and those that need RCAA services. This HHAP project will help to fill a highly underfunded gap in our local system of care that typically does not provide adequate funding for necessary rehabilitation of the physical infrastructure of transitional living programs for families, and only a small number of families have access to traditional housing funds available in Humboldt County.

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

equivalent to those that will be provided as part of the proposed homeless assistance project.

c. The number of years the Proposer has been providing services to those that will be provided as part of the proposed homeless assistance 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 homeless assistance 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 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 timeline of the HELP project, RCAA anticipates working with several of these governmental agencies as well as numerous other community partners, contractors, the local Carpenter's Union, the City of Eureka, County of Humboldt, etc.

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 homeless assistance 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. 4.2 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 homeless assistance 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) in 2015, 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. In 2024, West Village Studios housed 109 individuals, and RCAA's on-site support staff served each tenant living there with 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 local prevention funding in 2023, to implement SOAR disability advocacy services for eligible clients being served through RCAA's Adult and Family Services (AFS) and Youth Services Bureau (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; and beginning in May, 2025, the owners of West Village Studios have agreed to fund a SOAR Case Worker position to support the high need for disability advocacy services at 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.

RCAA's HHAP Adult Protective Services Program began in October 2020. Currently APS 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.

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 St. Joseph 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 adult and senior households. 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 Partnership Family Housing is a combined effort on the part of Strombeck Properties, Providence St. Joseph Health Care Systems, Partnership Health Care Plan of California, Arcata House Partnership and RCAA. Within a very short period-of-time, this collaborative 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 supported households 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.

RCAA's CSD continues to provide a variety of services to homeless children and their families, individuals, and runaway or foster care youth. RCAA's Parents and Children in Transition (PACT) program, currently operates a transitional living program located in four, short-term, confidential, residential sites in Eureka, with the capacity for up to 45 families annually that are surviving: homelessness, intergenerational trauma, family separation/reunification processes, family violence, substance use disorders and significant behavioral health challenges, etc. These families typically receive at least 6 months of case management and aftercare services. 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.

Since 1986, RCAA has had the fortunate experience of serving many of Humboldt's houseless children, their parents and adult caregivers. RCAA's various family programs throughout the years, have contributed to the healing of many generations, thousands of children, youth, and their adult family members. RCAA's Family Services programs have been utilizing some of the current residential PACT program sites in Eureka to temporarily house and serve homeless or fleeing families with minor children since 1986, serving over 1000 children and their adult caregivers in these homes for lengths of time fluctuating between 1 day and 30+ months, given

the various family program's timelines. In 2024, the PACT sites temporarily housed 62 people (children and their adult household members), and this number is quite low for typical years which averages around 80-100. This primarily due to the extended length of stay for a majority of families with the loss of the local Bringing Families Home funding that was supporting many of the families enrolled in PACT to obtain permanent housing through financial assistance, and the lack of other affordable housing options in Humboldt County. With this HELP project we will not only be able to rehabilitate the PACT homes, but we anticipate that we will be able to serve more families annually if we are able to provide financial housing assistance and homeless prevention funds to these vulnerable children and the adults that care for them.

The current PACT transitional living program sites for families are in much need of large renovations to improve the safety and structural integrity of these houses, to ensure they have many more years of providing a comfortable, family-style, home environment for some of our most vulnerable children and their households in our community. The rehabilitative scope of work is expansive, totaling \$929,000.00 in current estimates, and we have prioritized the largest needs with this proposal that will be of most importance to improve the structural and mechanical infrastructure of these sites, and additionally expand the occupancy capacity of PACT through conversion of space to a habitable and ground floor, accessible unit. The priorities on the exterior of the homes needing rehab will be to focus on replacing missing or rotting wood shingles, painting, gutter replacements, seal windows and replace glass as necessary, remove and seal old skylight, remove and replace ramp access to communal laundry room, remove existing rotting porch and ramps and reconstruct. A rehab priority in the exterior of the homes is to convert an office space on location at a current site that already has a bathroom, to another unit that would be ground-floor and accessible for families with a household member that has mobility challenges. Another priority would be to repair any cracks in the plaster walls, and remediate any issues with the grand staircase and it's built-in baby safety gates in one of the Victorian house sites. Other interior priorities of the residential sites would be to replace old building components including the electrical, plumbing, and heating systems that are in their last years of life and are extremely energy inefficient.

RCAA's experience with large rehabilitative, capital improvement projects on residential and multi-use buildings that we own and do not own is diverse. Over the last 25 years we have taken on large construction and rehabilitative projects including the project management of the Jefferson Community Center in Eureka to rehabilitate the entirety of the building that they currently occupy, and in 2020, RCAA renovated and rehabilitated one of it's old Victorian residential homes in Eureka and developed 7 units of supportive housing. For over a decade, RCAA was the lessor of the Multiple Assistance Center building in Eureka, which included the management of and financial responsibility to provide facility maintenance and rehabilitation projects. RCAA subcontracted out to licensed contractors to perform renovations and construction work regularly over the years that we occupied the space. RCAA has no concerns

with our ability to manage this level of rehabilitation and capital improvement work on buildings and homes that we own or have managed in the past.

The other important focus of the HELP project will be to provide financial assistance that is crucial to local families in Humboldt being able to move into permanent housing and sustain that housing. There has been private, local, and state funding in the past to support the financial assistance needs of this population's re-housing costs, as many PACT families are not eligible for traditional housing assistance that is available here locally through tribal entities, voucher programs, low-income housing/HUD, or various rapid re-housing programs; however, some families are eligible at times for an emergency funding option, or short-term financial assistance either through CalWorks or CWS, for example.

