

**ATTACHMENT A**  
**PROPOSAL SUMMARY AND STATEMENT OF RESPONSIBILITY (SIGNATURE PAGE)**County of Mendocino  
Executive OfficeRFP No. 01125  
CDBG Projects

<b>RFP No.</b>	<b>011-25</b>
<b>RFP Issue Date:</b>	<b>March 3, 2025</b>
<b>RFP Submission Deadline:</b>	<b>April 3, 2025</b>

Proposals must be enclosed in a sealed envelope or package, clearly marked "Mendocino County RFP No. O11-25", and delivered by 2:00 p.m. April 3, 2025 to: Mendocino County Executive Office, Attn: Kelly Hansen, 501 Low Gap Road, Room 1010, Ukiah, CA 95482.

**Questions regarding this RFP should be directed to:**

- Procedural inquiries: Kelly Hansen  
Administrative Analyst II  
707-463-4441  
grantsdivision@mendocinocounty.gov

**This Proposal Summary and Statement of Responsibility (Signature Page) must be included with your submittal in order to validate your proposal. Proposals submitted without this page will be deemed non-responsive.**

**Vendor Authorized Representative**

Company Name:	Harwood Memorial Park, Inc./ Laytonville Healthy Start	Date:	March 28, 2025
Representative:	Jayma Shields Spence		
Title:	Director		
Phone:	707-984-8089		
Address:	PO Box 1382, Laytonville CA, 95454	Fax:	707-984-8620
Federal Tax ID No.:	94-2437113	Email:	jayma@laytonville.org

**RFP Contact Information (if different then above)**

Contact Person:	<u>SAME</u>		
Title:	_____		
Phone:	_____	Fax:	_____
Address:	_____	Email:	_____

**Certifications:**

1. Do you agree to comply with specifications, RFP instructions, draft contract requirements and other pertinent references contained in this RFP?  
☒ YES   ☐ NO
2. Do you agree that the proposal will stand firm and will not be withdrawn for a period of 90 days after the proposal is opened?  
☒ YES   ☐ NO
3. Do you certify that all statements in the proposal are true? This shall constitute a warranty, the falsity of which shall entitle the County to pursue any remedy authorized by law, and shall include the right, at the option of the County, of declaring any contract made as a result thereof to be void.  
☒ YES   ☐ NO
4. Do you agree to provide the County with any other information the County determines is necessary for accurate determination of your qualifications to provide services  
☒ YES   ☐ NO
5. Do you agree that the proposal amount includes all costs incident to the proposed contract?  
☒ YES   ☐ NO
6. Do you agree to be an ePayable as described in Attachment G-Sample Mendocino County Contract?  
☒ YES   ☐ NO

To the best of my knowledge and belief, the information provided in this initial determination of responsibilities is true and correct.

Authorized Representative:     Jayma Shields Spence

Signature:



Date:                             March 28, 2025

**ATTACHMENT B  
PROPOSAL CHECK LIST/TABLE OF CONTENTS**

This proposal checklist identifies the various components that must be submitted with your proposal. This form is to be completed and included in the proposal and must be located directly behind Attachment A.

Follow this sequence in presenting your proposal with the checklist serving as your table of contents.

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## APPLICATION NARRATIVE

NOTE: Harwood Memorial Park, Inc. and Laytonville Healthy Start Family Resource Center hereby acknowledge receipt of Addendum #1 and Addendum #2 to the Request for Proposal.

### A. EXECUTIVE SUMMARY

#### *Organizational Experience and Qualifications*

Laytonville Healthy Start (LHS) is a Community and Family Resource Center (FRC) located in northern Mendocino County in the community of Laytonville. Laytonville Healthy Start operates under the fiscal sponsorship of The Harwood Memorial Park, Incorporated, a 501(c)(3) non-profit organization. LHS has been serving the Laytonville community since 1997 with the mission of promoting healthy children, healthy families, and a healthy community. Annually, the FRC serves over 1,000 children, teens, adults, senior citizens, and families through a variety of services and supports.

#### *Stability and Growth*

More than 25 years after its founding, LHS continues to provide a wide range of support, education, and resources for members of the Laytonville community. As the primary service hub for Laytonville families, LHS staff have a keen understanding of the community and its needs and ensure that all services are accessible to all members of the community. LHS is a true resource for the entire community, serving all ages, including adults without children and senior citizens.

#### *Commitment*

The Family Resource Center operates under the umbrella of Harwood Memorial Park. It is primarily sustained by grants and contracts for services, as well as community contributions, and by leveraging various funding sources. In addition to serving Laytonville residents, the FRC also serves the entire north county region, including residents of Branscomb, Dos Rios, Spy Rock, Bell Springs, and Leggett.

#### *Products and Services*

Through the FRC, LHS provides a myriad of services to support individuals, families, children, teens, and senior citizens. These services include (but are not limited to): parenting support, mental health counseling referrals, application assistance for low-cost insurance (Medi-Cal and Covered California) and other assistance programs, such as CalFresh and unemployment. During the COVID-19 pandemic, the Family Resource Center shifted its focus to supporting basic needs by providing emergency food bags, gas cards, diaper/clothing give-a-ways, and a monthly Food Bank. The FRC continues to provide these services.

Since the end of COVID pandemic and the collapse of local cannabis industry and related employment opportunities, more people are requesting LHS support with resume writing, job search, job application assistance, small business loan applications, and unemployment applications. Most people who come to the FRC don't have a computer and aren't tech savvy. Many residents who were previously relying on cannabis income are looking for other



employment opportunities or creative business ventures that could support them through a tough economy. Laytonville residents are resilient and are looking for resources to navigate becoming small business owners and qualified employees. The proposed product will support the Laytonville economy, and fill this gap in community support services, by providing a range of support with job seeking, soft job skill development, and microenterprise development for the blue economy.

## B. SCOPE OF SERVICES

LHS will implement a CDBG Program Income Project focused on providing employment and microenterprise development support for Laytonville residents. The program Scope of Work is outlined below and described in further detail in the CDBG Form (Attachment H).

### B-1. Project Management and Administration

The project will be led by the LHS Director with the support of the LHS Application and Outreach Specialist (an existing employee) and a to-be-hired Employment Development Specialist.

- **Project Workplan and Timeline.** LHS will initiate recruitment and hiring for the Employment Development Specialist position upon receipt of funding. However, outreach and media activities, as well as liaising with potential partners for delivery of workshops, will begin immediately because these positions and partnerships are already in place. A timeline of Year One activities is shown below; these activities will continue on a similar schedule throughout the three-year project.

Table 1. Year One Timeline

KEY: AOS=Application and Outreach Specialist; EDS=Employment Development Specialist; PD=LHS Director

Activities	Resp.	1	2	3	4	5	6	7	8	9	10	11	12
Recruit and hire Employment Development Specialist	PD												
Develop outreach plan and media schedule	AOS,PD												
Develop or update employment resource listings	EDS												
Carry out media campaign activities, including social media posts and advertising	AOS												
Host quarterly employment-related workshops	EDS												
Conduct annual job fair	All												
Submit financial and data reports as required	PD												

- **Monthly Progress Reports.** LHS will track data and activities in real time to ensure accurate and timely submission of monthly reports.
- **Budget Tracking and Invoices.** LHS will track data invoices and expenditures in real time to ensure accurate and timely submission of required reports.
- **Stakeholder Coordination.** LHS will maintain records of all activities through use of meeting minutes, sign-in sheets, and activity logs.

