YV Conference of Governments
Homeless and Housing Program
YVCOG HP RFP 2018-2020
4/9/2018 deadline

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Catholic Charities of the Diocese of Yakima
Young Adult Housing Program- Rental Assistance (RA)

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USD$ 130,000.00 Requested

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Project Contact
Shannon Landvoy
slandvoy@catholiccharitiescw.org
Tel: 509.965.7100

Additional Contacts
jolney@catholiccharitiescw.org

Catholic Charities of the Diocese of Yakima

5301 Tieton Drive, Suite C
Yakima, WA 98908
United States

President and CEO
Darlene Darnell
ddarnell@catholiccharitiescw.org

Telephone 509.965.7100
Fax   509.966.3676
Web   www.catholiccharitiescw.org

Application Questions

PROJECT NARRATIVE

1. PROJECT SUMMARY: Provide a brief description of the proposed project. Describe how the project is aligned with the goals in the Yakima County 5-Year Plan.
The Yakima County 5-Year Plan can be found in the Library tab.
Catholic Charities has been an Independent Youth Housing Program (IYHP) service provider since 2008, providing rent assistance/subsidy and case management to former foster youth ages 18-23. While the focus of the program is housing, youth receive intensive case management/ skill building in other domains that influence housing, like financial literacy, employment, and education through 1:1 meetings/workshops. Over the years, we saw an unmet need in the community for a housing program of this type for young adults who did not meet the criteria of IYHP because they were not part of the foster care system. Therefore, we began offering the Young Adult Housing Program (YAHP) in November 2016 to young adults, aged 18-24, experiencing/at risk of experiencing homelessness. YAHP follows this same model, including housing subsidy in conjunction with intensive case management. Many of the youth enrolled in our program were staying in the tent encampment and emergency shelters. While they all had the goal of housing and life achievement, they were unable to make progress because they were living in survival mode. Most youth who have enrolled in YAHP are now housed in safe, affordable housing, maintaining their own lease agreements while working toward larger goals with us. At present we have successfully served a total of 25 youth in YAHP and currently have 16 youth enrolled with several more applying each month. The need continues to be much greater than we first anticipated. Furthermore, current funding levels are only secured through June 2019 from the Washington State Department of Commerce, Office of Homeless Youth. YVCOG funding will allow us to continue current services as well as expand to serve additional youth beyond current program capacity.

YAHP offers a scattered-site model in Yakima County with youth signing/maintaining their own lease agreements. They may opt to live independently, with roommates, or with children/spouse, depending on individual circumstances. We provide rental subsidies, coupled with intense skill building and case management, gradually reducing the program-paid rent portion until youth can ideally sustain their own housing. This 24-month graduated subsidy structure slowly increases the percentage of youth-paid rent over time to help ensure self-sustained housing at exit. The approach provides a deep subsidy at the beginning of the program, requiring youth to pay only $1 toward rent during the first 2 months, regardless of income. Their rent

responsibility increases 10% every other month, requiring youth to pay increasingly higher levels of rent over time and incentivizes youth obtaining living wage employment. The payment structure is delineated for each youth at intake and does not need repeated calculation unless living situations change. In rare cases, if a youth experiences extreme extenuating circumstances like loss of income, staff may revise their payment structure to revert back to a percentage that better fits the circumstances and increases as usual from that point, if the youth has demonstrated a history of paying rent in full/on time and regular contact with staff. YAHP assistance can be provided for a maximum of 5 years depending on their age at entry. Youth must be mentally/physically capable of independent living. If not, staff will help identify/refer to appropriate services.

Although housing is a fundamental component of stability for youth, housing alone does not support transition to healthy, productive adulthood. A holistic, coordinated approach is needed to provide youth educational, emotional, and safety supports. Therefore, YAHP has an intense case management component. We have been skill building with young adults through various teen services since 1999. Motivational Interviewing techniques are used to support youth growth and independence while identifying, progressing in, and meeting their goals toward self-sufficiency. Staff support youth holistically; the housing domain cannot be separated from education, employment, money management, daily living skills, and community connectedness. All are intertwined and must be addressed in order for youth to achieve stability/self-sufficiency. Staff and youth discuss all domains and ensure that needs are addressed. Developmentally appropriate, clearly defined and achievable goals are outlined in an individualized, youth-driven Independent Learning Plan (ILP) and used by staff and youth at each meeting as a guide toward progressing and meeting goals. The ILP changes over time as youth work toward transition and is formally updated every 6 months. All case management goals reflect skills needed for self-sufficiency. Budgets and money management goals are created with each youth from the beginning of the program to show taking full responsibility of their rent. Individual meetings, workshops, community outings and referrals are combined to address youth needs and achievement of self-sufficiency goals. Individual meetings provide hands-on learning in which the case manager guides the learning while the young adult practices skills in a safe environment. Youth are encouraged to participate in other program offerings such as workshops in employment, money management, and emotional well-being, as well as community outings such as job tours and college tours. These opportunities are offered according to the needs of young adults participating in our Teen Services programs. They offer the chance to gather groups of young adults who may be seeking growth in similar areas, as well as to engage them in safe, developmentally appropriate groups with supportive adults present.

During the first six months of service, young adults are held accountable through weekly review and feedback of progress toward meeting their identified goals in order to gain and maintain self-sufficiency. This is mainly achieved through individual meetings. After six months of service, the case manager and young adult reassess the need for weekly meetings, and may reduce them to every two weeks if goals on the ILP have been met. The last 4 months of the 24-month subsidy schedule continue to offer program support and case management while youth are scheduled to pay 100% of their rent, in order to help smooth any rough spots during transition. Finally, in addition to a gradual transition, the YAHP is designed to have informal aftercare available to program participants. Teen services staff are always open to meeting informally with youth to support their ongoing independence according to their needs and desires. Staff routinely help youth identify new resources as their needs change. Youth can also choose to participate in our alumni group to help stay connected to program staff and to help give back to current youth in our programs.

