PROPOSAL SUBMITTAL FORM

Agency Information

Agency Name: The Salvation Army

Mailing Address: 736 W. Main Street Lexington, KY 40508

Street Address: 736 W. Main Street Lexington, KY 40508 HQ: 440 W. Nyack Rd. W. Nyack NY 1099

Phone: (859) 252 - 7706

Is your Agency registered with the IRS as a 501(c)3 organization? ☑ Yes ☐ No
*Note: Agencies **must** be registered with the IRS as a 501(c)3 organization to be eligible for ESR Program funding.*

Does your agency have a Silver Seal of Transparency or higher profile on GuideStar.org? ☑ Yes ☐ No
Note: Agencies must have a Silver Seal of Transparency or higher profile with GuideStar.org to be eligible for ESR funding.

Website Address: www.salvationarmylex.org

Agency Representative *(typically the Executive Director - Name, Title, Phone, Email)*:
Major William Garrett, Central Kentucky Area Coordinator, 859-252-7706 william.garrett@use.salva

Person Completing Application *(Name, Title, Phone, Email)*:
Krista Whitaker, Community Relations and Development Coordinator, krista.whitaker@use.salvationarmy.org

Program Information

Name of program for which funds are being requested: Emergency Homeless Shelter

Total Funding Amount Requested: $ 310,000

RFP #6-2020 PROPOSAL SUBMITTAL FORM

- **Save this PDF formatted Proposal Submittal Form to your hard drive before beginning to enter responses in it to ensure your responses are saved to the form.**
- **LIMIT RESPONSES IN TEXT BOXES TO 250 WORDS**
- **REMINDER: All proposals must be written in a clear and concise manner, as there will be no follow-up or clarifications to proposer's submittal form once the evaluation process begins.**

5.1 Program Design & Performance

5.1.1 General Shelter Information **15 Points**

The following information is required in order to evaluate capacity and scope of programming and ensure a balance of shelter options for various sub-populations of people experiencing homelessness. While the overall narrative score is a major factor in funding recommendations, LFUCG will also consider factors such as ensuring availability of critical services and an adequate number of emergency shelter beds for vulnerable populations.

- Provide a description of the shelter including;
  - shelter operating hours,
  - population served included special populations served,
  - shelter rules and procedures (submit documentation)
  - how basic needs are met such as meals and personal care,
  - operating hours outside of nighttime shelter, i.e. are staff operating during the day
  - general staffing description for the emergency shelter
- Does your emergency shelter consistently implement practices to meet people where they are, and provide person-centered care that focuses on personal strengths? **(submit documentation as an attachment)**
- What policies or value statements convey clear expectations that guests will be treated with dignity and respect, and how does the shelter monitor adherence to these expectations? **(submit documentation as an attachment)**
- Are expectations of guests clearly communicated and easily accessible for review by guests? (submit documentation of communication process
- What specific practices help ensure that the shelter exhibits cultural competency and provides appropriate protections for shelter seekers across demographic differences?
- Does the shelter involve guests in governance and operations? **(submit documentation as an attachment)**

Our shelter is open 24 hours per day, every day of the year, serving over 1,300 individuals annually. Staff are available at all hours including our Director of Guest Services who lives on-site. We welcome all women and single parent families and frequently house individuals who are victims of domestic violence, struggling with addiction or mental illness, or aging out of foster care. Our guests include individuals of all ages, newborns to senior citizens, and from many nationalities. We serve three healthy meals daily and provide hygiene items, clothing, and linens. Through partnerships with the University of Kentucky and Mountain Comprehensive Care, we offer both mental and physical healthcare on-site. Each guest meets with a caseworker within three business days of their arrival to draft their housing case plan, starting with an inventory of their current strengths and assets and looking for opportunities to build both through on-site resources like job and life skills training (see "TSA Housing Plan").

Expectations of guests are communicated through the attached "Rules" and "Information and Procedures" documents, reviewed with guests upon arrival. Guests sign one copy and are provided with a second to keep and access at any time. Staff are trained on cultural competency and we accommodate needs accordingly, such as religious food restrictions. Staff must adhere to The Salvation Army's core value of treating people with dignity and respect (see attached job description). Our grievance policy is outlined in the attached "Information and Procedures" document. Guests are not involved in shelter governance.

5.1.2 Rapid Resolution, Housing Oriented **25 points**

Up to 10 points will be awarded to applicants demonstrating a shelter project that is rapid resolution and housing oriented. This means a plan is presented for how the organization works with guests to develop and implement a housing plan including diversion techniques and how quickly people move to permanent housing.

Narrative for this section should address all of the following prompts:

- Does your emergency shelter's process for accessing shelter assess options for diverting from shelter?
- Does your emergency shelter's diversion approach include, when needed, financial assistance, mediation, housing location, legal assistance, or other supports?
- What role do mainstream programs play in supporting shelter seekers and diversion efforts?
- How does your emergency shelter provide immediate assistance and link guests with housing options within the first 14 days of a shelter stay?
- How does your emergency shelter use data routinely to detect trends, identify frequent users, and monitor housing success and other performance measures?
- How your emergency shelter coordinate with the broader homelessness service and housing systems in system-level planning?
- Does your emergency shelter assess and address the safety risks for people fleeing domestic violence?
- Describe how shelter guests are assigned case management and detail how case management is provided in your emergency shelter. How often do case managers discuss housing options with guests? How and when do the conversations about obtaining housing begin? Do case managers utilize best practices when working with clients such as trauma informed care?
- How will shelter staff members or volunteers help shelter guests access documents needed for housing (birth certificates, Social Security cards, etc.) when needed?

Our social services staff oversee our shelter as well as our financial assistance (rent and utilities) program, food and clothing banks (located next door), and partnerships with more than 40 other community agencies addressing legal, housing, transportation, etc. Because of this crossover in location and staffing we are strategically positioned to address diversion. If needs can be met without emergency shelter we do so.