### B-2. Community Engagement and Outreach

- **Community Outreach Plan.** LHS anticipates conducting a range of outreach strategies to inform the community about employment-related services that will be offered at the FRC. At the beginning of the project, the Application and Outreach Specialist will

develop a detailed plan outlining specific outreach strategies and timelines for carrying out such activities as publishing newspaper articles, placing radio and print ads, making social media postings, tabling at community events, and placing flyers in community gathering places.

- **Public Meetings and Workshops.** Anticipated public meetings and workshops include: an annual job fair, bringing together local, county, regional, and online employers and quarterly job skills workshops led by partner organizations such as West Business Development Center and CareerPoint. Through the work of the Laytonville Community Collaborative, an established leadership group that is part of Laytonville Healthy Start, community stakeholders, potential entrepreneurs, parents, families, and youth are participating in a series of meetings to discuss and plan further economic/micro-enterprise development opportunities. The Laytonville Community Collaborative was instrumental in hosting meetings during the Family Resource Center's Redwood Region RISE mini-grant opportunity in 2024. The proposed work as part of this application will complement the momentum that started via the Redwood Region RISE stakeholder interviews and community collaborative meetings.
- **Marketing and Communication Materials.** Marketing and communication materials will be developed by the Application and Outreach Specialist, who is also a professional graphic designer.
- **Stakeholder Feedback Reports.** The Employment Development Specialist will work with the LHS Director to develop survey questions to assess the impact of client services, client satisfaction with services, and community impact. Surveys will be completed by all clients participating in project activities.

#### *B-3. Compliance and Regulatory Requirements*

- **Reporting Requirements by National Objective.** LHS will collect client data as required by the County and CDBG and comply with quarterly reporting requirements. As a member of the Family Resource Center Network of Mendocino County, LHS has ample experience with collecting and reporting client data through entry into the Family Resource Center Database. For the proposed project, LHS anticipates tracking and reporting the following metrics: number of clients served; demographics of clients served (e.g., gender, gender identity, veteran status, age, race, ethnicity, language, disability); types and number of services provided; strategies used to engage clients; number and type of outreach strategies; jobs secured; and microenterprises initiated.
- **Environmental Review Compliance.** This requirement does not apply to the proposed project because it does not include construction or other activities that could impact the environment.

#### *B-4. Project Implementation and Deliverables*

- **Employment and microenterprise-related support.** Project staff will work together to develop a strong array of employment support services, focusing on the blue economy and including: assisting clients with accessing technology (such as computer, word processing, printer, scanner) to apply for employment and/or business loans and grant programs; creating compelling resumes; carrying out job searches; and completing job applications. Clients will also be linked to agencies who can assist with business development opportunities and planning. Additional support activities include organizing annual job fairs that bring together local, county, regional, and online employers and quarterly job skills and business development workshops led by partner organizations.

- **Resource and referral.** LHS will refer clients as appropriate to Career Point/CalJobs, Mendocino County Economic and Finance Development Corporation, or other appropriate resources.

#### *B-5. Closeout and Evaluation*

- **Final Financial Reconciliation.** LHS will maintain up-to-date financial accounting records and submit periodic and final reports as required.
- **Compliance Closeout Checklist.** Throughout the project, LHS will track progress against deliverables and timelines to ensure accurate reporting at the end of the project.
- **Final Presentation to County/Funders.** The LHS Director will deliver a summary of project outcomes, performance metrics, and recommendations as required.

### **C. ORGANIZATIONAL BACKGROUND AND EXPERIENCE**

#### *C-1. Description of Organization*

The Laytonville Family Resource Center was created to address increasing concerns about the health and well-being of the community, with Laytonville Unified School District, Long Valley Health Center, Harwood Memorial Park, and community residents joining together to plan and secure funding to establish the program. Today, the FRC provides a broad spectrum of community supports and services to address identified community needs. LHS also functions as a liaison between local community groups and continues to work closely with Laytonville schools and the local health clinic. The Laytonville Healthy Start Family Resource Center also works with a range of partners at the county level.

Laytonville Healthy Start is the backbone of the Laytonville community, and is the first place people call when they are faced with an emergency or don't know what to do. Community residents feel comfortable and safe trusting their problems with LHS. As the primary service hub for Laytonville families, LHS staff have a keen understanding of the community and its needs, and ensure that all services are accessible to all members of the community. LHS tracks activities and clients served through a web-based reporting system, including: numbers served, participant demographics, and services provided. In addition, LHS collects client surveys, to assess satisfaction with services, and assessments following trainings and workshops. Selected services offered by the FRC are listed below:

- Information and referral to community resources and programs, such as child development information and mental health counseling resources.
- Application assistance for benefits programs such as Medi-Cal health insurance and CalFresh (food stamps).
- Child abuse and neglect prevention services (e.g., parenting classes and support groups, substance abuse prevention support).
- Referrals to mental health assessment and counseling services.
- Access to supportive services (e.g., hosting parent support activities and arranging transportation assistance).
- Community events, such as clothing swaps, holiday celebrations, and family fun days.
- Coordination and support in times of community tragedy and natural disasters.
- Case management.

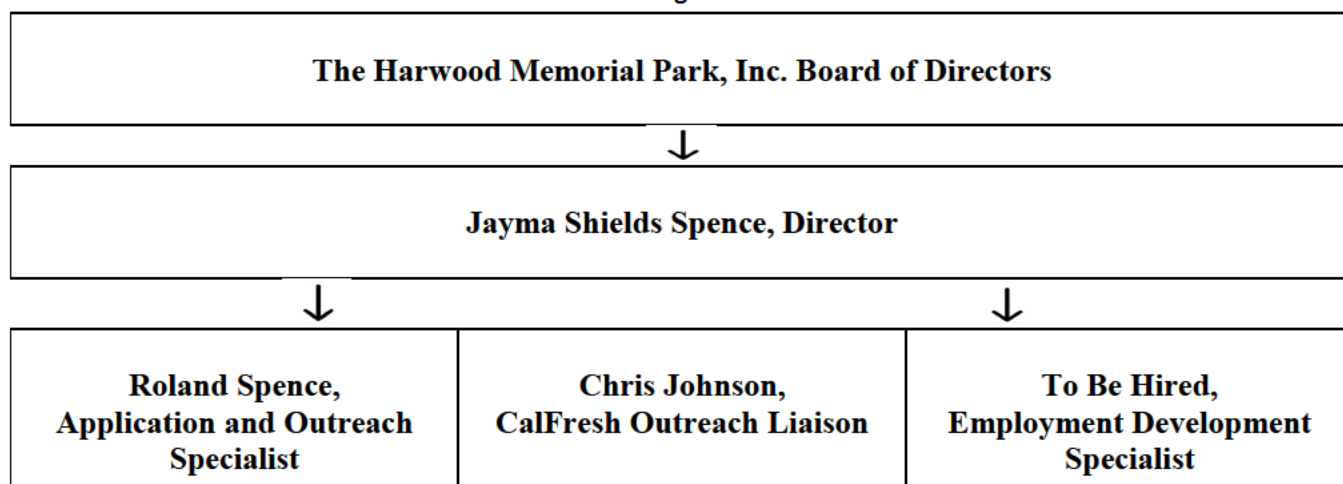
- Direct assistance, including emergency food distribution, community food pantry, diapers, personal hygiene supplies, and a clothing closet for children, teens, and adults.
- Referrals to self-help legal services and domestic violence support services.
- Senior citizen supports, such as meals, gatherings, and application assistance.