YAHP is aligned with the goals in the Yakima County 5-Year Plan in a number of ways. 1) The YAHP goal is the same as the 5yr plan- get them into housing and provide services that best meet their needs as quickly as possible so homelessness is brief and rare. 2) We deliver service to 2 priority populations- homeless unaccompanied youth and homeless families with children. 3) YAHP uses HMIS, supports Point in Time data/processes- supplies additional data on youth when available, and provides rental assistance and landlord/tenant counseling. 4) YAHP recognizes that housing alone is not enough to enable people to transition from homelessness to stable housing. We provide supportive case management services to overcome the causes of homelessness, supporting participants based on individual needs/strengths emphasizing long-term economic stability. Our holistic approach focuses on every life domain including obtaining/ maintaining housing; financial literacy; employment skills; education attainment; strengthening natural support networks- including (re)connecting youth to supportive people in their lives to enhance stability; and daily living skills, allowing youth to learn self-sufficiency skills to be successful in obtaining/ultimately maintaining housing. We provide an intensive, hands-on, 1:1 model working with youth to identify overall life goals, break them down to accomplishable steps, and come alongside them as they do necessary work to make progress happen, experiencing problem solving skills in the moment for life-long use. 5) We work in the community to create additional options for transition from homelessness to more permanent housing- with landlords to gain acceptance of YAHP youth in existing housing; owners/managers of existing motels to provide a rapid transition from homelessness to temporary housing, and 6) we strive to increase transparency by monitoring and tracking program performance to ensure targets are being met and are easily shared with stakeholders, while also advocating and educating about youth homelessness.

2. TARGET POPULATION: Describe in detail the target population this project will serve. Include agency's experience working with this particular population and knowledge/understanding of this populations' unique service needs.
Please indicate how serving this population aligns with the 5-Year Plan.
YVCOG funding will allow YAHP to serve an additional 7-12 youth (as Rental Assistance budget allows based on need/living situation of enrolled youth) from two priority populations in the 5-year plan- homeless unaccompanied youth and homeless families with children if parent is within established 18-24 age range. Eligible youth must be capable both physically and mentally of independent living and meet one of the HUD HMIS Data Standards categories of housing status- homeless, at

imminent risk of losing housing, homeless only under other federal statutes, fleeing domestic violence, or at-risk of homelessness. They must also not initially exceed HUD Very Low (50%) Income Limits for Yakima County, except for those in the category of At-Risk of Homelessness, who must not exceed HUD Extremely Low (30%) Income Limits for Yakima County. Finally, youth must not be enrolled in Extended Foster Care or Independent Youth Housing Program. If YVCOG funding sources have specific eligibility requirements, we will adapt as needed.

Catholic Charities has been providing rent assistance/subsidy and case management to former foster youth ages 18-23 through our Independent Youth Housing Program (IYHP) for the past 10 years combining housing subsidy with intensive case management/skill building in domains that influence housing (financial literacy, employment, education). In November 2016, we used the same model to create the Young Adult Housing Program (YAHP) for youth aged 18-24 experiencing/at risk of experiencing homelessness who did not meet the criteria of IYHP because they were not part of the foster care system, filling an unmet need in the community.

Over 19 years of working with transitioning foster youth in various self-sufficiency programs, as well as involvement on A Way Home Washington and Washington Coalition for Homeless Youth Advocacy, has taught us the unique service needs of this population. According to the Office of Homeless Youth Prevention & Protection Programs 2016 Report, housing is a fundamental component of stability for youth, yet housing alone does not support transition to healthy, productive adulthood. A holistic, coordinated approach is needed to provide youth educational, emotional, and safety supports. Our project is designed to address five key components prescribed by the Homeless Youth Prevention & Protection Act, which dovetail with the Federal Framework to End Youth Homelessness: 1) Stable Housing- YAHP youth have a safe, healthy place to sleep; 2) Family Reconciliation and 3) Permanent Connections- YAHP youth work with staff to establish positive, healthy relationships with adults including relatives when safe/appropriate to act as natural life-long supports; 4) Education/Employment- YAHP provides support to make it possible for youth to face barriers to get/keep a job and/or advance their education/training. While homeless youth have been forced to master survival skills, they often have not been taught/exposed to day-to-day skills needed to function independently in society including skills like money management, hygiene, decision-making, apartment living, and self-esteem; and 5) Social/Emotional Well-Being- adolescence is an important time for youth to form their identity and learn to be an adult. YAHP provides youth guided opportunities to build skills, practice leadership, and discover their autonomy.

Our graduated rent payment system is also based on our experiences working with this population and is designed to better serve young adult homelessness. It simulates the financial responsibilities participants take on once they leave the program, while offering a programmatic 'backup' in case they experience financial challenges. Youth paying an increasing percentage of rent over time has a number of strengths: 1) it provides a deep subsidy when youth need it most- during the first few months in the program- often when youth are unemployed/marginally employed. Youth are only required to pay $1 toward rent during the first 2 months; 2) the graduated rent payment schedule, laid out at the beginning of the program, creates upward pressure on youth to pay an increasingly higher level of rent- an incentive for youth to work with staff to obtain living wage jobs sooner rather than later because rent will not increase as soon as their income increases- it continues to follow the established schedule so if they earn more money, it is theirs to keep (although we work with youth around a savings plan if this is the case); 3) the set rent payment schedule allows more time for program staff to actually work with youth rather than spending valuable time recalculating rent amounts as life situations change; and 4) the system is clear to youth from the outset of the program and does not need to be repeatedly re-calculated. Overall, we allow youth to be architects of their future by helping them identify goals and then build a plan of support to help them reach their goals.