Typically, these families do not have any earned income when they enter the transitional living program, and are not only working to reunify together, stabilize, heal, recover, but they are working hard towards obtaining housing and being able to sustain it for the long term. It is a very rare occasion that a PACT family would have the financial means to independently pay for the initial re-housing and move-in costs it requires here in Humboldt County, and with the HELP project, PACT would be able to utilize financial leverage with property management firms and landlords as a tool for our families to obtain their housing. With the ability to provide short-term rental assistance, this will give these households time to begin down a road of financial empowerment, realistic budgeting, and ensuring the basic health and safety needs of all household members are being met, while enjoying their new home. This housing assistance may include: rental application fees and holding fees, move-in costs such as first month's rent, security/animal deposits, on-going rental subsidies, landlord incentives, utility deposits and utility arrears to establish a new account, etc. Through this project, RCAA is also able to provide homeless prevention assistance funds, which may include: rental arrears, fees, repair/damage costs, outstanding utility costs, eviction prevention funds, etc.

Aftercare case management and crisis supports are a unique and important aspect of the PACT program, and a primary reason for its continued success and collaboration with Humboldt County's Child Welfare Services. This project thrives on community provider collaboration and working through the system gaps to find and fulfill the various needs of our most vulnerable children and their household members. With the client population served, each family is unhoused when they enter the PACT program and are surviving complex and intergenerational trauma impacts, disabilities, mental illness and/or substance abuse disorders, lack of parenting skills and mentoring, 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 in which, without a PACT case worker to assist with an issue, families would not have sustained their housing past the first 2 months of living in their new home. The PACT 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, assisting with the children's educational plans, supporting the adults to increase their household income and sustain or increase their benefits, promoting and supporting one's wellness and health, and regular check-ins to help de-escalate situations that could turn unsafe, 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 community providers and landlords that partner with us in serving and championing these families.

A strong working relationship has been created between RCAA's PACT and the DHHS CWS 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 are years of valuable working networks established with other agencies that PACT clients work with so that service delivery is effective and not duplicated. The PACT case workers are regularly in attendance and supporting our clients and their interests with: CFT meetings, tribal meetings, court/legal processes, prospective landlords and property management firms, educational team meetings and 504/IEP meetings, daycare providers, Organizational Providers, our local Regional Center, local hospitals, behavioral health appointments and coordination with mental health crisis resources, substance use disorder treatment providers, financial institutions, local employers, and various other appointments and teaming forums with multiple agencies involved.

AFS and YSB programs have both been recipients of local HHAP funding in previous rounds of awards, which have included HHAP 2, 3, and 4; and our HHAP-4 projects are still currently in operation. We have had no issue in meeting the goals and objectives with each of the programs we have operated through this funding source, which included staffing, and operational funds, capitol purchases, and a high amount of direct financial housing assistance and homeless prevention funds for a variety of transitional age youth, adults, their household members, including their pets.

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, shelter and outreach 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

LDH Construction Services, License ID: 855097, has over 35 years of experience and over 15 years of serving Humboldt County. They specialize in new home construction, home additions and renovations. They also perform other work such as: siding, interior and exterior painting, flooring and cabinet installation, and window installation, plumbing, electrical, drywall and plaster repair, just to name a few. RCAA has a long-term relationship of contracting and subcontracting with Mr. Larry Haug, owner and operator of LDH Construction Services. Over 6 months ago, this firm did a full bid of the large rehabilitative scope of work at the PACT program sites, which reflected the renovation and large repair needs. We utilized the documentation from this bid process and recent consultation with Mr. Haug to obtain a more up to date report on his assessment of the previously identified scope of work, and this assisted us with prioritizing the work to be done to maximize the use of this funding to support the most critical infrastructure rehab needs.

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

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 as part of the proposed homeless assistance project, including, without limitation, job titles, responsibilities, special training, licenses and certifications.

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 homeless assistance 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)-already funded position that is not part of the HELP project's budgetary request, are the backbone of the PACT program and will help to develop an individualized and realistic rehousing and household budgeting plan with each eligible family for HELP's homeless assistance or prevention financial support. 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 during the aftercare portion of the PACT program, 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. 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.

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.

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.

As the PACT Administrative Services Coordinator, Ms. Wild position is currently funded and she already oversees 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 PACT staff and management to process referrals for housing prioritization through our local Coordinated Entry System. She also has been working with RCAA's homeless and prevention assistance programs for years and processing thousands of dollars monthly to landlords and property management firms for clients of RCAA's HHAP-APS, HHAP-YSB, and HHAP-WVS ADULT and YOUTH programs.

If we are awarded this HHAP-5 funding for the HELP project, Ms. Wild will expand her capacity to support the project with processing financial assistance funds for landlords and property management funds, assist with the bid process and processing of invoices and related expenditures with the renovation portion of the HELP project.

Program Coordinator- Prior to coming to RCAA, Mr. Vang worked within the Humboldt County school systems, with over 15 years of experience, supporting students not only during the academic day but also in the critical hours after the final bell rang. His journey in education began as a classroom aide, and in 2015, he transitioned into afterschool programming and became the director of an afterschool program.