LHS experience specifically relevant to the proposed activities includes the following:

- **Resource and referral.** Family resource center staff have a long history of working with local families to ensure that their needs and resources are assessed and that they have a plan for accessing needed community and county resources. LHS maintains strong referral relationships with the local health center and other community and county partners, and follows up on all referrals to ensure that needs are met.
- **Outreach and community education.** LHS has carried out numerous community education efforts, including community forums, media campaigns (e.g., newspaper articles, flyers, billboards), talk radio shows, and social media.
- **Community connections.** As part of LHS' participation in the Redwood Region RISE program, LHS staff conducted 15 1:1 interviews, 2 community listening sessions with community stakeholders, and 1 outreach fair to better understand the economic development needs of the community. Conducting these sessions provided broad preparation for the proposed project because it clarified the community's desire to thrive, rather than dry up as a result of economic hardships.

Harwood Memorial Park, Incorporated (HMP) serves as the Fiscal Sponsor for LHS. HMP was established in 1948 and officially incorporated as a nonprofit in 1981. Please see HMP Organizational Chart and Board of Directors Roster below.

*Table 2. HMP Organizational Chart*



*Table 3. Harwood Memorial Park Board of Directors*

Name	Office	Representing
Albert Repovsch	President	Local Business Owner
Roland Spence	Vice-President	Laytonville Skaters' Association
Chris Johnson	Treasurer	National Alliance on Mental Illness (NAMI)
Evonne Elliott	Secretary	Laytonville Unified School District
Nikki Waldon	Sergeant-at-Arms	Laytonville Healthy Start (retired)

Name	Office	Representing
Jayma Shields Spence	Member	Laytonville Healthy Start Director
Daniel Carse	Member	Harwood Memorial Park
Shannon Ford	Member	Laytonville Softball League

### C-2. Staff Experience and Qualifications

Project activities will be implemented under the overall guidance of the LHS Director. Please see staff resumes following Table 4 below.

Table 4. Key Personnel

Position	Roles and Responsibilities	Qualifications
LHS Director Jayma Shields Spence (20% FTE)	Provide overall administration of the project; liaise with partners; supervise staff; conduct outreach; ensure timely reporting; work with the Application and Outreach Specialist to implement media outreach; and work with local and county-wide partners to organize job/community outreach fairs and host employment and economic development workshops.	Ms. Shields Spence has been the LHS Director since 2010 and works closely with local and countywide partners. She is a graduate of Leadership Mendocino and the CADCA National Coalition Academy and holds a BA in Sociology from UC Santa Barbara.
Application and Outreach Specialist Roland Spence (20% FTE)	This position will work with clients to support job search efforts and develop and implement media campaign activities, including organizing job/community outreach fairs and conducting outreach strategies to raise community awareness about available employment-related services.	Mr. Spence has worked with LHS since 2008. His responsibilities have included conducting school and community health awareness events, engaging youth in prevention and youth development activities, and conducting normative education campaigns. He previously worked with LUSD as a Family Liaison and is also a highly skilled graphic designer. Mr. Spence holds an Associate Degree from Santa Barbara City College.
Employment Development Specialist To Be Hired (20% FTE)	Assist clients with navigating online resources and accessing technology (such as computer, word processing, printer) to apply for business loans or grants, build resumes, assist with job search and applications, link clients to business development agencies; and organize workshops for residents to access business development training, employee training opportunities, resume building workshops, etc.	This positions requires in-depth knowledge of community needs and resources and strong communication skills; working knowledge and comfort around technology, such as tablets, laptops, desktop computers, printing, scanning, faxing as well as word processing skills; and the ability to navigate internet websites/resources related to job search, career building, government websites, etc.



Jayma Shields Spence



### **Professional Experience**

#### **Harwood Memorial Park Inc. DBA Laytonville Healthy Start**

*Family Resource Center Director*

*May 1, 2010-Present*

- Provide administrative support to 501 (c)(3) non-profit organization (including compliance, grant administration)
- Convene and Coordinate the Laytonville Healthy Start Coalition.
- Prepare and submit invoices, fiscal reports, and data reports for grants and contracts.
- Work with First 5 Mendocino to organize parent outreach for children 5 and under.
- Participate in monthly Family Resource Center Network meetings and Trainings.
- Input data into Family Resource Center Database, as well as create data reports as requested by funders.
- Coordinate with local agencies to refer students to mental health and medical appointments.
- Organize health education days, and health fairs for Laytonville High School students and community.
- Interface with the community and keep partners and supporters informed of programs.
- Plan and organize community events and fundraisers.
- Convene the “North County Community Organizations Active in Disaster” group as well as emergency preparedness and community outreach
- Work with grant writer to research and apply for funding opportunities

#### **Laytonville Unified School District**

*Laytonville Healthy Start Coordinator*

*May 2, 2010- Present*

- Coordinate Family Resource Center to further mission.
- Convene and Organize the Laytonville Mental Health Team.
- Resource Center Grant Site-Supervisor.
- McKinney-Vento Homeless Liaison for School
- Work with Harwood Memorial Park, Inc. Board to further mission of Park, including but not limited to: Long Valley Dance, children and teen programs, etc.
- Collaborate with Counseling Team to arrange for individual and group counseling in the schools.
- Assist families with Medi-Cal application, renewals
- Assist families with accessing services and supports

### **Recent Trainings:**

Housing Problem Solving (2023)

Vehicles for Change, Family Resource Center Training (2021)

MAA (Medi-Cal Administrative Activities) Training (2020)

Standards of Quality for Family Strengthening & Support (2016)

Leadership Mendocino Graduate (2013)

CADCA Academy Graduate (2016 and 2013)

Strengthening Families by Building Protective Factors (2011)

Signs of Safety and Family Findings Training (2014)

Responsible Beverage Servers Training (2022, 2015, 2013)

Life Skills Training of Trainers (2010)

Strategies Peer Review Training (2010)

*Jayma Shields Spence resume continued*

**Education**

**University of California at Santa Barbara** (9/2003-8/2005)

Major: Sociology (Bachelors Degree)

**Mendocino Community College** (8/2000-5/2003)

Major: Psychology (AA degree)

**Honors**


Congressional Recognition for Family Resource Center (2017)

Leadership Mendocino Graduate and Award for Perfect Attendance (2013)

Congressional Recognition for Community Service (2011)

Lion's Club Certificate of Appreciation (2011)

**Roland Spence**



### **Professional Experience**

#### **Harwood Memorial Park, Inc. DBA Laytonville Healthy Start Family Resource Center**

*Community Liaison & Application Assistant* 2007-present

- Organize and lead youth programs, such as Peer Counseling program, Local Motion after-school program, “Teen Night”, Roller Skate Night and Summer Program.
- Coordinator Laytonville Skate Park Project
- Application Assistant- assist Resource Center clients with: unemployment, CalFresh, Medi-Cal and job applications
- Office Assistant- responsible for day-to-day office operations at Resource Center and facilities

*Project Assistant* 2013-present

- Work with Coordinator on Drug Free Communities “EPIC” project.
- Assist in planning community and school health awareness events.
- Recruit and engage youth in Coalition events and activities.

*Chief Graphic Designer* 2012-present

- Work with Coordinator and other staff to design outreach flyers for events.
- Work with youth to refine/touch up outreach and other materials.
- Design labels, letterheads, templates, posters and other materials for outreach.