3. SERVICES/ACTIVIES: Describe the services/activities proposed in a specific and detailed manner. Include a description of how the services/activities will be implemented and the frequency/duration of services.
Please indicate how the proposed services align with the 5-Year Plan.
YAHP offers a scattered-site model in Yakima County for youth aged 18-24 experiencing/at risk of experiencing homelessness. Program youth signing/maintaining their own lease agreements. They may opt to live independently, with roommates, or with children/spouse, depending on individual circumstances. We provide rental subsidies, coupled with 1:1 intense skill building and case management, gradually reducing the program-paid rent portion until youth can ideally sustain their own housing. This 24-month graduated subsidy model increases the percentage of youth-paid rent over time with the goal of self-sustained housing at exit, making homelessness brief and rare. Early in the program we provide a deep subsidy, requiring youth to pay only $1 toward rent the first two months, regardless of income. Their rent responsibility then rises 10% every other month, slowly increasing youth contributions and encouraging them to find employment. Each youth's payment structure is determined at intake and does not change during the program unless there are significant housing/income changes over the course of services. In these extenuating circumstances, staff may revise the payment structure. YAHP assistance can be provided for a maximum of 5 years depending on their age at entry.

The case management component of YAHP focuses on the whole person. Staff are trained in trauma informed care and intentionally work at meeting young people where they are at in their lives. Staff strive to listen, engage and work with the young people that they serve. Part of our holistic approach is to explore key life domains like education, financial literacy, permanent connections, and employment to ensure they are thoroughly addressed when planning for services. Staff ensure that all goals are achievable, measureable, and youth driven, captured in the youth's voice and in line with individual developmental levels. Goals and work efforts are captured in the Independent Learning Plan (ILP) at enrollment; the

individualized ILP is then utilized as a living document to guide youth and staff as they move forward in their work. Every six months, youth and staff formally review the ILP, note progress made, and make adjustments as needed. This is an opportunity to capture progress and celebrate small incremental successes along the way. All case management goals reflect mastery of skills needed for self-sufficiency including budgeting and money management in preparation for youth to eventually take full responsibility for their rent responsibilities. Additionally, workshops, community outings and referrals are combined to address the individualized skill development needs of each youth.

Frequency of services always keeps transition from services in mind. At intake, we encourage young people to envision what their lives will look like in 24 months and remind them that we are only a temporary support in their lives. It starts by having youth put their housing lease in their own name. Then regular in person contact allows staff to coach, guide, and teach the young person while in a safe setting. During the first six months of service, youth and staff have weekly individual contact to review and give guidance and feedback on progress towards meeting identified goals. After six months, the staff and each young adult reassess/renegotiate and lessen the frequency of contact on an individual basis if the goals on the ILP are being met in a consistent manner. The last 4 months of the 24-month subsidy schedule consists of program support and case management while youth pay 100% of their rent. Our staff are present as needed to aid with any transition needs as well as to ensure that youth solidify new resources (i.e. family and other informal support systems) prior to program exit. Finally, youth are welcome to stay connected via our alumni group, which also allows them an opportunity to give back to current youth in the program.

The design of our services aligns with Yakima County's 5-Year Plan in a number of ways. Firstly, the overall goal is to make homelessness brief and rare. Next, because the program will serve youth at risk of homelessness, it also addresses the Plan's priority of preventing homelessness when possible. Also, both the graduated subsidy model and the skill building/case management component are designed to better serve youth/young adult homelessness, another of the 5-Year Plan's priorities. Finally, our skill building/case management component stresses employment and the ability of youth to maintain a living wage job for self-sufficiency. We strive to increase youth employment opportunities whenever possible, another 5-Year Plan priority. Besides working with youth to build job skills and find employment in the community, we have also created several internship opportunities within our agency, including barista positions at our Carroll Coffee stand and positions working at our St. Vincent Centers.

4. LOCATION: In what City or Cities will your project be located? Describe how the services will be available and accessible.
Is this location near a public transit line and/or will your services include client transportation, if necessary.
The project is physically located at Catholic Charities, 5301 Tieton Drive, Suite C, Yakima, WA. 98908. Staff from this office serve youth in any city throughout Yakima County. While there is a public transit stop in front of our offices and we make bus passes available for clients to come to our office, we know the challenges that distances in rural communities present and many cities are not easily linked to Yakima Transit. Most of the time it is more practical to meet our clients in settings more conducive to relationship/skill building since YAHP is a scattered site model with an intense skill building component. We promote in-the-moment support and coaching as youth learn life skills through a hands-on approach directly in the communities where they reside. Program staff travel around the county and provide limited transportation as needed during the provision of services to meet the unique needs of program youth, making services both available and accessible throughout Yakima County.

5. LINK TO NEED: Describe how the proposed services/activities, including the location, meet the needs of the target population and fill any gaps in services. How do the proposed services meet the need in the community without duplicating efforts?
Indicate whether the service delivery model to be used is best practice, and provide detailed information to support that the project design is: a) evidence based, or b) introduces an innovation that improves the services provided.
Homelessness is a result of many societal factors creating financial instability/inability to afford housing; Yakima County, the location of our services, has many people experiencing social/ economic risk factors, including no college degree (84%), education < high school (29%), and income below poverty level (23%). In addition, 29% of adults age 18+ reported experiencing 3+ adverse childhood experiences (ACEs). These underlying conditions affect youth housing stability. Youth Homelessness in Washington Landscape Scan 2016 says Yakima County is a community of opportunity. "Of all potential regions in focus [in the state], Yakima is the region most in need of additional resources. The County serves ~300 unaccompanied homeless youth in homeless/education systems each year; of the 5 most commonly reported ages for couch surfing (homeless/staying temporarily with friends/family), 3 represent youth 18-24 (2016 PIT Survey). According to the Office of Homeless Youth Prevention & Protection Programs 2016 Report "a significant number of homeless youth (over 87% in HMIS) are aged 18-24, yet the state spends very little on housing tailored to this population. The report states that housing is a fundamental component of youth stability, yet housing alone does not support transition to healthy adulthood. A holistic, coordinated approach is needed to provide youth educational/emotional/safety supports. Our program addresses five key components prescribed by the Homeless Youth Prevention/Protection Act, dovetailing with the Federal Framework to End Youth Homelessness: 1) Stable Housing- YAHP youth have a safe, healthy place to sleep; 2) Family Reconciliation and 3) Permanent Connections- youth work with staff to establish positive/healthy relationships with adults; 4) Education/Employment- we provide supports that make it possible for youth to learn daily living skills/overcome barriers to employment/education, and 5) Social/Emotional Well-Being- we provide youth opportunities to build skills, practice leadership, & discover autonomy. The adult system is not equipped to meet developmental needs of youth transitioning into

