



SACRAMENTO
STEPS FORWARD

Sacramento Youth Action Board (YAB) Request for Proposals

RFP Release Date: June 11, 2025

RFP Informational Session Date: June 17, 2025

Proposal Due Date: June 25, 2025

(Revised On: June 17, 2025)

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I. Background and Introduction

A. Sacramento Steps Forward Organization Overview

Sacramento Steps Forward (SSF) is a 501(c)(3) nonprofit that partners with local, state, and federal agencies to accomplish our shared goal of resolving homelessness. We focus on strengthening our community's response to homelessness by utilizing data and analytics to drive system-level changes and enhance access to services. SSF works to prevent, respond to, and resolve homelessness through our core services:

- **Lead Community-Wide Planning and Engagement** – As the Continuum of Care (CoC) agency for our region, we guide initiatives, coordinate resources, and foster collaborative partnerships to strengthen our community's response to homelessness.
- **Increase Capacity & Knowledge** – We notify providers and the community of capacity-building resources and develop and maintain provider training and curriculums.
- **Manage Funding & Compliance** – We identify and apply for state and federal funding, and track, evaluate, and monitor fund use and compliance.
- **Collect, Process, & Share Data** – We administer the Homeless Management Information System (HMIS) for Sacramento County and develop and share data to inform new initiatives and program improvement.
- **Facilitate Access to Shelter, Housing, & Services** – We collaborate with, integrate, and support housing and shelter programs in the Coordinated Access System (CAS), and manage client referrals to participating providers.

B. Program Overview

Transition Age Youth (TAY), between the ages of 18-24, represents a significant portion of Sacramento's unhoused population. According to the 2024 PIT Count, TAY accounted for 6.6% of the total estimated population of people experiencing homelessness in our community.

Youth homelessness is often hidden because of unstable housing situations, couch-surfing, or short-term stays that fall outside traditional shelter systems. Recognizing these unique challenges, Sacramento was one of sixteen communities awarded Round 6 Youth Homelessness Demonstration Program (YHDP) funding in 2022 from the Department of Housing and Urban Development (HUD). These funds are specifically dedicated to strengthening and expanding youth-focused housing and support systems within CoC's across the United States.

The Sacramento Youth Action Board (YAB) seeks to elevate the voices of youth and young adults with lived experience of homelessness, advocating for youth-driven solutions that make homelessness rare, brief, and non-recurring. Through this Request for Proposals, Sacramento Steps Forward seeks a committed partner to support the continued leadership, development, and operational infrastructure of the YAB. This partnership will play a critical role in maintaining and strengthening youth engagement in system planning, program design, and evaluation, as Sacramento continues to advance a youth-centered response to homelessness.

C. History of YAB

The Sacramento YAB has been instrumental in developing meaningful programs and elevating youth voices around the causes and solutions to homelessness. The following is a statement from the current YAB members sharing their learned experience and background, and the value and contributions of the Board:

Youth have long played a role in advocating for our community. For years, young people have stood up for themselves and their peers to ensure their voices are heard. In 2022, the Sacramento YAB was formally created and recognized as a committee of Sacramento's CoC. This milestone marked a deepening commitment, not just to include youth in the conversation, but to recognize that lived experience is essential to the mission of ending youth homelessness.

Youth experiencing housing insecurity often face barriers that go overlooked in adult systems. Bringing these voices to the table gives us the opportunity to expose gaps, challenge long held assumptions, and seal cracks before more young people fall through.

Since its formation, the YAB has become a core part of Sacramento's youth homelessness response system. Through the YHDP process, the board reviewed, ranked, and distributed over six million dollars to launch seven new youth serving programs. We developed Sacramento's Coordinated Community Plan (CCP) and helped lead the creation of a Continuous Quality Improvement (CQI) Plan to ensure these programs continue to align with the real needs of young people. We've also worked to expand youth representation across our community's systems, including securing a second youth seat on the CoC Board and placing a YAB representative on the Governance Committee.