In his first stint at RCAA, approximately 13 years ago, Mr. Vang oversaw the children's mental health program at the Multiple Assistance Center, a transitional living program for houseless families with children. He was responsible for coordinating and overseeing mental health services, supporting staff, and shaping the overall vision of the program. Mr. Vang's work is driven by compassion, connection, and passion. He believes in meeting people where they are at and walking alongside them with empathy, patience, and hope.

Mr. August Vang oversees the agency's Parents and Children in Transition (PACT) program, a short-term, transitional living program for houseless families involved with Child Welfare Services, as well as the Onyx permanent supportive housing project for families transitioning out of houselessness. In this role, Mr. Vang is responsible for the day-to-day coordination of supportive services and the overall functionality and flow of both housing programs. Safety, both physical and psychological, is a top priority, and he continuously works to ensure that policies and practices reflect this commitment.

Beyond his coordination of social services, Mr. Vang brings a strong operational lens to the work. With a keen eye for repairs, safety, and building maintenance, he proactively identifies, and address facility needs. He maintains trusted relationships with local contractors and handypersons, managing everything from urgent maintenance requests to long-term

improvement projects, ensuring every PACT housing site is safe, functional, and welcoming for the families the programs serve.

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, repairs, and infrastructure. Her role serves as a liaison for the stakeholders and primary funders of each project in their purview and is responsible to ensure that all contractual obligations are adhered to.

Licensed Subcontractor LDH Construction Services, License ID : 855097, has over 35 years of experience and over 15 years of serving Humboldt County. They specialize in new home construction, home additions and renovations. They also perform other work such as: siding, interior and exterior painting, flooring and cabinet installation, and window installation, plumbing, electrical, drywall and plaster repair, just to name a few. RCAA has a long-term relationship of contracting and subcontracting with Mr. Larry Haug, owner and operator of LDH Construction Services. Over 6 months ago, this firm did a full bid of the large rehabilitative scope of work at the PACT program sites, which reflected the renovation and large repair needs. We utilized the documentation from this bid process and recent consultation with Mr. Haug to obtain a more up to date report on his assessment of the previously identified scope of work, and this assisted us with prioritizing the work to be done to maximize the use of this funding to support the most critical infrastructure rehab needs.

Community Services Director - RCAA's HELP 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.

All CSD staff members are thoroughly vetted prior to being hired and receive initial and ongoing training to ensure their ability to provide quality services that meet client needs. In accordance with RCAA policy, all staff, interns, volunteers, and consultants who come into contact with RCAA clients or proposed to be served by the agency must submit to criminal history and child abuse registry and sexual abuse registry checks. In order to ensure compliance with these regulations, all staff, interns, volunteers, and consultants must submit to 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 accompanied by RCAA staff members at all times 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 trainings, 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 PACT, all staff participate in weekly staff meetings, weekly case consultation with the Clinical Head of Service, and bi-weekly collaborative provider meetings with CWS and Healthy Mom's supervisory and management staff. Trainings may include: Motivational Interviewing, disaster preparedness; Case Worker role and aftercare services and counseling; SSA/SAMHSA

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:

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

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

The HELP construction and renovation portion of this project has the capacity to serve hundreds of children and their household members over the course of the next several years. In the scope of looking to the future, this impact could reach thousands over the span of the next 10-20 years. Over the duration of the HELP project, we anticipate the financial assistance for unhoused families to obtain and sustain permanent housing will be able to support 40 eligible families in Humboldt County. If the amount of financial assistance distributed per household is less than expected, RCAA will propose an amendment to extend the HELP contract and will continue to provide financial assistance to eligible applicants within the 36-month period.

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

The residential rehabilitation focus of this project for the PACT program sites is invaluable for the entirety of our County, given RCAA's decades of longevity of temporarily, and permanently housing families experiencing homelessness from, and into, the north, south, east and western communities of Humboldt. PACT, which has had numerous program names over the past decades, has been utilizing many of RCAA's residential properties and homes to operate this program, and specifically 3 of those sites in Eureka which are commonly referred to as *Bridge House*, *Save Haven*, and *The Annex*, have required renovations, upgrades, and large repairs for many years. Additionally, the office/storage space of the *Step Up* family site, can be easily converted into an additional ground-floor, accessible residential unit, with minimal renovative work, to increase the overall capacity of the transitional living program to serve 3 or more Humboldt families annually that may or may not require an accessible living space. The PACT program staff provide 24/7 supports to highly vulnerable families in reunification, and aids in the battle of combating homelessness in Humboldt County. As a primary initiative of the HELP project, the renovations and improvements to the physical infrastructure and grounds of these sites, we will be able to significantly improve the safety, efficiency, and physical comfort of these residential spaces that support the heavy amount of human beings battling homelessness that enter and utilize the PACT homes every year. The purpose of this focus is to secure renovation funding to improve and rehabilitate the existing TL homes and maintain the integrity and design, so they can continue to be used as communal healing and living spaces for families with children that do not have permanent housing, and additionally grow the residential occupancy capacity of the PACT program and serve more Humboldt families surviving homelessness.

PACT is the **longest operating, and only** TL program for unhoused families with minor children in Humboldt County, serving thousands of children, youth and their adult household members since RCAA began operating this type of residential programming in 1986. CWS refers families experiencing homelessness from areas throughout Humboldt. Once families obtain permanent housing and exit the transitional living program sites, many choose to obtain permanent housing in the north coast communities that are centralized to Eureka, Arcata, Fortuna, Blue Lake and McKinleyville. PACT also serves a high number of families that choose their housing close to their tribal communities and family members in Klamath, Willow Creek, or Hoopa; additionally other PACT families want to reside in Redway, Zenia or Petrolia, for some examples of where PACT families live county-wide. The HELP program will support families from the PACT program with housing or homeless assistance funds in whatever community of Humboldt they choose to live in or continue to live in, as long as it is safe and habitable, permanent housing.