#### **Laytonville Unified School District**

*Spy Rock School – Teacher’s Assistant* 2006-2007

- Assisted Teacher with day-to-day duties in a K-5 classroom.
- Worked one-on-one with students who required extra assistance

*Mentoring and Family Liaison* 2010-2012

- Coordinate Youth Programs under Safe Schools/Healthy Students Program, including Social Norms Campaign
- Assist with mentoring activities, such as Peer Counseling and “Buddy Mentoring Group
- Connect parents and families to local services and resources at Family Resource Center

### **Education**

#### **Santa Barbara City College**

9/2003-8/2005 (AA degree)

### **References**

Tim Henry, Principal, Laytonville High School (707) 984-6108

Ron Arkin, Counselor, National Training Consultants (707) 485-5312

Jayma Shields Spence, Director, Laytonville Healthy Start (707) 984-8089



**D. COST PLAN AND NARRATIVE**

LHS is requesting a three-year budget of \$175,636, supported by leveraged supplemental funds totaling \$150,241 for a total project cost of \$325,877. The proposed grant funding will enhance LHS' ability to serve community needs and cover costs of providing employment and microenterprise support to clients. Details are provided below.

*Cost Plan*

			3-Year Budget Request	Leveraged Funding	Total Budget
<b>Personnel</b>	<b>FTE</b>	<b>Salary<sup>1</sup></b>			
LHS Director, J. Spence	20%	\$93,600	\$57,862	\$57,682	\$115,724
Application and Outreach Specialist, R. Spence	20%	\$72,800	\$45,004	\$45,004	\$90,008
Employment Development Specialist, To Be Hired	20%	\$52,000	\$32,145		\$32,145
Fringe Benefits: 32% of salary request for LHS Director			\$18,515	\$18,515	\$37,030
<b>TOTAL PERSONNEL</b>			<b>\$153,526</b>	<b>\$121,381</b>	<b>\$274,907</b>
<b>Other</b>	<b>Units</b>	<b>Unit Rate</b>			
Transportation	3,600 miles	\$0.70/mi	\$2,520		\$2,520
Office supplies	36 months	\$25/mo	\$900	\$900	\$1,800
Radio and print advertising	36 months	\$200/mo	\$7,200	\$18,600	\$25,800
<b>TOTAL OTHER</b>			<b>\$10,620</b>	<b>\$19,500</b>	<b>\$30,120</b>
<b>TOTAL DIRECT COSTS</b>			<b>\$164,146</b>	<b>\$140,881</b>	<b>\$305,027</b>
Indirect @ 7% of Total Direct Costs	7%		\$11,490	\$9,360	\$20,850
<b>TOTAL REQUEST</b>			<b>\$175,636</b>	<b>\$150,241</b>	<b>\$325,877</b>

**BUDGET JUSTIFICATION****PERSONNEL = \$153,526**

Position	Name	Salary <sup>1</sup>	Level of Effort	Request
LHS Director	J. Shields Spence	\$93,600	20% FTE	\$57,862
Application and Outreach Specialist	R. Spence	\$72,800	20% FTE	\$45,004
Employment Development Specialist	To Be Hired	\$52,000	20% FTE	\$32,145
Fringe Benefits			32% of LHS Director salary	\$18,516

<sup>1</sup> Note that salaries include 3% annual increase.

*LHS Director* will provide overall guidance and leadership, liaise with project partners and key stakeholders, monitor contracts, supervise staff, conduct outreach, ensure data collection and submission of required reports; work with the Application and Outreach Specialist to implement media outreach; and work with local and county-wide partners to organize job/community outreach fairs and host employment and economic development workshops. The budget also includes a portion of this position's fringe benefit costs. *Note that an additional 20% FTE and \$18,516 are contributed as match from Laytonville Unified School District.*

*Application and Outreach Specialist* will work with clients to support job search efforts and develop and implement media campaign activities, including organizing job/community outreach fairs and conducting outreach strategies to raise community awareness about available employment-related services. *Note that an additional 20% FTE is contributed as match from Laytonville Unified School District.*

*Employment Development Specialist* will provide employment navigation support, including: assisting clients with accessing technology (such as computer, word processing, printer, scanner) to apply for business loans/grant programs, build resumes, assist with applications/searches, complete job applications, link clients to agencies who can assist with business development opportunities; and organize workshops for Laytonville area residents to access business development training, employee training opportunities, resume building workshops, etc.

#### **OTHER COSTS: \$10,620**

Item	Rate	Request
Transportation	100 miles per month x 36 months x \$0.70/mile	\$2,520
Office supplies	\$25 per month x 36 months	\$900
Radio and print advertising	\$200 per month x 36 months	\$7,200

*Transportation.* LHS will use grant funds to carry out project activities, including conducting community events and workshops.

*Office supplies.* General office supplies (e.g., paper, pens, printer toner) are essential to efficient implementation of the project. *Note that an additional \$25/month is contributed as match from the LHS General Fund.*

*Radio and print advertising.* As part of the media campaign, LHS will use grant funds to purchase radio ads and place print ads in local newspapers. *Note that additional advertising valued at \$18,600 over the course of the grant is contributed in-kind by the Mendocino Observer.*

#### **Indirect Costs: \$11,490**

Total Direct Charges	Indirect Cost Rate	Request
\$164,146	7%	\$11,490

*Note that LHS is contributing \$9,360 in indirect costs related to the FRC Bookkeeper.*

**ATTACHMENT C  
EXCEPTIONS TO RFP**

Company Name: Harwood Memorial Park, Inc./Laytonville Healthy Start  
Representative: Jayma Shields Spence  
Title: Director  
Address: PO Box 1382, Laytonville CA, 95454  
Phone: 707-984-8089 Email: jayma@laytonville.org

I have reviewed the RFP and General Contract Terms in their entirety and have the following exceptions: (Please identify and list your exceptions by indicating the section or paragraph and page no. as applicable. Be specific about your proposed exception(s) to content, language, or omissions. Add as many pages as required.)

NO EXCEPTIONS ARE NOTED.

Authorized Representative: Jayma Shields Spence  
(Printed name)

Signature:



Date: March 28, 2025

**ATTACHMENT D  
LETTERS OF SUPPORT**

Please list the supporting organizations (minimum of two (2)) in the section provided below and attach corresponding letters to this form.

<b>Agency</b>	<b>Contact Name/Address</b>	<b>Phone No.</b>
Laytonville Unified School District	Bruce Peters Superintendent	(707) 984-6414
County of Mendocino, Department of Social Services, Special Projects Team Outreach and Navigation Unit	Lily Caravello Program Administrator	(707) 463-7743
CareerPoint Mendocino (Work Force Alliance of the North Bay)	Bruce Wilson Executive Director	(707) 708-3828

**Laytonville Unified School District****Bruce Peters, Superintendent**

P.O. Box 868

Laytonville, CA 95454

[bpeters@lhms.us](mailto:bpeters@lhms.us) (707) 984-6414

March 25, 2025

**RE: Strengthening Laytonville Employment Capacity  
Letter of Commitment****To Whom It May Concern:**

I am writing to express my strong support for the **Strengthening Laytonville Employment Capacity Project**, for which Harwood Memorial Park is submitting an application in response to the **Mendocino County Community Development Block Grant Use of Program Income Funds RFP**.

Laytonville Healthy Start Family Resource Center is the backbone of our community, serving as the primary resource for families in need. As a **rural frontier community**, Laytonville has limited access to social services outside of the school district, the health clinic, and the essential programs provided by Laytonville Healthy Start. Their work is critical in bridging the gap for families facing economic and social challenges.