But beyond advocating for systemic change, the YAB is rooted in community. We host public events and listening circles, partner with resource providers on shared goals, and support our members' professional growth. We build trust, uplift youth voices, and strengthen the relationships between systems and the people they serve.

Every member of the YAB brings a lived expertise, from housing insecurity, mental health challenges, system barriers, and system navigation. These insights shape everything we do. We're not just here to share our stories. We're here to heal our community and build the road forward.

We're looking for an organization that will walk beside us in this work. One that doesn't just make space for our voices, but uplifts youth leadership. One that understands that real, lasting change starts by centering those most impacted.

In community,

The Sacramento Youth Action Board

D. Project Timeline & Contract Term

RFP Period: June 11, 2025 – July 30, 2025

Submissions Due: June 25, 2025

Evaluation & Selection: June 26, 2025 – July 23, 2025

Award Notice: July 28, 2025

Project Period: August 2025 – August 2027

The contract will be for 24 months. SSF will allow up to 30 days from the contract start date for provider startup time. SSF reserves the discretion to amend subcontracts awarded through this RFP at an equal, lesser, or greater amount contingent upon satisfactory performance, availability of funds, demonstrated need, and project outcomes.

E. Contacts

Please contact RFP@sacstepsforward.org for questions related to this funding opportunity & for final submissions.

II. Scope of Work

A. Project Description & Organization Responsibilities

SSF seeks a qualified partner organization to administer and support the operations of the Sacramento YAB over a two-year period, with a total program budget of \$500,000. The selected organization will be responsible for managing the administrative and operational functions of the YAB, ensuring alignment with the broader goals of the YHDP and the Sacramento CoC.

Key responsibilities include:

- **YAB Member Employment and Support:**
There are currently six YAB members serving in this capacity. Members are currently compensated for a maximum of 32 hours per month at \$25 per hour. The selected organization shall oversee future recruitment, classification, and onboarding of all existing and new YAB members as employees. This includes ensuring fair compensation at a rate of no less than \$25 per hour. The organization is responsible for full compliance with all applicable employment laws and standards.
- **Professional Development and Training:**
The organization will facilitate ongoing professional development, leadership training, and mentorship for YAB members, many of whom have lived experience with homelessness or housing instability. This will include tailored learning opportunities to support both the personal and professional growth of the members, preparing them for effective leadership and advocacy roles within the youth homelessness response system.
- **Support for Youth-Led Initiatives and Advocacy:**
The organization will support YAB members in developing and leading youth-driven initiatives and advocacy efforts to address the needs of youth within the local homeless response system. This includes providing logistical, strategic, and administrative support to ensure these initiatives are successful and impactful, while also fostering a youth-centered approach to system change.
- **Youth Engagement and CoC Collaboration:**
A central focus of this program is to enhance youth engagement in local decision-making processes. The organization will work to increase the representation and influence of YAB members within the Sacramento CoC and other relevant community structures. This includes organizing meetings, facilitating communication between YAB members and CoC partners, and ensuring that youth voices are integrated into planning and decision-making processes that affect youth homelessness.

Summary Scope of Work:

The organization will manage and support the Sacramento YAB, an official committee of the CoC, made up of young people with lived experience of homelessness. The organization will hire and support YAB members as employees, provide training and mentorship, and help them lead youth-driven projects and advocacy. The organization will also ensure YAB plays a strong role in local planning and decision-making by supporting their involvement in the CoC and community work. Key responsibilities include:

1. Implementing the goals of the YHDP CCP (Found in Appendix C).

2. Supporting Continuous Quality Improvement (CQI) for youth-serving programs
3. Contributing to the development and implementation of the Regionally. Coordinated Homelessness Action Plan (RCHAP) (Found in Appendix C).
4. Attending CoC Board and Committee meetings.