adulthood/needing a variety of supports." In fact, Yakima County's 5-Year Plan states there is a gap in housing/services for homeless individuals entering from foster care, as well as a gap in case management coordination between providers and other systems of care. Catholic Charities, 1 of 2 Homeless Youth Providers and the ONLY provider engaged in supporting youth securing housing, addresses these issues providing a youth centered housing program with individualized social supports/intense case management to ameliorate conditions leading to homelessness and mitigate reentry into the homeless network.

Several components informed the design of YAHP, which improves on traditional voucher-type programs. The first is our youth housing program experience. Our IYHP program has evolved since inception in 2008 and has informed program design of other programs across the state. As initially designed, IYHP was a voucher-type program basing youth rent payment on gradually increasing percentages of income. From the outset there was little incentive for youth to increase income or choose less expensive housing. Furthermore, case management was optional. Youth could essentially age out of the program with no increase in income and little increase in self-sufficiency skills. Thus, we introduced innovations to improve services. Our project is inspired by THP-Plus Project, a California Supportive Housing Program for Former Foster Youth established in 2001. The THP guide states "the most effective approaches are those that simulate financial responsibilities participants will take on once they leave the program, but also offer a programmatic 'backup' in case they experience financial challenges." This model/philosophy allows flexibility as well as teachable moments circumstances change. The graduated rent payment system where youth pay an increasing percentage of rent over time has a number of strengths: 1) It provides a deep subsidy when youth need it most-during the first 2 months; 2) The rent schedule, laid out at the beginning of the program, creates upward pressure on youth to pay increasingly higher levels of rent, an incentive for youth to partner with staff to obtain living wage jobs as their rent payment will not increase as soon as their wages increase. Because rent responsibilities follow an established schedule, youth have the opportunity to earn money and be supported/guided in establishing a savings account; 3) It allows more time for program staff to actually work with a young adult, while programs that base rent portions on the percentage of a young adults' income spend considerable time tracking down pay stubs, calculating rent, communicating the rent level and collecting rent; and 4) The system is clear to youth from the outset and does not need repeated recalculation.

6. ACCESSABILITY: Describe in detail how the proposed project will be accessed by the targeted population.
How will this project coordinate with the Coordinated Entry System?
YAHP already coordinates with the Coordinated Entry System to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs. Rod's house is the point of entry for young and young adults into the coordinated entry system in our communities. Through assessment they determine eligibility for services; we attend regular coordinated entry meetings to discuss all applicants and then receive referrals directly from Coordinated Entry as we have openings. We also regularly staff clients with Rod's House to enhance service delivery and avoid duplication of services. However, we continue to outreach to the target population and those who serve them to educate them about the availability of the program, while then routing them through Coordinated Entry to access services.

To this end, Catholic Charities regularly participates in community events to provide information about community needs, services offered, and how programs are making a positive impact; we post flyers at schools, colleges and other educational institutions. We have various boards in our agency to post information on youth-centered activities/programs. The agency sends out community newsletters four times per year focused on issues, challenges, and needs to be addressed in our communities, services we offer, and how our programs have improved the lives of children/families. We operate a fully functional website displaying a myriad of programmatic information. In addition to our mission, vision and values, the site gives community specific information on all of our programs, including our teen services programs, and hosts occasional video client testimonials.

Outreach is also targeted for specific programs, including YAHP. According to the Office of Homeless Youth, there is a strong association between youth who experience homelessness and those who have had some form of institutional placement, such as foster care, the juvenile justice system, or a substance abuse treatment facility. Therefore, YAHP targets outreach efforts to potential participants to schools, juvenile justice facilities, safe place sites, and treatment facilities, posting flyers and informing staff of program availability. Communications designed for our youth programs are screened to ensure they use youth-friendly wording/graphics and score a 7-8th grade readability level. Our Teen Services programs use social media for outreach/ engagement. A youth Peer Mentor posts events/workshops in Facebook and uses messaging to communicate with youth. Facebook use stems from youth feedback that this was the most effective way of communication with them.

Accessibility continues as youth become involved in services. New youth receive tours of our building/ teen meeting space, including youth computers, sensory items, job/program offerings/workshops boards, and fully stocked snacks/drinks area. Following an introduction to team members, youth receive a program packet with resources, a Mockingbird Times newspaper and other useful information. Youth meet 1:1 with staff to discuss confidentiality, including education on mandated reporting, how to be confidential in a group and how to keep others' information confidential, and how disclosure of information forms work for our staff to share information with others. We make an effort to have youth present at meetings that pertain to them when possible to share their own information; when release forms are necessary, we discuss with youth prior to signing them. Staff discuss behavioral expectations 1:1 with youth. Services are voluntary; youth cannot be forced to participate and their goals are always self-driven. However, it is necessary to work toward agreed upon goals in order to continue service.