**Laytonville Unified School District (LUSD)** operates three schools, serving **315 students in grades TK-12**. As one of the original collaborators in establishing the Laytonville Healthy Start Family Resource Center, our district has a long-standing partnership with Healthy Start, working together to support students and families. LUSD is an active participant in the **Laytonville Healthy Start Community Collaborative**, committed to improving our community's health and well-being while developing programs to best serve children and families. Ensuring that our students' basic needs are met is a priority, and our collaboration with Healthy Start is essential in achieving this goal.

With a **72% Free & Reduced Meal rate**, we witness firsthand the financial hardships many of our families face. Economic development opportunities, particularly in job support and job creation, are crucial to strengthening Laytonville families. Stable families are more likely to remain in our community, yet over the past decade, we have seen a **decline in student enrollment** due to the lack of sustainable local economic opportunities.

*LUSD Board of Trustees**Calvin Harwood, President • Elina Agnoli • Erin Neuroth • Meadow Sherz • Jamie Woodsmall*

Given Laytonville's **small size and remote location**, the services provided by Healthy Start for over 25 years remain indispensable. I look forward to continuing our collaboration to support the goals outlined in this project. If funded, this initiative will provide vital services that directly benefit our community, helping families achieve greater financial security and stability.

Please feel free to contact me at any time if you need additional information.

Sincerely,

A handwritten signature in blue ink, appearing to read "Bruce Peters", with a stylized flourish extending to the right.

Bruce Peters  
Superintendent  
Laytonville Unified School District





**Mendocino County**  
**Department of Social Services**  
*Healthy People, Healthy Communities*

**DeNeese Parker, Director**  
**Stephen White, Assistant Director**

MENDOCINO COUNTY  
**social  
services**

March 28, 2025

**RE: Strengthening Laytonville Employment Capacity**

**LETTER OF SUPPORT**

TO WHOM IT MAY CONCERN:

I am writing to express my support for the Strengthening Laytonville Employment Capacity Project, for which Harwood Memorial Park is submitting an application in response to the Mendocino County Community Develop Block Grant Use of Program Income Funds RFP.

Mendocino County Social Services, Special Projects Team, works with Laytonville Healthy Start Community & Family Resource Center in a variety of capacities. Laytonville Healthy Start is a current grantee under the CalFresh Outreach grant program my unit administers. Over a several year period, Laytonville Healthy Start has submitted timely invoices and data reports and has been in full compliance with out grant requirements. Laytonville Healthy Start also works within their community to reach many underserved, low and moderate income residents. Since they are one of the only providers of services in the North County area, many residents rely on them for assistance with applications (Medi-Cal, CalFresh, Social Security, etc.) as well as assistance with accessing technology, such as Wi-Fi, public computers, printing/scanning.

Mendocino County Social Services has worked in close partnership with Harwood Memorial Park/Laytonville Healthy Start since the inception of their Family Resource Center in the 1990s and strongly supports their work and this funding application. Laytonville Healthy Start Family Resource Center is the backbone of the Laytonville community, and is the first place people call when they are faced with an emergency or other needs. Laytonville is a rural frontier community without access to social service resources outside of the school district, our clinic, and the services Laytonville Healthy Start provides.

The proposed project will address an urgent need in the Laytonville community, where unemployment rates are typically double or triple countywide rates. Further, the proposed services are a natural extension of the FRC's current array of individual and community support services.

Providing Laytonville Healthy Start with the proposed support will increase Laytonville's self-reliance and capacity, leading to an improved local economy as more people are able to access secure family incomes. If you have any questions or require further information, please contact me at any time.

Sincerely,

A handwritten signature in black ink, appearing to read "Lily Caravello".

Lily Caravello, Program Administrator  
(707) 463-7743  
Caravellol@MendocinoCounty.gov

*Lily Caravello*



March 25, 2025

**Re: Strengthening Laytonville Employment Capacity**

**TO WHOM IT MAY CONCERN:**

I am writing to express my support for the Strengthening Laytonville Employment Capacity Project, for which Harwood Memorial Park/Laytonville Healthy Start is submitting an application in response to the Mendocino County Community Develop Block Grant Use of Program Income Funds RFP.

Laytonville Healthy Start Family Resource Center is one of the only hubs in the North County and is often the first place residents turn to for supportive services. Over the past few years, Laytonville Healthy Start and CareerPoint have worked collaboratively to support North County residents with job application assistance, connection to our team, as well as participating in each other's community outreach events.

The Workforce Alliance of the North Bay (WANB) proudly serves as the Workforce Development Board for the counties of Mendocino, Lake, Napa, and Marin. In a region with a population of 542,444 and a workforce comprising of 280,204 individuals, WANB stands at the forefront of driving positive change and economic prosperity. The mission of the Workforce Alliance of the North Bay is to leverage regional funding and strategically align partners in the North Bay, ensuring the cultivation of a skilled workforce both today and in the future. Through its efforts, WANB aims to bridge the gap between talent and opportunity, creating a sustainable framework for growth and success. As a community-oriented workforce development board, WANB helps historically disinvested populations find work and training, and works with businesses and organizations to offer on-the-job training, as well as assistance with job placement.

To strengthen the collaborative efforts between our two organizations, CareerPoint will work with Laytonville Healthy Start to continue offering our services to their clients, table at future outreach/career fairs, and when appropriate, host workshops/classes to benefit the residents of Northern Mendocino County. Providing Laytonville Healthy Start with the proposed support will increase Laytonville's self-reliance and capacity, leading to an improved local economy as more people are able to access secure family incomes.

If you have any questions, please feel free to contact me at [bwilson@workforcealliancencorthbay.org](mailto:bwilson@workforcealliancencorthbay.org).

Sincerely,

Bruce Wilson  
Executive Director



Workforce Alliance of the North Bay // PO Box 247 // Napa, CA 94559 // T: (707) 699-1947  
[www.WorkforceAllianceNorthBay.org](http://www.WorkforceAllianceNorthBay.org)



**ATTACHMENT E  
CERTIFICATE OF NON-COLLUSION**

The undersigned certifies, under penalty of perjury, that this proposal has been made in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

Jayma Shields Spence, Director, Laytonville Healthy Start Family Resource Center  
(Name of Proposer)

A handwritten signature in black ink, appearing to read "Jayma S", with a long, sweeping horizontal stroke extending to the right.

(Signature of Authorized Agent)

March 28, 2025  
Date



# CERTIFICATE OF LIABILITY INSURANCE

HARWMEM-01

ADELAPO

 DATE (MM/DD/YYYY)  
 3/24/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Team Insurance & Financial Services, Inc. PO Box 1472 Ukiah, CA 95482		<b>CONTACT NAME:</b> Ashley DeLapo <b>PHONE (A/C, No, Ext):</b> (707) 462-5901 <b>E-MAIL ADDRESS:</b> ashley@teamins.net <b>FAX (A/C, No):</b> (707) 462-3763	
		<b>INSURER(S) AFFORDING COVERAGE:</b>	
		<b>INSURER A:</b> Nonprofits Ins. Alliance of Ca	
		<b>INSURER B:</b> State Compensation Ins Fund	
		<b>INSURER C:</b>	
		<b>INSURER D:</b>	
		<b>INSURER E:</b>	
		<b>INSURER F:</b>	

**INSURED**  
  
 Harwood Memorial Park Inc.  
 PO Box 1382  
 Laytonville, CA 95454

COVERAGES		CERTIFICATE NUMBER:		REVISION NUMBER:			
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.							
INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NO	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GENTL AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			2024-15472-CPKG	8/10/2024	8/10/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000 MED EXP (Any one person) \$ 20,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMP/OP AGG \$ 3,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRE AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY			2024-15472-CPKG	8/10/2024	8/10/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
	UMBRELLA LIAB EXCESS LIAB DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
B	WORKER'S COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/EMPLOYEE EXCLUDED? (Mandatory in HI) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	9059754-2024	5/8/2024	5/8/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 Certificate is to provide evidence of insurance.