The PACT case worker will refer a family to the HELP project's leadership staff to seek assistance to obtain housing or homeless prevention assistance. HELP's leadership staff will be available Monday through Friday during regular business hours with some flexibility to meet

with the referring PACT case worker and the adult household member(s) to review the plan and obtain the necessary documentation to move forward with the financial assistance to the appropriate landlord or vendor. The documentation required to provide the financial assistance can include: copy of the executed residential lease, rental application fee invoice, IRS W-9 form provided by the landlord or property management firm, legal eviction documents, pay or quit notices, etc.

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

We are hopeful that the HELP project will be awarded the funding outlined in this proposal for both the physical infrastructure renovations and the housing assistance funds portions of the project. The PACT program was developed to assist unhoused children and their adult household members that are in reunification through CWS in Humboldt County, through an intensive transitional living program in the residential spaces that our families communally live, share, and heal in. The PACT program staff joins with them to initiate stability, work to obtain and sustain housing, and increase their independency and community membership.

The renovation and building construction work to be done through the HELP project consists, in general, of the rehabilitation of two large Victorian residences, a small annex cottage, and the ground floor of a building we would like to convert into an additional, ground-floor, accessible residential unit (2nd floor is a recently rehabbed apartment), all sites are located in Eureka and owned by RCAA. The purpose of this focus is to improve and rehabilitate the existing TL homes and maintain their integrity and design, so they can continue to be used as communal healing and living spaces for families served through PACT that are in reunification with CWS and additionally grow the residential occupancy capacity of the PACT program and serve more Humboldt families surviving homelessness. The buildings will be rehabilitated with improvements to the interiors, exteriors, porches, ramps, and interior staircases; additionally, each existing home requires updates to some of the electrical, heating, and plumbing infrastructure, all of which to increase safety for their temporary residents and future residents, and to increase the longevity of the structure and historic design and execution.

RCAA's HELP project will serve families that were recently enrolled in the PACT program within the past 12 months and are at risk of eviction and homelessness from their current living situations. HELP is able to provide eviction prevention funds to property owners and landlords which may include: repairs/damage costs, animal deposit fees, late payment fees, rental and utility arrears, etc. This financial support will reduce the family's risk of eviction and assist them in maintaining their housing and in turn will support the landlord/tenant relationship and positive community building process, and further RCAA's ability to end homelessness in Humboldt County. HELP will assist those eligible families who are in need and have found safe and adequate housing but are unable to afford payments for one or more of the following: rental

application fees, first months' rent, security and animal deposits, utility deposits and utility turn-on services, short-term rental assistance supports, and landlord incentives. This financial assistance will brighten and broaden our negotiating ability with prospective landlords and property management firms that may be willing to take a chance and partner with us and the families we serve. With HELP's housing funds available to families transitioning from homelessness to housed, it will allow the PACT staff to cast their "housing net" further with each family to get landlord responses and have greater access for families to lease up with available units. HELP financial assistance will pave a faster track to permanent housing options and will support the work to end homelessness for most families that PACT joins with and serves.

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.

The target population for HELP are families with minor children from countywide areas that are enrolled or previously enrolled in RCAA's PACT transitional living program in Eureka within the previous 12 months at their time of requesting HELP's financial assistance. The HELP homeless assistance project will serve families with minor children that are literally homeless or at risk of becoming homeless and are referred to PACT by CWS. HELP will benefit PACT families that are not eligible for any other housing funds or voucher programs, or have access to limited financial assistance that will not cover the extra payments required to obtain or sustain permanent housing. For example, some families served through PACT are eligible for CalWorks housing assistance, or HOME funding, but a majority are not or do not receive enough benefits to afford to independently acquire and maintain permanent housing in Humboldt County.

The HELP program will fund the rehabilitative needs of the physical infrastructure of the PACT transitional living program sites to allow for increased environmental safety for its occupants and additionally to provide the necessary remediations and renovations for some of the exterior and interior spaces at these 4 sites. Additionally, this funding will allow PACT to expand its capacity for occupancy through renovating a space into another unit. The HELP project will also provide financial support for families that are enrolled in the PACT transitional living program by assisting with any of the following re-housing and move-in costs: rental application fees, security/animal deposits, first months' rent, utility arrears and utility start-up deposits, landlord incentives, etc. This project's homeless prevention assistance funds can be accessed by families that exited the PACT program no more than 12 months from the date of their HELP request for homeless prevention assistance, and that are at risk of homelessness or eviction within 14 days, to remain housed. HELP can do this through 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 prevention assistance is 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 eviction and homelessness.

HELP will allow for the current TL sites to be renovated and updated for safety, efficiency and longevity, and permit RCAA to convert a vacant space into a ground-floor, accessible, residential unit to expand PACT's overall capacity to serve more highly vulnerable and at-risk households with children, who may or may not require or prefer an accessible living space. In the future and post the physical infrastructure rehabilitation portion of the HELP project, children and their household members that enter the PACT program housing sites, will directly benefit from: the option of residing in an accessible and ground floor unit, efficient and simple heating and HVAC systems, upgraded plumbing, high capacity electrical systems, reinforcements to interior and exterior stairs and permanently installed baby safety gates, less cracks in the old plaster walls from many years of the impact from earthquakes and age, replacement of wooden porches and ramps, new exterior shingling and paint,

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, any and all applicable construction timelines and any and all applicable unit breakdowns and affordability levels, if applicable.