Behavioral expectations/ youth-driven goals are routinely reviewed/ revised with youth; plans that result from these reviews act in part as written behavioral expectations. Furthermore, we have both written and verbal behavioral expectations for workshops/community outings. Youth also have opportunities to provide feedback through periodic written surveys asking how staff are doing and how programming could be improved/ expanded. There are specific written surveys after every workshop/outing for youth to give feedback regarding their experience.

Finally, we meet youth "where they are at" in their life circumstances and with the needs that they have. We understand local challenges/issues young adults face and are experienced in working with commercially sexually exploited youth, LGBTQ youth, and those with criminal histories, including sex offenders. We utilize our knowledge and experience as a framework to identify youth who may have these challenges and work with them in a person-centered, individualized manner.

7. HOUSING SEARCH AND STABILIZATION: For Rapid Rehousing/Rental Assistance Projects ONLY. Describe the agency's experience in working with area landlords and/or property managers and detail the project's planned liaison efforts.
Describe your agency's approach to maintaining strong relationships with landlords and providing tenants with knowledge of their responsibilities as a tenant.
Catholic Charities has been operating the Independent Youth Housing Program, a youth rental assistance program, since 2008. Since that time, we have established strong connections/relationships with current landlords/property managers and rental management companies that we continue to leverage and utilize for YAHP to best support housed youth; we have never experienced a situation where we have been unable to secure housing for a youth in the program. The landlords/management companies with whom we have established relationships appreciate the support youth tenants receive from our programs. Catholic Charities has an excellent reputation of service, providing help for those in need since 1949. They are absolutely open to accepting youth when they meet their screening criteria; if youth have no previous rental history or no current income, they will take extra incentives, such as a refundable double security deposit for youth tenants. Landlords also appreciate our quick and timely payment of subsidy, unhindered by common organizational bureaucracy. Furthermore, they work with us to meet with youth tenants individually to educate them on their responsibilities as good tenants, and if challenges arise, they have agreed to participate in mediation with our programs in order to help youth be successful.

In a very long-term view, Teen Services plans to collaborate with Catholic Charities Housing Services to secure youth-guaranteed rental units in a future CCHS Yakima housing development.

8. COMPLEMENTARY SERVICES and COORDINATION: Describe other services, projects, and agencies that will provide services or resources to project participants that help meet needs and promote movement toward permanent housing.
Describe in detail any formal agreements or history of partnerships (i.e. education, employment, life skills, mental health, substance abuse) that your agency has with partnering agencies and UPLOAD signed MOU's/agreements in the Documents Tab.
The OHY Prevention & Protection Act states housing alone does not support youth transition to a healthy, productive adulthood. YAHP provides a youth centered housing program with individualized social supports to ameliorate conditions that lead to homelessness, supporting a healthy transition to adulthood and permanent housing/mitigating re-entry into homelessness. This requires coordination with a diverse community service network to meet individual youth needs; we have focused our collaborations on economic self-sufficiency to permanently launch youth out of the homeless system. See attached letters of support.

People for People: provides intensive employment services/job placements/job transportation for eligible YAHP youth.

Opportunities Industrialization Center (OIC): supports young adults who are participating in YAHP to engage in their education and employment programs, including YouthBuild and Workforce Innovation and Opportunity Act (WIOA). Both of these programs work to engage young adults in gaining education and employment skills with the overall goal of reducing the need for future housing subsidies or interventions.

Rod's House: works closely with Catholic Charities' Youth Programs to offer support and opportunities for youth and alumni of foster care, as well as young adults experiencing homelessness. Our organizations collaborate to better understand the community and the needs of youth, and to offer a streamlined service to young adults.

Casey Family Programs (CFP): collaborates with us to offer a holistic approach to empowering foster youth and youth aging out of foster care to both access needed services as well as to transition into adulthood successfully. The ultimate goal of this collaboration is to reduce the need for foster care and future housing subsidies or interventions for YAHP participants.

Moreover, another significant community partner is Yakima Valley College, which supports YAHP youth in engaging/persisting in post-secondary education, providing opportunities for young adults to experience higher education in a supportive capacity to eliminate barriers often faced by this marginalized population.

In addition, we also work with several property management/ rental companies who accept YAHP tenants who meet the

screening criteria for available housing units and collaborate with YAHP to support housed youth.

Finally, we will access the myriad of programs available through Catholic Charities as needed for youth, including Counseling Services and the Youth Employment Connections Program. And we continue youth advocacy work in partnership with Mockingbird Society.

9. PROJECT OUTPUTS: The overall goal of this RFP is to prioritize unsheltered, rapidly move households into permanent housing, and reduce the time spent homeless and on the streets or in shelters. The next FOUR (4) questions address projected output.
Will your project have measurable outputs?

- ✔ Yes
- ∈ No
- ∈ Other:

10. A) PERSONS SERVED: Indicate number of projected unduplicated persons and households to be assisted for a 12 month program period. Unduplicated means that each person/household served by the project is counted only once during the program period.
Disregard Total at the bottom.

7	Unduplicated Persons (7/1/18 - 6/30/19)
7	Unduplicated Households (7/1/18 - 6/30/19)
14.00	**TOTAL**

11. B) SERVICE UNITS: Identify and describe THREE (3) service units to be provided. (Examples: number of outreach contacts, emergency shelter bed nights, housing stability service hours, vouchers, etc.)
For each service unit, indicate total number of service units to be provided in a 12-month program period. Identify how you track and monitor clients and services provided; be specific.
Service Unit 1) # of days of youth housing provided over a 12 month period: 2,250 days. Our program database tracks individual youth and rent payments made each month. We will use this database to multiply the total number of youth subsidized each month by 30 days times 12 months, assuming youth staggered enrollment for the first several months of the program.