<b>CERTIFICATE HOLDER</b>  County of Mendocino Executive Office attn: Kelly Hansen 501 Low Gap Road, Room 1010 Ukiah, CA 95482	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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ACORD 25 (2016/03)

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**ATTACHMENT H**  
**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM FORM**

**A. Applicant Information**

Legal Name of Organization: Harwood Memorial Park, Inc./Laytonville Healthy Start  
Mailing Address: PO Box 1382  
City, State, Zip Code: Laytonville CA, 95454  
Contact Person Name: Jayma Shields Spence  
Title: Director  
Email Address: jayma@laytonville.org  
Telephone Number: 707-984-8089  
UEI Number: NDPBLK2ZKEJ6  
Registered on SAM.gov: Yes / No SAM Registration Expiration Date: 6-12-2025

**B. Project Description**

Project Name: Strengthening Laytonville Employment Capacity  
Project Location: 44400 Willis Avenue  
City, State, Zip: Laytonville, CA 95454

Brief Project Description. *Please limit response to no more than half a page*

Laytonville Healthy Start (LHS) will implement a CDBG Program Income Project focused on providing employment and microenterprise development support for low/moderate income Laytonville residents with the goal of increasing individual resilience and capacity to gain good jobs and/or initiate profitable microenterprises. Strategies supporting these goals will focus on offering a strong array of employment support services, to include: assisting clients with accessing technology (such as computer, word processing, printer, scanner) to apply for employment and/or business loans and grant programs; creating compelling resumes; carrying out job searches; and completing job applications. Clients will also be linked to agencies who can assist with business development opportunities, such as the West Business Development Center or EDFC. Additional support activities will include organizing annual community outreach/job fairs that bring together local, county, regional, and online employers and quarterly job skills and business development workshops led by partner organizations such as West Business Development Center and CareerPoint. Community residents will be informed about the Family Resource Center's new emphasis on economic and employment support through a broad outreach and media campaign that includes radio and print advertising, social media, tabling at community events, professionally-designed flyers, and word of mouth.

**C. Project Eligibility Section****1. This project is located in an eligible area****Yes** / No[View Map](#)

*Activities may qualify for CDBG assistance if the activity will benefit all the residents of a primarily residential area where at least 51% of the residents are low- and moderate-income persons, i.e. area-benefit (LMA).*

**2. This project meets at least one of the HUD national objectives listed below:**

Benefits low/moderate income individuals/households



Addresses the prevention or elimination of slums or blight

**3. Check one statement below that best describes HOW this project or activity meets one of the CDBG National Objectives above:**

**L/M Area Benefit:** the project meets the identified needs of low/moderate income persons residing in an area where at least 51% of those residents are low/moderate income persons. The benefits of this type of activity are available to all persons in the area regardless of income. Examples: street improvements, water/sewer lines, neighborhood facilities, facade improvements in neighborhood commercial districts.



**L/M Limited Clientele:** the project benefits a specific group of people (rather than all the residents in a particular area), at least 51% of whom are low/moderate income persons. The following groups are presumed to be low/moderate: abused children, elderly persons, battered spouses, homeless, handicapped, illiterate persons. Examples: construction of a senior center, public services for the homeless, meals on wheels for elderly, construction of job training facilities for the handicapped.



**L/M Housing:** the project adds or improves permanent residential units that will be occupied by low/moderate income households upon completion. Housing can be either owner or renter occupied units in either one family or multi-family units. Rental units for low/moderate income persons must be occupied at affordable rents. Examples: property acquisition for permanent housing, permanent housing rehabilitation, and conversion of non-residential units into permanent housing



**L/M Jobs:** the project creates or retains permanent jobs, at least 51% of which are taken by low/moderate income persons or considered to be available to low/moderate income persons. Examples: loans to pay for the expansion of a factory, assistance to a business which has publicly announced its intention to close w/resultant loss of jobs, a majority of which are held by low/moderate persons.

☐ Microenterprise Assistance: the project assists in the establishment of a microenterprise or assists persons developing a microenterprise. A microenterprise is defined as having five or fewer employees, one or more of whom owns the business.) This activity must benefit low/moderate income persons, area or jobs as defined in previous sections.

☐ Slum or Blighted Area: the project is in a designated slum/blight area and the result of this project addresses one or more of the conditions that qualified the area.

☐ Spot Blight: the project will prevent or eliminate specific conditions of blight or physical decay outside a slum area. Activities are limited to clearance, historic preservation, rehabilitation of buildings, but only to extent necessary to eliminate conditions detrimental to public health and safety. Examples: historic preservation of a public facility threatening public safety, demolition of a deteriorated, abandoned building.

**4. Indicate how the project or activity meets one of the CDBG Eligible Activities:**

- ☐ Acquisition of Real Property
- ☐ Public Facilities and Improvements and Privately-Owned Utilities
- ☐ Code Enforcement
- ☐ Clearance, Rehabilitation, Reconstruction, & Construction of Buildings (including Housing)
- ☐ Architectural Barrier Removal
- ☐ Loss of Rental Income Public Services  
(*not eligible for Program Income funding*)
- ☐ Payment of Non-Federal Share Relocation
- ☐ Planning and Capacity Building  
(*not eligible for Program Income funding*)
- ☐ Planning Related to Another Activity  
(*not eligible for Program Income funding*)
- ☐ Assistance to For Profit-Businesses
- ☐ Housing Services
- ☒ Microenterprise Assistance
- ☐ Homeownership Assistance
- ☐ Lead Based Paint Hazard Evaluation and Reduction
- ☐ Disposition of Real Property



**D. Budget & Use of Funds**

\* HCD encourages CDBG funds be utilized as *gap funding*. A gap is defined as the amount of funding necessary to run a program after all other funding sources have been identified, thus leveraging is very important in the application process. Please continue budget on an additional page if needed. **Please see detailed Budget and Budget Justification included in Project Narrative.**

Project Funding				
Budget Line Item	Total Project Budgeted Amount	Requested CDBG Funds	Funding Leveraged From Other Sources	Name of Other Sources
<b>ACTIVITY</b>				
<b>ACTIVITY DELIVERY</b>				
	305,027	164,146	140,881	see budget justification
<b>GENERAL ADMINISTRATION (7% Max)</b>				
	20,850	11,490	9,360	see budget justification
<b>TOTALS</b>	325,877	175,636	150,241	see budget justification

**E. Proposed Project Accomplishments/Community Benefit**

**Please briefly describe proposed project accomplishment(s) if funding is awarded in the questions below.** (Accomplishments must be described in terms of households served, people served, businesses created, housing units created, jobs created or public facilities undertaken. Example: This program will serve 485 LMI individuals, this program will create 25 jobs, etc.)