If awarded these funds, and upon receipt of the executed contract, we will begin the operational activities for the HELP project immediately. For the rehabilitation portion of this project, the HELP leadership team consisting of the Program Coordinator and Manager, will collaborate with Nor Cal Carpenters Local Union 751 and submit a request for bidders to view and bid on the rehabilitation project for the PACT transitional living program sites. These 12-13 transitional housing units for PACT families consist of 3 properties and 4 sites, which encompass 2 large, 5-unit Victorian homes, which can hold up to 5 families each. Additionally, there is an annex cottage that has 2 units and typically can house 1 or 2 small family households. Lastly, there is a small 1-unit upstairs apartment, which has an adjacent office/storage space with a full bathroom, that will be converted into an additional unit for the PACT program that will be ground floor and accessible.

The announcement of the project will be led by the Local Union 751, which will include the scheduled date and time of the mandatory pre-bid walk-through appointments at each site for prospective bidders, which will be held within 10 calendar days of the announcement. The mandatory pre-bid project walk-through is a bid requirement, and we will **not** accept a bid if a potential bidder does not attend the mandatory pre-bid walk-through as scheduled. The walk-through is an important condition of the bid process to provide assurance to RCAA that all potential contractors fully appreciate the work to be performed, the sites' conditions,

rehabilitative and construction timeline, and to allow for potential bidders to ask questions of RCAA's HELP project's leadership team, prior to a bid submission. The sealed project proposals will be sent to the HELP project and will be accepted by the program for review, for no more than 20 calendar days after the scheduled pre-bidders walk-through appointment. On the next business day at a pre-scheduled time, following the end date for the bid submissions, the sealed proposals will be publicly opened by HELP's Proposal Selection Team (Program Coordinator, Program Manager, Administrative Coordinator and CSD Director) at the RCAA Administrative Conference Room, 904 G Street, Eureka, CA.

The next phase of HELP's operations to move us towards the rehabilitative process will be for the Proposal Selection Team to thoroughly review the bids for HELP's multi-site rehabilitative project, record and report the findings from the submissions and the Team's recommendations and submit this to RCAA's Executive Director for review and approval of a proposal. Bidders will be notified within 1 business day of the results to which proposal was approved by RCAA to move toward subcontracting for the rehabilitation of the PACT transitional living program sites. This initial process will be completed within 30-35 calendar days of the executed contract of the HELP project, to ensure this project's timeline goal of 18 months can be met.

HELP leadership staff will create and execute a subcontract, invoicing plan, and construction timeline agreement with the chosen vendor, so they may begin the work of obtaining the necessary permits and legal permissions, procuring the required building materials and supplies, and begin the rehabilitation and construction on one transitional housing program site at a time.

There are no other sources of financing that will be utilized to support the HELP project.

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 HELP will provide housing and homeless prevention financial assistance for eligible families that are homeless or at risk of homelessness according to HUD guidelines. These families served through the PACT program, have been previously entered into Humboldt County's Homeless Management Information System and have been supported through the PACT program staff to contact 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 PACT families that are surviving with chronic and non-chronic homelessness.

This County-wide information system will also track relevant and required data for the HELP program.

This short-term financial assistance will promote the attainment of permanent housing and the sustainability of permanent housing for the families at the PACT transitional living program that RCAA serves and rehouses. HELP can assist recently housed families that were previously enrolled in the PACT program within the prior 12 months, to remain housed by temporarily paying a portion of their rent or rental arrears, late fees, property-damage repair costs, utility arrears, etc. HELP can also provide assistance to families that are enrolled in PACT who are experiencing homelessness by paying rental application fees, first month's rent, utility arrears to establish service, and short-term rental assistance. To provide the above-mentioned services, HELP will receive referrals from the PACT program for CWS-referred children and their household members, that are houseless and in need of permanent housing, or assistance to stay in current housing. After a family exits the transitional living portion of the project at the PACT sites, they are eligible to receive aftercare services for up to 6 months through their PACT case worker. This aftercare portion of the PACT program is intended to assist them with adjusting to their new housing and the responsibilities that come with their housing to sustain it.

HELP's Program Coordinator and Manager, will review all requests for financial assistance for housing or homeless prevention, and if applicable meet with the PACT case worker and the family to clarify any questions they may have to determine an appropriate level of support and a timeline for the assistance. The above-mentioned leadership staff, in conjunction with the Administrative Coordinator, will confirm that a current W-9 for each vendor is available in the fiscal software system, then one of the leadership staff members will submit the request to the fiscal department making sure there is ample time to process the check in a timely manner. The HELP staff will arrange for the monies to be distributed to the correct vendor(s) in support of the family requesting the support. The HELP program will not provide any payments or any financial assistance directly to any client or family household member, these will always be required to go to a vendor that has provided a legal and current W-9 IRS form to RCAA. Check requests will be initiated by the HELP leadership staff and they will obtain the supporting documentation (W9) needed to dispense a check, and the next steps for processing funds involve the Administrative Coordinator, the RCAA's CSD and Fiscal Directors for approval. The Fiscal department will process the request with immediacy, until the check is administered to the HELP team for final action to support the family.