Service Unit 2) # of housing stability service hours provided over a 12-month period: 1,200 hours. We will use our client case notes/timesheets to calculate all hours for program youth each month over a 12-month period.

Service Unit 3) # of financial independence contacts (contacts focused on resume development, employment efforts, jobs, income, budgets, banking, work, supervisor issues, paystub education, etc.): 213 contacts. We will use our client case notes to calculate all financial independence contacts for program youth each month over a 12-month period.

YAHP has written policies and procedures to guide participant selection, grievance, termination and denial of service, rental assistance and transitional housing, re-enrollment, and record maintenance and destruction. Use of an enrollment checklist is required to record the contents of each participant file and ensure file consistency overall. See YVCOG Documents Requested section under "Other" to view the Enrollment Checklist that is attached. Documentation is thorough and accompanies each form and includes evidence of rent reasonableness, the unit lease or equivalent, eligibility verifications, unit inspections, and all other notes and documents relevant to the youth's participation, progress, exit or termination from the program, and follow-up reports.

Furthermore, the YAHP Verification of Household Eligibility & Income Recertification Form must be kept in each participant file and updated every 6 months. See YVCOG Documents Requested section under "Other" to view this attached form- our eligibility determination/documentation is complex and is easily delineated in this form. It includes an Age Verification section, including the types of documentation we accept; a Housing Status Verification section, delineated by category of eligible housing status, along with types of documentation accepted for each; an Income Verification & Recertification section with types of required documentation accepted; and an Other Eligibility Requirements addressing Extended Foster Care and the Independent Youth Housing Program with types of documentation accepted.

We also track and monitor individual youth/services provided through the creation of an Independent Learning Plan (ILP), a youth driven document that details the unique task/goals each youth will accomplish as they work towards self sufficiency. During the first six months in the program, we use the ILP as a guide to the work, to measure progress or to readjust focus when needed. We do a formal 6-month evaluation to ensure the youth is on track and continue this cycle for the full 24-month service period. Furthermore, our case managers regularly input data into the Homeless Management Information System (HMIS), which aggregates data on individuals who are homeless/at risk of becoming homeless. This system also allows for the creation of relevant reports that also help us track our work efforts.

12. C) EMERGENCY SHELTER & TRANSITIONAL HOUSING PROJECTS ONLY: How many units (or beds) are in your program and what percent of utilization do you anticipate:
Disregard Total at the bottom.

N/A	# of Units
N/A	# of Beds
N/A	% Utilization Rate
0.00	**TOTAL**

13. D) POTENTIAL BARRIERS: Describe any potential barriers to achieving the identified output(s) and the strategy for overcoming these barriers in order to meet the proposed performance targets.
Since YAHP is an existing program, we have already addressed and overcome many potential barriers present at the start-up of a new program. We are already experienced in meeting our identified outputs. However, one potential barrier is that we currently have a YAHP staff vacancy. This barrier should be very easy to overcome. We already have the open position posted and are actively screening/interviewing candidates. Therefore, we do not expect this potential barrier to impact outputs in the long-term.

14. Please select your proposed project type for this application. Separate applications must be done for each project your agency will apply for.
Answer ONLY the questions below that pertain to your project type; type N/A in questions that do not pertain.

- ⊖ Coordinated Entry Services
- ⊖ Emergency Shelter (DV, Youth, 24-hour, overnight only)
- ⊖ Winter Weather Hotel/Motel Vouchers
- ⊖ Outreach Services
- ✔ Rapid Rehousing (RRH) / Rental Assistance (RA)
- ⊖ HEN Rental Assistance
- ⊖ TANF Rental Assistance
- ⊖ Capital Improvement

15. COORDINATED ENTRY SERVICES: Describe your agency's process for completing the CE Intake Assessment and ensuring the client gets prioritized appropriately. Indicate number of estimated assessments your agency is likely to complete per month.
Describe any potential barriers this project may encounter and the strategy for overcoming these barriers.
N/A

16. EMERGENCY SHELTER: Emergency Shelter Projects have the following performance targets: at least 60% of clients exit to permanent housing and an average length of stay of 20 days. Describe your action plan to achieve these targets.
Describe any potential barriers to achieving the identified outcomes and the strategy for overcoming these barriers.
N/A

17. RAPID REHOUSING (RRH)/RENTAL ASSISTANCE (RA) - Describe your agency's process for assisting clients in obtaining necessary identification, disability, and homeless verification documentation to obtain housing assistance.
Describe any potential barriers this project may encounter and the strategy for overcoming these barriers.
As stated above, YAHP has written policies and procedures addressing participant selection, grievance, termination and denial of service, rental assistance and transitional housing, re-enrollment, and record maintenance and destruction. Use of an enrollment checklist is required to record the contents of each participant file and ensure file consistency overall. Documentation is thorough and accompanies each form and includes evidence of rent reasonableness, the unit lease or equivalent, eligibility verifications, unit inspections, and all other notes and documents relevant to the youth's participation, progress, exit or termination from the program, and follow-up reports.

Furthermore, the YAHP Verification of Household Eligibility & Income Recertification Form must be kept in each participant file and updated every 6 months. Our eligibility determination/documentation is complex and is easily delineated in this form. It includes an Age Verification section, including the types of documentation we accept; a Housing Status Verification section, delineated by category of eligible housing status, along with types of documentation accepted for each; an Income Verification & Recertification section with types of required documentation accepted; and an Other Eligibility Requirements addressing Extended Foster Care and the Independent Youth Housing Program with types of documentation accepted.