B. Deliverables

DELIVERABLES SUMMARY TABLE		
Phase 1: Onboarding & Planning	Timeframe	Complete
Develop payroll, benefits, & HR systems for YAB members.	August 2025	<input type="checkbox"/>
Hire, classify, and onboard YAB members as employees.	August 2025	<input type="checkbox"/>
Develop and implement a recruitment strategy to ensure youth with varied experiences and backgrounds are represented.	August 2025	<input type="checkbox"/>
Collaborate with SSF Staff and YAB members to develop and finalize a program work plan with clear goals, timelines and milestones both for the funded agency and the YAB.	August 2025	<input type="checkbox"/>
Collaborate with the YAB on establishing clear roles for program staff working with the YAB, YAB Members, and partners.	August 2025	<input type="checkbox"/>
Assign a primary point of contact or program manager to oversee coordination.	August 2025	<input type="checkbox"/>
Facilitate weekly communication between the YAB, SSF staff and the Sacramento CoC.	Ongoing	<input type="checkbox"/>
Phase 2: Implementation & Engagement	Timeframe	Complete
Facilitate monthly one-on-one check ins with each YAB member focused on professional development, mentorship, and training.	Ongoing	<input type="checkbox"/>
Support youth-led initiatives addressing youth homelessness and housing instability.	Ongoing	<input type="checkbox"/>
Coordinate and document regular YAB meetings, including agendas and minutes. These records should be	Ongoing	<input type="checkbox"/>

available for both the YAB and external collaborators at SSF.		
Foster partnerships between the YAB and the Sacramento CoC, ensuring youth-driven solutions are incorporated.	Ongoing	<input type="checkbox"/>
Send SSF functional timesheets that show YAB hours worked and connection to core YAB responsibilities outlined in section II. A “Summary Scope of Work”.	Monthly	<input type="checkbox"/>
Submit monthly detailed billing statements, attendance reports, and status of projects to SSF.	Monthly	<input type="checkbox"/>
Phase 3: Evaluation & Sustainability	Timeframe	Complete
Evaluate the success of YAB initiatives, providing detailed reports on outcomes and impact.	Annually	<input type="checkbox"/>
Evaluate the agencies' effectiveness in managing YAB grievances and interpersonal conflict.	Annually	<input type="checkbox"/>

C. Funding Available & Eligible Activities

Funding under this RFP is available through the Sacramento CoC’s allocation of the State’s Homeless Housing Assistance and Prevention (HHAP) Grant Program. SSF will grant a single award of up to \$500,000 to manage the administrative and operational functions of the Sacramento Youth Action Board. The specific allocation set aside for funding the YAB is designed to support activities and partnerships that maintain and expand upon regional system outcomes, and specifically those related to youth homelessness.

III. Program Questions

Questions
1. Describe your organization’s experience working with youth and young adults, particularly those with lived experience of homelessness or housing instability. Include examples of how your organization has supported youth leadership, development, or advocacy.
2. How will your organization hire, classify, and onboard YAB members as employees while ensuring fair compensation and compliance with employment standards?

Questions	
	Include the number of YAB members, hourly rate, and maximum hours per month per member outlined in the proposed budget.
3.	<p>Describe your recruitment strategy for the YAB. How do you identify and engage youth with a wide range of lived experiences?</p> <p>Include how you will conduct outreach to other youth-serving organizations to ensure the YAB reflects the voices of the broader youth community.</p>
4.	<p>Describe how your organization will structure staffing to support the day-to-day operations of the YAB.</p> <p>Include all professionals needed to implement the scope of the RFP and whether they exist or if new staff will be recruited to implement the program or project.</p> <p>Please frame this description using Full Time Equivalent (FTE) and connect it to any staffing costs in the proposed budget.</p>
5.	<p>How will your organization facilitate strong collaboration and communication between the YAB and the Sacramento CoC and SSF?</p> <p>Include any existing relationships or strategies for ensuring youth participation in decision-making.</p>
6.	<p>Identify how this project will align with the shared vision, goals, objectives, and action steps of the Coordinated Community Plan (CCP) to End Youth Homelessness.</p>
7.	<p>Describe the physical and digital infrastructure your organization will provide to support in-person and virtual YAB meetings.</p> <p>Additionally, please describe your organization's plan to provide transportation assistance to in-person activities.</p> <p>Connect these program costs to the proposed budget.</p>
8.	<p>How will your organization approach interpersonal conflict resolution within the YAB?</p>
9.	<p>How will your organization ensure that the YAB operates free from conflicts of interest, particularly when making recommendations related to funding decisions?</p> <p>If your agency receives or plans to apply for HHAP, CoC or YHDP funding, how will you navigate potential conflict of interests in relation to the YAB?</p>