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 HELP can provide assistance to families that are enrolled in PACT, or who were previously enrolled in PACT within the previous 12 months, and whom are experiencing

homelessness by paying any of the following: security and animal deposits, damage and utility deposits, holding fees, and other landlord incentives. To provide the above-mentioned assistance, HELP will receive referrals from the PACT program for CWS-referred children and their household members, that are houseless and in need of permanent housing.

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.

The renovation and building construction work to be done through the HELP project consists, in general, of the rehabilitation of two large Victorian residences, a small annex cottage, and the ground floor of a building we would like to convert into an additional, ground-floor, accessible residential unit (2nd floor is a recently rehabbed apartment), all sites are located in Eureka and owned by RCAA. The purpose of this focus is to improve and rehabilitate the existing TL homes and maintain their integrity and design, so they can continue to be used as communal healing and living spaces for families served through PACT that are in reunification with CWS and additionally grow the residential occupancy capacity of the PACT program and serve more Humboldt families surviving homelessness. The buildings will be rehabilitated with improvements to the interiors, exteriors, porches, ramps, and interior staircases; additionally, each existing home requires updates to some of the electrical, heating, and plumbing infrastructure, all of which to increase safety for their temporary residents and future residents, and to increase the longevity of the structure and historic design and execution. This renovation project does not require unit breakdowns and affordability levels, as these units are all transitional living spaces for families that are not required to pay anything for occupying these spaces at PACT.

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 homeless assistance project.

The HELP budget that was submitted has been developed specifically to support the continuation of activities RCAA is committed to, should we be funded, and toward our identified goals. The HELP budget provides a reasonable amount of funding to staff this 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.

The HELP homeless assistance project will ensure that it is only serving the Target Population of that being families with minor children, referred by CWS, that are enrolled or previously enrolled in the PACT program in the last 12 months. We predict that a majority of the requests to HELP for financial assistance for housing, will come from currently enrolled families at PACT. While at PACT, the families are wrapped tightly with services, resources, intensive case management supports, access to 24/7 crisis supports, and linkages to any services that are needed for any member of the child's household. We do anticipate that a small number of families previously served through the PACT program (within the previous 12 months) may submit a request for financial assistance for homeless prevention funds to support them with sustaining their permanent housing, and with these families the HELP leadership staff will engage these families in linkages and referrals to any unmet need or resource they require and/or want, and may request the support of the previously assigned PACT case worker to assist with these tasks.

The other priority in the HELP project's initiatives is the rehabilitation and construction work, which will not include any direct services and/or client supports, as this portion of the work is strictly labor related and not service related.

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 provided as part of the proposed homeless assistance 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 HELP's will use best practices and glean valuable information and data regarding client demographics, including tracking: the most utilized financial assistance interventions through his project, any financial stabilization or educational tools that were utilized, unexpected successes and challenges, other referrals that were made for families that were no longer attached to

PACT's case management services, successful relationships with new landlords and property management firms, and trends in service needs or delivery. All households that receive HELP's financial assistance and it leads to exiting PACT into permanent housing, with the exception of, previously graduated PACT families that are past their 6 months of aftercare services, will be updated through Humboldt County's Homeless Information Management System, which is gathered and entered through the PACT program, not the HELP project. The HELP project will track all payments on behalf of each family that receives assistance and how the assistance was specifically utilized for re-housing or homeless prevention activities. Through the duration of this project, if there are identified challenges or concerns that arise, HELP leadership staff will seek solutions and remedies, and communicate these to the appropriate Humboldt County DHHS staff liaison for this funding source.

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.

HELP should be launched and maintained with no additional resources. RCAA will continue to encourage use and reuse of existing resources as seen in our ability to utilize the infrastructure developed over the last 40 years of RCAA's existence serving low income and poverty level community members of Humboldt. Building on the successes for clients gleaned during HELP's duration, this will inform and work to sustain the program beyond the funding period.

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 make adjustments and 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.

The monies through HELP that are specific to the housing and homeless financial assistance that is a direct support to individual households, will provide for the temporary gap in our local funding to support families with minor children that are not eligible for or not eligible for enough financial support to obtain and sustain permanent housing in Humboldt. Over the funding period of HELP, PACT staff will continue their work with engaging the adults in PACT to complete their Coordinated Entry intakes, HUD and low-income housing packets, and work towards financial empowerment and stability. It is our hope new funding will become available that

targets families with minor children that are not eligible for the few local sources of financial assistance for housing. With RCAA's years of demonstrated diligence, tracking, reporting and our heavy accountability measures for monitoring and managing grant funds, we do not anticipate any issues with a disruption or interruption of a family's financial assistance, once HELP approves them for the monies. HELP leadership staff will have access to the project's real-time expenses, balances, and outstanding payments and will review this, prior to approving financial assistance for any family.

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 in order to learn about best practices and other potential sources of collaborative funding that are available. When additional sources are found, RCAA will hope to be at the table in developing or creating new streams of funding for the HELP project's priorities.

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.

HELP'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. HELP can help reduce a typical length of stay for a family in transitional living at PACT, which can range from a typical stay of 120-210 days, and expedite the pathway into permanent housing.
2. The project's rules are limited to participant safety, and do not try to change or control participants or their behaviors. HELP will Provide individualized housing assistance and homeless prevention funds to support families with minor children 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 HELP 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. Ongoing case management services specifically focused on maintaining permanent housing or the acquisition and sustainability of permanent housing will be provided to HELP recipients through the PACT program during their stay in the transitional living program and after they exit and are receiving up to 6 months of aftercare services.
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, a family's level of engagement, or program compliance at PACT, does not impact their eligibility to be referred for or obtain housing assistance and/or homeless prevention funds through the HELP program.
 - e. Failure to make progress on a service plan; and
 - 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 PACT program staff working with clients and landlords to use eviction and/or termination of housing as a last resort. PACT 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. HELP's operations and decisions will be conducted with transparency to build and maintain trust with clients, among staff and others involved in the organization.