It has been our experience that many youth transitioning into adulthood without strong family support lack proper identification and other documents that allow them to receive needed assistance. As with foster youth, this is certainly true of youth experiencing or at risk of experiencing homelessness and is a potential barrier to enrolling youth into the program. Our

strategy for overcoming this potential barrier, as explained above, is our holistic approach that couples housing subsidy with intense social support, focusing skill building in every domain like education, employment, and financial literacy, and includes assisting youth in obtaining needed life documents. We provide a hands-on, 1:1 model where we come alongside them in the moment as they learn and take the necessary steps required to obtain life documents, ensuring it is a life-long skill should they need to repeat the steps in the future.

18. RRH: RRH projects have the performance targets of: at least 90% of clients exit to permanent housing, an average length of time from enrollment to move-in of 14 days or less, and less than 5% of clients returning to homelessness within 1 year.
Describe your action plan for meeting the identified outcomes and your strategy for overcoming any barriers to meeting the proposed performance targets.
N/A

19. RA: TH or PSH: TH projects will only be considered for youth or DV clients. Performance targets for: TH - at least 80% exit to PH and average LOS less than 180 days. PSH - at least 90% retain or exit to PH.
Describe your action plan for meeting the identified outcomes and your strategy for overcoming any barriers to meeting the proposed performance targets. Describe your action plan for increasing or maintaining the total income of clients served.
N/A

20. CAPITAL IMPROVEMENT: Please attach a copy of the signed Purchase Agreement, Lease Agreement, Zoning Approval and any other supporting documentation under the Documents tab.
Please give a "yes", "no", or "unknown" response for each question below.

N/A	Does your agency own the property or have a contract to purchase or lease the property?
N/A	Does the proposed use of project comply with city zoning codes and state regulations?
N/A	Will this project require relocating individuals and if so, does your agency intend to comply with the Uniform Relocation Act (URA)? (See Library Tab)
N/A	Does the proposed use of this project directly benefit homeless individuals?
N/A	Does this proposed project align with the goals outlined in the Yakima County 5-Year Plan? (see Library Tab)
0.00	**TOTAL**

21. CAPITAL IMPROVEMENT: Describe your proposed project in detail including timeline for completion, proposed deliverable, and how it aligns with the 5-year plan.
N/A

22. OUTREACH SERVICES: Describe the anticipated outcomes of your project and what will be the proposed deliverables?
Describe your action plan for connecting your target population to a Coordinated Entry Access Point and prioritized for housing or other services.
N/A

AGENCY CAPACITY AND EXPERIENCE

23. AGENCY CAPACITY AND EXPERIENCE: Please provide a brief response to each question below.
Please give a "yes", "no", or "unknown" response for each question below

Yes	Does your agency have experience providing homeless housing and/or services?
Yes	Does your agency have experience managing and accounting for public funding?
Yes	Have you had an audit in the last 24 months?
Yes	Has your agency received any audit or monitoring findings in the last 3 years? If yes, upload audit in Documents Tab.
No	Has your agency undergone organizational restructuring in the last 24 months?
Yes	Has your agency experienced turnover in key management positions in the last 24 months pertinent to this project?
Yes	Does your agency maintain policies for minimum qualifications for the staff members who will provide client services. If yes, please attach in Document Tab.
Yes	Does your agency utilize policies, procedures, and best practices to promote fairness and opportunity for all people, particularly people of color and communities that are disproportionately represented among the homeless population?

Yes	Does your agency assure access to underserved communities impacted by homelessness?
Yes	Will your agency provide services to racial and ethnic minorities, immigrants and refugees, individuals with diabilities, LGBTQ, and people with limited English proficiency?
Yes	Does your agency identify specific cultural based needs of populations and use that information to modify engagement and services?
No	Does your agency conduct self-assessment of its fair and just practices and cultrual competency including both internal and external input?
Yes	Does your agency paticipate in HMIS currently?
Yes	Does your agency currently participate in the Coordinated Entry System for Yakima?
0.00	**TOTAL**

24. AGENCY COMMUNITY PARTICIPATION/COLLABORATION: Upload any MOUs between partnering agencies in the Documents Tab.
Please give a "yes", "no", or "unknown" response for each question below

Yes	Does your agency participate in local homeless planning committees?
No	Is your agency collaborating with partner agencies? Please attach all MOU's.
0.00	**TOTAL**

Budget

CAPITAL IMPROVEMENT PROJECT BUDGET	This Request	Other Federal	Other State/Local	Private or Other	TOTAL
Design & Inspection					USD$ 0.00
Project Manager/Consultants					USD$ 0.00
Relocation Costs (if applicable)					USD$ 0.00
Title Insurance					USD$ 0.00
Environmental Review					USD$ 0.00
Permits & Fees					USD$ 0.00
Land Acquisition					USD$ 0.00
Site Development & Landscape					USD$ 0.00
Utilities					USD$ 0.00
Other:					USD$ 0.00
Total	**USD$ 0.00**	**USD$ 0.00**	**USD$ 0.00**	**USD$ 0.00**	**USD$ 0.00**

ALL OTHER PROJECT TYPES BUDGET	TOTAL Project Cost	Request Amount	Other Revenue	In-Kind Contribution	Anticipated Donations
Personnel Costs (Direct - 100% to program)	USD$ 72,216.00	USD$ 45,556.00			USD$ 26,660.00
Admin (Indirect - expenses shared with organization)	USD$ 17,900.00	USD$ 17,900.00			
Facilities Costs (Rent/Mortgage)	USD$ 1,320.00	USD$ 1,320.00			USD$ 0.00
Operating Costs (Insurance, Utilities, Phone, Supplies, Mileage, etc.)	USD$ 3,124.00	USD$ 3,124.00			
Operating Equipment (max $1,500)					
Program Expenses:					

Specific: Case Management					
Specific: Hotel/Motel Vouchers					
Specific: Coordinated Entry Access Point					
Specific: RRH/RA - (For-Profit Only)	USD$ 62,100.00	USD$ 62,100.00			USD$ 0.00
Specific: TANF RA - (For-Profit Only)					
Specific: HEN RA					
Specific: Outreach Services					
Specific: Emergency Shelter Services					
Total	**USD$ 156,660.00**	**USD$ 130,000.00**	**USD$ 0.00**	**USD$ 0.00**	**USD$ 26,660.00**

Budget Narrative

Personnel Costs- 65% of 1 FTE Case Manager and 5% of 1 FTE Program Director including salaries, benefits and taxes commensurate with Catholic Charities' employment structure.