IV. Respondent Requirements

A. Minimum Qualifications

To be considered for funding under this RFP, applicants must meet the following minimum requirements:

- Be a nonprofit organization that demonstrates the necessary expertise, experience, and capacity to deliver the proposed program services.
- Have at least two years' experience successfully providing services to people experiencing homelessness.
- Indemnification & Insurance: Commercial-general-liability insurance is required, providing coverage at least as broad as ISO CGL Form 0001 on an occurrence basis for bodily injury, including death, of one or more persons, property damage and personal injury, with limits of not less than one million dollars (\$1,000,000) per occurrence and three million dollars (\$3,000,000) aggregate. The policy shall provide contractual liability and products and completed operations coverage for its term.

V. Submittal Instructions

A. RFP Timeline

Activity	Date(s)
RFP Release	June 11, 2025
Optional RFP Informational Session	June 17, 2025
RFP Questions Accepted	June 11 – June 24, 2025
Proposals Due Date	June 25, 2025
Proposals Threshold Review	June 26 – June 30, 2025
Review Panel: Independent Review	July 1 – July 8, 2025
Review Panel: Group Review	July 11, 2025
Interviews with Finalists	July 15, 2025
Notification of Awardees	July 28, 2025
Appeals or protests must be received by	July 30, 2025

Contract Begins	August 2025
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B. Due Dates

Activity	Due Date
RFP Questions	No later than 5:00 PM on June 24, 2025
Proposal Due Date	No later than 5:00 PM on June 25, 2025

C. Questions Submitted by Proposer

Questions and requests for clarifications may be submitted to RFP@sacstepsforward.org no later than 5:00 PM PST on June 24, 2025. Sacramento Steps Forward will respond to questions in writing via email.

D. Proposal Format Requirements

Respondents must submit a proposal formatted in accordance with the stated requirements:

1. Document Format Standards
 - a. 12-point Arial font
 - b. Not to exceed 10 pages
 - c. One (1) inch margins
 - d. Single-spaced
 - e. Proposal Cover Page (not included in page limit but may not exceed 2 pages) to include:
 - f. Organization Name
 - g. Organizational Mission Statement
 - h. Address
 - i. Director/President/CEO
 - j. Contact Name
 - k. Email
 - l. Phone Number
 - m. Proposed Budget Amount
 - n. Subcontractor Information (if applicable)

10. Table of Contents (not included in page limit but may not exceed 2 pages)
11. Proposal / Response to the RFP (See Proposal Content Requirements section)

Proposals that do not follow all format requirements will not be considered.

E. Proposal Submittal Instructions

12. Submit one electronic PDF of the proposal package.
13. Confirm the file name includes the Respondent's Organization Name followed by the RFP Title. (Example: Sacramento Steps Forward Sacramento Youth Action Board (YAB) Request for Proposals)
14. Submit the file via email to RFP@sacstepsforward.org **no later than 10AM on June 25, 2025.**
15. Any proposal attachments that cannot be combined into a single PDF should be appropriately named and numbered (e.g., [Respondent's Organization Name] [RFP Title] Attachment [1 of ____]).
16. You will receive an email confirming that SSF received the proposal.
17. Late submissions will not be considered.

VI. Proposal Content Requirements

Item #	Title	Description
1.	Cover Page	Include the name, title, address, phone number, and original signature of an individual with authority to negotiate on behalf of and contractually bind the applicant organization, and who may be contacted during the period of proposal evaluation
2.	Table of Contents	Proposals must include an itemized list of all electronic documents being provided to SSF and maintain links to any documents provided on-line through the time of contract award. Note: the list of required documents is below.