Feeling physical safe is something we value as an agency, which is why HELP's main priority through this funding is to enhance the safety of and increase the longevity and physical integrity of the PACT program housing sites. Through HELP's rehabilitative and construction work, it will also pave the pathway to expand PACT's capacity to serve more children and their households that are experiencing homelessness, and additionally provide for a ground-level and accessible transitional housing unit. Safety is the key here with providing interim and transitional housing for this highly vulnerable population of children and their families that are in the early stages of recovery and healing.

13. A detailed description of how the proposed homeless assistance 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 HELP 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.*

The proposed HELP project is exempt from prevailing wage requirements. Not applicable.

B. Project Budget

Please see section 6.0 Attachment#2 Project Budget

6.7 Supplemental Documentation:

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

- Notice to Contractors: bidding process for rehabilitation of residential sites and collaboration with the Nor Cal Carpenters Local Union 751
- PACT Release of Information Authorization

- HELP Housing Assistance or Homeless Prevention Assistance Request Form and guidelines
- PACT Case Management Best Practices
- AFS Humboldt Community Housing List
- HELP Participant survey
- HELP Release of Information Authorization
- PACT participant agreement
- PACT program policies and procedures

6.8 Exceptions, Objections, and Requested Changes:

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

6.9 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 RF

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

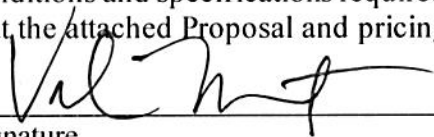
**ATTACHMENT A – SIGNATURE AFFIDAVIT
(Submit with Proposal)**

REQUEST FOR PROPOSALS – NO. DHHS2025-01 SIGNATURE AFFIDAVIT	
NAME OF ORGANIZATION/AGENCY:	REDWOOD COMMUNITY ACTION AGENCY
STREET ADDRESS:	904 G ST.
CITY, STATE, ZIP	EUREKA, CA. 95501
CONTACT PERSON:	LOREY KEELE
PHONE #:	(707) 269-2052
FAX #:	(707) 445-0884
EMAIL:	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	Attachment B - PROPOSED BUDGET				
2	Grant: RFP NO. DHHS2025-01-HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM				
3	Lead Agency: Redwood Community Action Agency				18 months
4	Program Name: Transitional HELP (HELP)				
5	Budget Start Date: July 1, 2025	Budget End Date: December 31, 2026			
6	A. PERSONNEL COSTS	% TIME (FTE)	SALARY PER HOURLY RATE	CALCULATION	TOTAL
7	Administrative Services Coordinator - HMIS data collection and tracking, process expense requests for financial assistance payments, coordinate with and assist leadership staff	2%	\$34.00	\$34.00/HR*41.6/HRS	1,414.40
8	Family Services Coordinator I - reviewing client requests and submission to PM for financial assistance, site inspections with rehab project, data tracking	5%	\$34.00	\$34.00/HR*156/HRS	5,304.00
9	Program Manager II - project direction, oversight and supervision and grant compliance, oversee bid and subcontract process for rehab, liaison with stakeholders, goal tracking and reporting	5%	\$47.00	\$47.00/HR*156/HRS	7,332.00
10				Subtotal	14,050.40
11	Personnel Fringe Benefits				
12	Benefits - SSI, FICA, SUI, WC, Vacation, Health/Dental Insurance, 401K		37%		5,198.65
13				Subtotal	5,198.65
14	SECTION I TOTAL				19,249.05
15	B. OPERATIONAL COSTS				
16	IT Network and Device Management- provide all technical assistance and device maintenance, manage secure/HIPAA protected network system	18/mos	\$20/month*18/mons		360.00
17	Insurance	18/mos	\$100*18/mos		1,800.00
18				Subtotal	2,160.00
19	C. SUPPLIES				
20	office supplies (paper, printer usage, client files, secure filing cabinet, pens, etc.)	18/mos	\$15/mos*18/mos		270.00
21				Subtotal	270.00
22	D. TRANSPORTATION				
23					
24				Subtotal	0.00
25	E. OTHER COSTS				
26	Contract for services for rehabilitation, construction, and renovation improvements to transitional living program sites	18/mos	\$19,000*18/mos		342,000.00
27	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	\$200*40/families*18 months		144,000.00

	A	B	C	D	E
28	Client homeless prevention assistance: rental and utility arrears, fees, animal deposits, evictrion prevention funds, etc.	18/mos	\$1000*10/families		10,000.00
29				Subtotal	496,000.00
30				SECTION II TOTAL	498,430.00
31					
32				SECTION I & II TOTAL	517,679.05
33	Administrative Fee - 7%				36,237.53
34					
35				Total Program Costs	553,916.58



April 3, 2025

County of Humboldt
Grant Selection Committee, RFP #DHHS2025-01
Homeless Housing, Assistance and Prevention Program

Re: Letter of Support for Redwood Community Action application

To Whom It May Concern:

I am happy to have this opportunity to express our agency's support of Redwood Community Action Agency's (RCAA) application for a grant to support Parents and Children in Transition (PACT) housing.