For reference the [2024 HUD income](#) limit standards for Mendocino County are provided below

**Please see Project Narrative and the response to Question E5 below for further details.**

	1 Person	2 Persons	3 Persons	4 Persons	5 Persons	6 Persons	7 Persons
0% - 30% AMI Extremely Low Income	\$19,000	\$21,700	\$25,820	\$31,200	\$36,580	\$41,960	\$47,340
31% - 50% AMI Very Low Income	\$31,650	\$36,200	\$40,700	\$45,200	\$48,850	\$52,450	\$56,050
51% - 80% AMI Low Income	\$50,650	\$57,850	\$65,100	\$72,300	\$78,100	\$83,900	\$89,700

**1. Unduplicated Participants –**

How many people will this project serve? Please provide the number of unduplicated participants the CDBG grant would support each year. An unduplicated participant is counted only once per fiscal year. If there are other funding sources, focus on the percentage this grant would serve.

Unduplicated Participants			
Year 1 (12 mo.)	Year 2 (12 mo.)	Year 3 (9 mo.)	Total
75	100	125	300

What is the total estimated number of persons to be served by this project?

	# of Clients
Extremely Low Income (0%-30% AMI)	75
Very Low Income (31%-50% AMI)	75
Low Income (51%-80% AMI)	75
Moderate Income (81%-120% AMI)	75
Above Moderate Income (120%+ AMI)	0

	# of Clients
Youth (0-18 years)	30
Adults (19-61 years)	210
Seniors (62+ years)	30
Disabled Individuals	30
Other Special Needs	0

**2. Milestones/Service Units –** A unit of service is something that will be tracked every month (i.e. job, meal, shelter night, etc.). List the activity name, define what one unit of service is, and state how many units of service you plan to provide each year for the proposed CDBG project.

<b>Activity 1:</b>	Direct services: Employment navigation support to 300 clients over the course of the grant, including: assisting clients with accessing technology (such as computer, word processing, printer, scanner) to apply for business loans/grant programs, build resumes, assist with job searches and applications, and linking clients to agencies who can assist with business development opportunities.		
<b>Unit of Service:</b>	Number and type of services delivered (averaging 2 services/client)		
<b>Activity Goal:</b>			
Year 1 (12 mo.)	Year 2 (12 mo.)	Year 3 (9 mo.)	Total
150	200	250	600

<b>Activity 2:</b> Job Fairs: Organize an annual community outreach/job fair, reaching an estimated 50 people per year.			
<b>Unit of Service:</b> Number of events			
<b>Activity Goal:</b>			
Year 1 (12 mo.)	Year 2 (12 mo.)	Year 3 (9 mo.)	Total
1	1	1	3

<b>Activity 3:</b> Microenterprise and employment workshops: Coordinate with community and county partners such as West Business Development Center and CareerPoint to host quarterly workshops in the community on microenterprise development and soft job skills such as resume writing. LHS anticipates that each workshop will be attended by an average of 12 people.			
<b>Unit of Service:</b> Number of workshops presented			
<b>Activity Goal:</b>			
Year 1 (12 mo.)	Year 2 (12 mo.)	Year 3 (9 mo.)	Total
4	4	4	12

**3. Outcomes–** Please provide outcome measures as a percentage, highlighting the specific results the project aims to achieve. Include the measurement tools you will use and explain how the project will assess results to determine the achieved percentage.

<b>Outcome Measure #1:</b> Increase client capacity to secure employment and/or develop microenterprises by 50%. Staff will administer surveys at close of workshops and following delivery of direct services to assess increases in capacity or knowledge.			
<b>Measurement Methodology:</b> Client Survey			
<b>Outcome Goal:</b>			
Year 1 (12 mo.)	Year 2 (12 mo.)	Year 3 (9 mo.)	Total
20%	40%	50%	50%

<b>Outcome Measure #2:</b> Demonstrate that at least 80% of clients are satisfied with services received through the project. Staff will administer surveys at close of workshops and following delivery of direct services.			
--	--	--	--



**Measurement Methodology:** Client Survey

**Outcome Goal:**

Year 1 (12 mo.)	Year 2 (12 mo.)	Year 3 (9 mo.)	Total
80%	80%	80%	80%

**Outcome Measure #3:** By the end of the project, 30% of clients participating in direct services and/or workshops report successfully developing a microenterprise or gaining employment. Staff will conduct a follow-up survey at the end of each year.

**Measurement Methodology:**

**Outcome Goal:**

Year 1 (12 mo.)	Year 2 (12 mo.)	Year 3 (9 mo.)	Total
10%	20%	30%	30%

4. Provide a detailed description of the proposed project including how the activity will address the well-defined community need. Identify whether the activity is new, ongoing, or expanded from previous years and how it aligns with existing community plans.

Laytonville (pop. 1,152), a rural, unincorporated community in northern Mendocino County, is a federally designated Frontier Community. There are no official governmental services, such as social services, in the community. Although once a thriving timber town, the death of the industry has impacted the local economy, as has the recent collapse of the cannabis industry. The US Census 2023 5-Year Estimates show a median household income of \$35,798 (43% of the statewide median of \$84,097) and 21% of the population lives below the federal poverty level (compared with 12% statewide). Laytonville's unemployment rate as of January 2025 was 14.7%, compared with 6.5% for the county.

LHS will focus its efforts on assisting un- and under-employed individuals to prepare for and seek employment and/or develop successful microenterprises that support a blue economy, with the long-term goal of improving the local economy. Strategies supporting these goals will focus on developing and offering a strong array of employment support services, to include: assisting clients with accessing technology (such as computer, word processing, printer, scanner) to apply for employment and/or business loans and grant programs; creating compelling resumes; carrying out job searches; and completing job applications. Clients will also be linked to agencies who can assist with business development opportunities. Additional support activities will include organizing annual community outreach/job fairs that bring together local, county, regional, and online employers and quarterly job skills and business development workshops led by partner organizations such as West Business Development Center and CareerPoint. Community residents will be informed about the Family Resource Center's new emphasis on economic and employment support through a broad outreach and media campaign that includes radio and print advertising, social media, tabling at community events, professionally-designed flyers, and word of mouth.

Over the past five years, LHS has been seen an increasing number of requests for employment support, as jobs failed during the COVID pandemic at the same time that the local cannabis industry collapsed. The proposed project will increase LHS' organizational capacity to provide job and microenterprise development support and is well aligned with the County's goal of creating A Thriving Economy, the Sonoma Mendocino Economic Development District's goal of Increasing Equitable Community-Wide Prosperity; and the Redwood Region RISE Regional Plan. Through the work of the Laytonville Community Collaborative, an established leadership group through Laytonville Healthy Start, community stakeholders, potential entrepreneurs, parents/families and youth will be invited to a series of meetings to discuss and plan further economic/micro-enterprise development opportunities. This Laytonville Community Collaborative was instrumental in hosting meetings during the Center's Redwood Region RISE mini-grant opportunity in 2024. The activities proposed in this application will complement the momentum that started via the Family Resource Center's Redwood Region RISE sector/stakeholder interviews and community collaborative meetings.

5. Identify the accomplishments you intend to achieve with this activity. Provide an activity time frame / schedule.

Through the proposed project, LHS anticipates the following accomplishments, which will reach an unduplicated total of 300 individuals:

- \* 1:1 support with accessing technology (such as computer, word processing, printer, scanner) to apply for business loans/grant programs, build resumes, assist with job applications/searches, complete job applications, link clients to agencies who can assist with business development opportunities; and organize workshops for Laytonville area residents to access business development training, employee training opportunities, resume building workshops, etc.
- \* Quarterly workshops presented by community partners such as West Business Development Center and CareerPoint.
- \* Annual Community Outreach/Job Fairs bringing together local, county, regional, and online employers.
- \* Increased community awareness and utilization of LHS employment services generated through a broad media outreach campaign.