3.	Proposal Approach	<p>Answer all questions identified in the Project Questions section of the RFP, as applicable.</p> <ul style="list-style-type: none"> • Explain the course of action referencing the Scope of Work requirements. Include plans for meeting all requirements. • If the respondent proposes major changes to the RFP's approach, specify the changes clearly. • Include an implementation timeline, including important milestones and deliverables.
5.	Cost Proposal Budget	<p>Narrative Description: Explain the costs in each budget category, including which budget items will be covered by the grant. The budget narrative should provide justification for the proposed line items and identify the basis of proposed estimates.</p> <p>Additionally, please connect each budget category and describe how it provides system support for the YAB.</p> <p>Cost Worksheet:</p> <ul style="list-style-type: none"> • Create a worksheet for the estimated costs for each professional's time, completion of each proposed task, travel, and per-diem (if applicable), and materials and supplies. • Examples of Cost Proposal templates may be found in the Appendix.
6.	Conflict of Interest Statement	<p>Respondents submitting proposals in response to this RFP must disclose to SSF any actual, apparent, or potential conflicts of interest that may exist relative to the services that will be provided under an agreement to be awarded pursuant to this RFP.</p> <p>If the applicant or agency has no conflict of interest, a statement to that effect must be included in the proposal.</p>
7.	Fiscal Health	<p>Proposals must include the applicant organization's most recent audit report as a required attachment.</p>

VII. Selection and Award Process

The following is an overview of the selection process:

18. Minimum Qualifications/Threshold Review - A threshold review will be conducted for proposals received by the submission deadline to ensure eligibility.
19. Proposal Evaluation - proposals will be evaluated based on the submission requirements by a panel that includes representatives from Sacramento Steps Forward and other non-conflicted stakeholders. In addition to the review of written materials, the panel will also interview the top proposer(s)/finalist(s).

3. Award Announcement – An award announcement will be made to the selected proposal(s) following review approval.
4. Appeals Window – Please refer to the detailed Appeals Process below.

A. Evaluation Metrics and Scoring Criteria

Each member of the review panel will score applications with the following evaluation metrics.

Question #	Scored Item	Points
1.	Demonstrates organizational experience in youth leadership, development, and advocacy, specifically for those with lived experience of homelessness or housing instability.	5
2.	Clearly outlines the hiring, classification, and onboarding of existing and new YAB members as employees, including a minimum hourly compensation of \$25.	5
3.	Presents a concrete plan to recruit a wide range of youth with lived experience of homelessness or housing instability as YAB members.	5
4.	Describes a clear plan for staff and support the day-to-day operations of the YAB, including facilitation and administrative support.	5
5.	Demonstrates a strong commitment to fostering collaboration and shared decision-making between the YAB & the Sacramento CoC.	5
6.	Aligns the proposed approach with the vision, goals, objectives and action steps of the CCP.	5
7.	Provides a feasible plan for transportation, physical meeting space, and digital infrastructure needed to support hybrid YAB participation.	5
8.	Outlines a thoughtful and effective strategy to address interpersonal conflict within the YAB and support healthy group dynamics.	5
9.	Describes procedures to ensure that the YAB operates free from conflict of interest, including any organizational affiliations.	5
10.	Includes a realistic budget and timeline that reflects appropriate compensation, staffing, logistics, and overhead for successful YAB operations within the project period.	5
11.	Includes the applicant organization's most recent audit report, demonstrating financial viability.	5
Total Score		55

*Partial points can be awarded for each evaluation metric.

B. Appeals

1. Local Appeals Process

The opportunity to appeal a decision is considered an integral part of a transparent and standardized process. Sacramento Steps Forward provides applicants seeking funding an appeal opportunity through a review conducted by an independent committee to ensure the fairness of review determinations.

2. Eligibility for Appeals

Projects must be allowed to appeal the decisions of the review committee subject to the requirements of this section.