Administrative Costs- 13% of salaries

Facilities Costs (Rent)- $10 per square feet of office space.

Operating Supplies- includes general office supplies in the amount of $600; IT costs based on an agency-wide assigned dollar amount per % of budgeted FTEs. Mileage reimbursement for staff travels throughout Yakima County as needed to serve clients based on current YAHP travel. Federal rate of 54 cents per mile.

Rent Assistance- Calculated based on 2018 Fair Market Rent (FMR) for a 1 bedroom in Yakima County ($673/mo). Rent assistance assumes startup costs of first/last month's rent, security deposit ($500), and utility deposit ($150). It also includes monthly rent payments for 2 years following our YAHP graduated subsidy model explained under program design. Again, this structure slowly increases the percentage of youth-paid rent over time to help ensure self-sustained housing at exit. The approach provides a deep subsidy at the beginning of the program, requiring youth to pay only $1 toward rent during the first 2 months, regardless of income. Their rent responsibility increases 10% every other month, requiring youth to pay increasingly higher levels of rent over time and incentivizes youth obtaining living wage employment, while youth become fully sufficient for the last 4 months of the Year 2 cycle. Assuming FMR, an example follows for YAHP rent payments for 1 youth for 24 months: Months 1-2 = $672 (all of rent except $1); Months 3-4 = $606 (90% of rent); Months 5-6 = $538 (80% of rent); Months 7-8 = $471 (70% of rent); Months 9-10 = $404 (60% of rent); Months 11-12 = $337 (50% of rent); Months 13-14 = $269 (40% of rent); Months 15-16 = $202 (30% of rent); Months 17-18 = $135 (20% of rent); Months 19-20 = $67 (10% of rent); Months 21-24 = $0 (Youth are fully sufficient).

The Department of Commerce funds of $298,432 uploaded as leveraged funds under the Documents tab of this application are for an 18-month period ending June 30, 2019. These funds are separate from this YVCOG budget because they will serve separate youth; they do not appear in this YVCOG budget. Although our rental assistance application budget is based on serving 7 youth at FMR, we estimate serving as many as 12 youth with YVCOG funds because of our experience with this program design; current program youth have tended to find housing under FMR for Yakima County. There is also the possibility of youth choosing to share housing, thus reducing rental costs. Both of these scenarios leave more money in the budget to serve additional youth. Anticipated Donations: Based on past fundraising efforts, we anticipate drawing strong financial assistance from two Catholic Charities fundraisers specifically focused on supporting our Young Adult Programs.
Although the need for youth housing programs is already greater than allocated funds, if future YVCOG funding is reduced, Catholic Charities will continue to serve as many homeless youth as Department of Commerce funds allow. We continuously review our budgets in anticipation of any planned or unplanned financial changes and adjust accordingly. Our staff is regularly working on acquiring additional financial resources to supplement, expand the work and align with Yakima County's 5-year plan of making homelessness brief and rare.

Estimated Cost per Client- Our overall cost per youth each year of the 2-year cycle would be approximately $11,186, with a higher need during Year 1 when the subsidy is more intense. This is less than our current program funding from Department of Commerce. While it's hard to quantify the cost of homelessness, many organizations have tried. The National Alliance to End Homelessness states that the typical cost per state or federal prison bed is $20,000 per year. Green Doors, a nonprofit housing corporation, states that the average homeless person visits the emergency room five times a year, while the highest users visit weekly; that is $18,500 per year for an average homeless person to more than $44,000 for the highest users. In fact, according

to politifact.com, a former US Department of HUD Secretary, Shaun Donovan, is quoted as saying, "The thing we finally figured out is that it's actually, not only better for people, but cheaper to solve homelessness than it is to put a band-aid on it. Because, at the end of the day, it costs, between shelters and emergency rooms and jails, it costs about $40,000 a year for a homeless person to be on the streets." So taken in context, while YAHP cost per youth is high, it is not nearly as high as homelessness and is meant to teach youth the skills necessary to make a successful transition to adulthood and mitigate reentry into the homeless network.

Documents

Documents Requested *	Required?	Attached Documents *
Commitment letters for all leveraged funds/Letters of Support	✔	Commitment Letter/ Letters of support
Verification and Signature (2018 RFP APPLICATION COVER SHEET) download template	✔	2018 RFP Cover Sheet for Rental Assistance Application
Project Map/Program Service Area		Project Map
For Non-Profits: IRS Form 990	✔	IRS Form 990
For Non-Profits: Board Documentation (List of Board Members, Charter, ByLaws)	✔	Board of Trustees Roster Charter/By-laws
For Non-Profits: 501(c)3 Tax Exempt Letter	✔	501 (c) 3 Tax Exempt
General Liability Insurance Certificate	✔	General Liability
Agency's Audit Report for the most recent Fiscal Year	✔	Audit #23 Audit Finding #1 (resolved as of 6.30.17) #23 Audit Finding #2 (resolved as of 6.30.17)
Other relevant documentation		#23 Qualifications: Director of Youth Services Job Description #23 Qualifications: Program Lead for Youth Services Job Description #23 Qualifications: Case Manager for Homeless Young Adults Job Description Enrollment Checklist Verification of Household eligibility
Board Documentation (List of Board Members, Organizational Chart)	✔	Board of Trustees and Org. Chart

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Application ID: 108978