Please also see Timeline included in Project Narrative.

#### **F. Project Administration & Monitoring** *Limit each response to no more than half a page*

1. Describe how the project will be managed and administered, included proposed staff, their time and functions, noting whether these positions are current or new, pending this award.

The project will be led by the LHS Director with the support of the Application and Outreach Specialist (an existing employee) and a to-be-hired Employment Development Specialist. Each of the three positions will contribute 20% FTE through grant funding, with additional time leveraged through other funding sources. The LHS Director will provide overall administration of the project; liaise with partners; supervise staff; conduct outreach; and ensure timely reporting. The Application and Outreach Specialist will work with clients to support job search efforts and develop and implement media campaign activities, including organizing community outreach/job fairs and conducting outreach strategies to raise community awareness about available employment-related services. The Employment Development Specialist will provide employment navigation support, including: assisting FRC Clients with accessing technology (such as computer, word processing, printer, scanner) to apply for business loans/grant programs, build resumes, assist with job applications/searches, and complete job applications; link clients to agencies who can assist with business development opportunities; and organize workshops for Laytonville area residents to access business development training, employee training opportunities, resume building workshops, etc.

2. Briefly describe your agency's mission and history. Include a description of your agency's experience in providing the proposed services.

LHS has been serving the Laytonville community since 1997 with the mission of promoting healthy children, healthy families, and a healthy community. Annually, the FRC serves over 1,000 children, teens, adults, senior citizens, and families through a variety of services and supports. Through the FRC, LHS provides a myriad of services that include (but are not limited to): parenting support, mental health counseling referrals, sign-ups for low-cost insurance (Medi-Cal and Covered California) and assistance programs, such as CalFresh and unemployment. During the COVID-19 pandemic, the Family Resource Center shifted its focus to basic needs support by providing emergency food bags, gas cards, diaper/clothing give-a-ways and a monthly Food Bank, and continues to provide these services. Since the end of COVID pandemic and the collapse of local cannabis jobs, more people are requesting LHS support with resume writing, job search, job application assistance, small business loan applications, and unemployment applications. Most people who come in to the Family Resource Center don't have a computer and aren't tech savvy. Many residents who were previously relying on cannabis income are looking for other employment opportunities or creative business ventures that could support them through a tough economy. Laytonville residents are resilient and are looking for resources to navigate becoming small business owners and qualified employees.

3. Identify any other agencies, partners or consultants in this activity and define the roles and responsibilities of these partners.

LHS will work closely with partners throughout the community and the county. Community partners, including the school district, the health center, and local businesses, will participate in job fairs, as will county-level employers (e.g., law enforcement, county government, etc.) Employment development partners such as West Business Development Center and CareerPoint will partner with LHS in conducting quarterly workshops on job skills and microenterprise development.

4. Explain how your agency collects and reports client and customer service data, including income, race/ethnicity, and disability data.

LHS will collect client data as required by the County and CDBG and comply with reporting requirements. As a member of the Mendocino County Family Resource Center Network, LHS has ample experience with collecting and reporting client data through entry into the Family Resource Center Database. Other current funding partners require quarterly invoicing and reporting. For this proposed project, LHS anticipates tracking and reporting the following metrics: number of clients served; demographics of clients served (e.g., gender, gender identity, veteran status, age, race, ethnicity, language, disability); types and number of services provided; strategies used to engage clients; number and type of outreach strategies; jobs secured; and microenterprises initiated.

Please be advised that the following documents will be necessary for organizations to demonstrate compliance with CDBG program eligibility requirements, should their project be selected for further consideration by the County of Mendocino.

- a. Articles of Incorporation and Bylaws** (submit any amendments).
- b. Current Policy & Procedures Manual.** Include current policy prohibiting discrimination, grievance procedures, procurement procedures and conflict of interest requirements for both employees and clients.
- c. Current Nonprofit Determination.** Submit current determination letters from the federal Internal Revenue Service and the State Franchise Tax Board listing the organization's current name and address documenting the organization is tax exempt.(for nonprofits)
- d. Current List of Board of Directors.** Include the current name, telephone number, address, occupation or affiliation of each member, and service term. Identify the principal officers of the governing body.
- e. Current Authorization to Request Funds.** Submit the governing body's authorization to submit the funding request. This consists of copies of the resolution (if applicable) and/or of the minutes of the meeting in which the governing body's resolution, motion, or other official action is recorded authorizing the funding request.

- f. **Current Designation of Authorized Official.** Documentation must be submitted of the governing body's action authorizing the representative(s) of the agency to negotiate for and contractually bind the agency. This consists of a signed letter from the Chairperson or Secretary of the governing body providing the name, title, address, and telephone number of each authorized individual.
- g. **Current Organizational Chart.** Include the organization's current administrative framework and staff positions.
- h. **Current Financial Statement and Audit and Management Letter**, if applicable. Also, if applicable, describe any actions taken to correct identified findings or concerns.
- i. **Résumés of Chief Program Administrator and Chief Fiscal Officer**

## G. Authorization

The applicant hereby assures and certifies compliance all applicable federal, state, and local laws, regulations, policies, and requirements (including, but not limited to 2 CFR Part 200), as they relate to the acceptance and use of CDBG and local funds by eligible organizations. Also, the applicant assures and certifies the following information:

1. It possesses legal authority to make a grant submission and to execute an eligible CDBG program;
2. The agency's governing body will adopt or pass as an official act a resolution, motion or similar action authorizing the person identified as the official representative of the corporation to submit a funding application and all associated information and assurances;
3. It will affirmatively further fair housing.
4. It will implement the requirements of the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. 4821-4846) and implementing regulations at 24 CFR Part 35.
5. It will comply with Uniform Federal Accessibility Standards at 24 CFR Part 40, Appendix A, as they related to major rehabilitation or conversion.

6. The grant will be conducted and administered in compliance with:

- a. Title VI of the Civil Rights Act of 1964 (Public Law 88-352; 42 U.S.C. 2000d et seq.), as amended, and implementing regulations issued at 24 CFR Part 1; and
- b. Title VIII of the Civil Rights Act of 1968 (Public Law 90-284; 42 U.S.C. 3601 et seq.), as amended, implementing regulations issued at 24 CFR Part 107, and Executive Order 11063; and
- c. Section 104(b) and Section 109 of Title I of the Housing and Community Development Act of 1974 (Public Law 93-383; U.S.C. 5301 et seq.), as amended; and
- d. Section 504 of the Rehabilitation Act of 1973 (Public Law 93-112; 29 U.S.C. 794), as amended; and
- e. Executive Order 11246, the implementing regulations issued at 41 CFR Chapter 60, and the Development Act of 1968 (12 U.S.C. 1701u; and
- f. The Age Discrimination Act of 1975 (Public Law 94-135; U.S.C. 6101), as amended.
- g. Presidential Executive Order 13166 ("Improving Access to Services for Persons with Limited English Proficiency"); and
- h. Executive Orders 11625, 12432 and 12138, encouraging the use of minority and women-owned business enterprises in connection with activities funded under this grant.

As a duly authorized representative of the Agency, I submit this application to the JURISDICTION and verify, under penalty of perjury under the laws of the State of California or of the JURISDICTION, that the information contained herein is, to the best of my knowledge, true, correct and complete. (Attach documentation that verifies the signer has the authority to submit this application and execute the contract).

AUTHORIZED SIGNATURE:



Date: 28 March 2025

NAME (Please Print): Jayma Shields Spence

TITLE: Director