1. Eligible Projects. A project may appeal if:
 - a. The review panel recommends the project for a portion of their funding requests
 - b. The project is not recommended for fundingIf the project was submitted by a collaboration of agencies, only one joint appeal may be made.
2. Eligible Grounds. Appeals may be made on the following bases:
 - a. Projects recommended for a portion of funding request
 - i. May appeal its score on any grounds
 - ii. May submit any information the agency feels is relevant
 - b. Projects not recommended for funding
 - i. May appeal only errors in scoring or in information provided to the review panel by parties other than the recipient/subrecipient
 - ii. May not supplement application materials to support appeal
 - c. Projects that did not meet minimum threshold requirements
 - i. May appeal errors in scoring or in information provided to the review panel by parties other than the recipient/subrecipient, if correcting the error could cause the project to be recommended for funding
 - ii. May not supplement application materials to support an appeal

NOTE: Appeals based on policy considerations, funding priorities, or other subjective criteria will not be considered and are not eligible.

3. Process for Appeals

1. Timeline for Appeals. Any applicant seeking to appeal must adhere to the included timeline. Failure to meet a deadline in the timeline voids the applicant's appeal.
2. Notice of Appeal. Applicants will have until 5:00 p.m. PST July 30, 2025, to provide notice to SSF of an intent to appeal. This notice must include:
 - a. A statement as to why the project is eligible to appeal.
 - b. The basis for the appeal
 - c. A brief statement of the facts upon which the applicant bases its appeal. These facts need not be complete but must give SSF a sufficient understanding of the basis of the appeal.
3. SSF will contact the appealing applicant to clarify the scoring decision and determine if the appeal can be resolved without a formal hearing.

4. If a resolution is not possible, the applicant will submit a formal appeal pursuant to the official competition timeline.
 - a. The Formal Appeal must consist of a short, clear, written statement no longer than two pages of the basis for the applicant's appeal of the review panel's decision.
 - b. The Formal Appeal must be sent to RFP@Sacstepsforward.org
5. Upon timely receipt of the Formal Appeal, SSF will convene the appeal panel and set a time and date for the appeal hearing.
6. The appeal hearing must be conducted according to the following procedure:
 - a. The appeal hearing will be conducted virtually.
 - b. The appeal panel will join the call with the neutral facilitator.
 - c. The neutral facilitator will explain the facts of the appeal and answer any procedural questions.
 - d. The appeal panel may ask the review panel member questions about the review process to clarify what occurred during the review and what information the panel considered in evaluating the applicant.
 - e. The appealing applicant will then join the phone call. The appealing applicant will be allotted a few minutes to explain their appeal. The appeal panel may then ask any questions of the appealing applicant. The appealing applicant then leaves the phone call.
 - f. The appeal panel discusses the appeal and takes a formal vote.
7. The appeal panel may consider the effect of its decision on other applicants and may include those project applicants in the appeals discussion.
8. The decision of the appeal panel is final.
9. If there are revisions to the decision, SSF will receive the updated list for review and approval.
10. Once the decision is approved, all project determinations are concluded, and the review process is complete.

VIII. Appendix

A. Appendix A

Staff Cost Worksheet:

Job Title	Responsibilities and Tasks	Hours	Rate per Hour	Total Cost	Name of Employee
TOTALS					

Non-Staff Cost Worksheet:

Item	Task number (from SOW)	Phase or Year	Rate	Total Cost
<i>(For example: Hardware, Software, Travel, Supplies, Materials, Licensing, etc.)</i>				

B. Appendix B: Acronyms

CoC - Continuum of Care	RCHAP – Regionally Coordinated Homelessness Action Plan
CCP – Coordinated Community Plan	RFP - Request for Proposal
CQI – Continuous Quality Improvement	SSF - Sacramento Steps Forward
HHAP – Homeless Housing and Assistance Program	YAB – Youth Action Board
HMIS – Homeless Management Information System	YHDP – Youth Homelessness Demonstration Program
HUD – Housing and Urban Development	YYA – Youth and Youth Adults

C. Appendix C: Resources

The following resources may be useful for the preparation of your application:

1. [Homeless Housing, Assistance and Prevention \(HHAP\) Grant Program | California Department of Housing and Community Development](#)
2. [Home - Sacramento Steps Forward](#)
3. [Regionally Coordinated Homelessness Action Plan \(RCHAP\)](#)
4. [YHDP CCP Final](#)