First 5 Humboldt is a local, independent government entity that has been working with early childhood programs in Humboldt County for 25 years. We advocate for high quality supports for young children and their families, provide parent education and health navigation services for families, and provide professional development opportunities for local professionals so that children and families in our community can meet their full potential. First 5 Humboldt collaborates with community partners to ensure that families are supported to overcome barriers they are facing so that young children thrive in healthy, nurturing, families, and communities.

First 5 Humboldt works closely with Redwood Community Action Agency to support children and families at PACT facilities through parent education and child development supports. Our partnership strives to promote family resilience and child protective factors. However, we know RCAA's family programs require additional funds to support family transitions to stable housing. These supports are critical to families' ongoing success. Funding through the HHAP program would help to stabilize families in transition and ensure the long-term success of these programs.

Redwood Community Action Agency plays a critical role in supporting a significant portion of our families who are highly impacted by substance use, child removal, and housing insecurity. Please consider the vital place RCAA holds in the County's network of supports for our most vulnerable families and accept this letter of support for their application.

Sincerely,

Mary Ann Hansen
Executive Director

325 Second Street, Ste. 201
Eureka, CA 95501

(707) 445-7389 phone

(707) 445-7349 fax

first5humboldt.org



Child Welfare Services
Administrative Offices
2440 6th Street, Eureka, CA 95501
phone: (707) 388-6600 | fax: (707) 445-6254

April 24, 2025

To Whom It May Concern,

I am writing to express my sincerest support for the Redwood Community Action Agency's (RCAA) proposal for funding to renovate and repair the properties and structures that house families in the Parents and Children in Transition (PACT) Program and to support their request for housing assistance and homeless prevention funds for families in the PACT Program.

Humboldt County Child Welfare Services (HC-CWS) and RCAA have a long standing, sincere and mutually collaborative partnership serving families in the HC-CWS system. PACT has served over a thousand children and parents/caregivers since 1986 and has been in contract with HC-CWS since 2018 to directly serve and house some of the most at-risk children in Humboldt and their families. This partnership and the PACT program are unique in this county and have made the difference for many families at a most critical point in their lives.

On our hardest days, many of us wish simply to go home at the end of the day – and few days are harder than the day CWS becomes involved in a family's life. Housing is often a critical first step and support in a family's journey towards wellness, but that journey can be terrifying and exhausting, and in the same way many of us look forward to just going home at the end of a long and hard day, so too do the families in PACT. To be able to come home to a house that is cared for, safe, warm - *a home* - is a simple joy and comfort, the importance of which cannot be overstated.

Moving through bureaucratic systems can feel dehumanizing and that "no one cares" or sees you. Coming to a program like PACT can make all the difference and it is paramount that RCAA have the resources to maintain program structures and provide support in a way that reflects HC-CWS and RCAA's shared value regarding the dignity and worth of the families we serve. A broken window, a worn carpet, a loose single – these are all things to be occasionally expected in a home, but if they go unfixed, not only do they become bigger and more costly problems that can threaten a program's ability to provide services all together, they send a message to program participants that we lack care and respect for them and their children. The families in our community receiving services from HC-CWS and RCAA deserve better – they



Report Child Abuse
phone: (707) 445-6180
fax: (707) 445-6254

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

need to know that Humboldt cares for them, believes in them, *invests* in them and RCAA's proposal to repair these properties and provide important support and resources demonstrates an admirable commitment to the human dignity and respect both agencies hold tightly for the clients we serve.

Recent state and federal funding cuts have had a significant impact across our community and have specifically hit RCAA/PACT. HC-CWS believes families with minor-aged children should be prioritized for housing assistance; unfortunately, this is not always the case. Further, not all families receiving HC-CWS services qualify for other supports such as CalWORKs, making diverse and sustained funding for programs like PACT all the more critical.

This funding is sorely needed and richly deserved, and it is my deepest hope that RCAA's proposal is granted. I look forward to HC-CWS and RCAA's continued partnership and to the specific improvements and services that will be made possible through this funding.

Sincerely,

**Amanda
Winstead**

Amanda Winstead
CWS Branch Director

Digitally signed by
Amanda Winstead
Date: 2025.04.25
09:41:36 -07'00'





Behavioral Health
Emi Botzler-Rodgers, MFT, Director
720 Wood Street, Eureka, CA 95501
phone: (707) 268-2990 | fax: (707) 476-4049

April 24, 2025

To Whom It May Concern:

The Humboldt County DHHS Healthy Moms Program highly values our partnership with the RCAA PACT program, which provides necessary transitional housing and supportive case management services to vulnerable populations including families in recovery with young children who would otherwise be homeless.

The safe housing and robust case management support provided by PACT have helped many of our clients to connect with the stability needed to succeed in our program and other aspects of their lives. When recovering clients have their basic needs met, they have an opportunity to focus their attention and energy on developing the necessary skills to sustain wellness and promote short- and long-term healing for themselves and their families. Many of our PACT-enrolled clients have expressed appreciation for the program and the services they have received there.

The PACT program is a cornerstone of support in our community for those who are most vulnerable. We would like to express our support for this critically important program, including to advocate for the availability of any necessary resources to support its continuation and growth.

Thank you,

Deanna Bay
SUD Administrator
Humboldt County DHHS- Behavioral Health
720 Wood Street, Eureka, CA 95501
707-572-9102
dbay@co.humboldt.ca.us



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

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

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