Guests meet with a caseworker within three business days of arrival to draft their housing case plan, including permanent housing options chosen by the guest. We maintain a list of active openings (partnering with Coordinated Entry and local landlords), given to guests and posted with frequent updates. Caseworkers meet with guests weekly. All caseworkers are trained in and utilize best practices including trauma informed care. Caseworkers help guests complete applications for birth certificates, IDs, etc. We partner with the city's homeless ID program to pay the cost.

We work to make sure families not only find housing but are prepared to keep it. In the past two years, only 4% of our guests have returned. Thus our shelter staff can easily identify frequent users and provide additional support. We house victims of domestic violence and ensure safety with tinted windows, confidentiality, and resources through the Amanda Center. When needed, we partner with Greenhouse17 for our most vulnerable guests. We actively participate in Lexington-wide homelessness initiatives through Coordinated Entry, the HMIS Common Assessment System and Committee, OHPI Advocacy, Issues, and Programs Committee, and Eastern State Hospital meetings.

5.1.3 Low-Barrier **15 points**

Up to 5 points will be awarded to applicants based on an evaluation of the shelter's commitment to a housing first, low-barrier model. Low-barrier shelter is a critical piece in the homeless assistance approach that prioritizes providing people experiencing homelessness with shelter as quickly as possible – and then providing voluntary supportive services as needed. A low-barrier shelter is one which has only the least restrictive entry criteria necessary to ensure health and safety in the facility.

Narrative for this section should address all of the following prompts:

- Does the shelter set only minimal and reasonable requirements for guests, and does the shelter enforce these requirements in a fair and transparent way? **(submit documentation as an attachment)**
- Does your emergency shelter have minimal expectations or requirements of people seeking shelter? **(submit documentation as an attachment)**
- Does your shelter welcome self-defined family and kinship groups to seek shelter together?
- Can your emergency shelter identify financial resources that can support the adoption of low-barrier policies and practices and support extended or flexible hours and adapted service-delivery models?
- Does your shelter accommodate pets and belongings?
- Does the shelter make accommodations to store belongings and if so, how?
- Do your shelter intake process and housing navigation services coordinate closely with community-based outreach services and coordinated entry?
- Does your shelter create flexible and predictable access for people seeking shelter?
- Are guests required or requested to contribute funds or labor to remain in the shelter? **(submit documentation of any program fees or volunteer time required as an attachment)**
- Are guests required to participate in classes or programs as a condition of remaining in the shelter? If yes, describe the process followed to determine whether someone is admitted or removed from the shelter and appeals available to those denied access. Applicants should include with their proposal a copy of written operation procedures for denial of services. This includes drug testing.
- How many participants were turned away or banned in the past 12 months for reasons described above?

The attached document titled, "Hanger Lodge Rules" details our behavior requirements for guests to receive shelter. Because we accommodate children and ordinarily have two childcare programs on-site, we are unable to accommodate sex offenders and have a zero-tolerance drug policy. We have also attached our "Information and Procedures" and "Program Agreement" documents, which give guests program information and expectations of behavior. However, only violations of the items listed in our "Rules" document will result in removal from our shelter.

We welcome single parent families but are unable to shelter all family groups due to physical space constraints. Our program funding is flexible to community needs with 45% having no requirements other than supporting our shelter. We are unable to accommodate pets, but welcome service animals. Each guest receives one locker and two dresser drawers for their belongings. Additional space is available in our storage shed upon request.

We work with Lexington's Coordinated Entry system as well as local law enforcement, the United Way 211, local hospitals, and other shelters to identify individuals in need of shelter. Guests are welcomed at every hour, every day – staff are available 24/7. We request that guests participate in daily chores, attend life skills classes when not at work, and contribute $10 weekly once employed. However, failure to do any of these is not grounds for removal. In the past 12 months, 57 guests (3% of total served) have been removed or banned for rule violations, all of which are listed in our "Rules" document.

5.1.4 Actual Results **10 Points**

Applicants will be evaluated based on actual results from the previous year. LFUCG will utilize access to KYHMIS for organizations with prior year participation. ONLY non-participating first-time applicants should provide a narrative describing outcome targets and actual results for relevant existing shelter. If the organization has not operated an overnight emergency shelter in the past year, the organization may submit performance reports for any transitional housing, rapid rehousing, or permanent supportive housing program. .

The OHPI reserves the right to negotiate final targets. Results will be evaluated based on reports from the KYHMIS database, not agency records, so KYHMIS data quality and timeliness is critical.

- **Submit reports from January 1, 2019 to December 31, 2019 as attachments**
    - **CoC APR**
    - **CoC CAPER**

See Attached CoC APR and CoC CAPER

5.1.5 Capacity, Cost Effectiveness, & Budget **10 points**

Every community, including Lexington, faces the challenge of ensuring that shelter capacity is scaled to meet local need and that it is financed accordingly. This does assume that we should expand emergency shelter for those in the community that are currently experiencing unsheltered homelessness.

In making decisions regarding necessary capacity, LFUCG will consider how a broad range of changes and improvements within their crisis response systems will impact need and demand for emergency shelter, including: increased emphasis on diversion strategies and services; reductions in the length of time it takes for guests to move from shelter to permanent housing, including through expanded rapid resolution interventions; removal of barriers to entry; and increased emphasis on long-term or frequent users of emergency shelter.

Complete this table by indicating the total in the column to the right, then respond to the narrative prompts below:	Total
***Number of individual beds available:	171 ind & fam
***Number of units available for families, if applicable:	19
Funds requested from LFUCG:	310,000
Average nightly census for individuals based on KYHMIS data:	94
Average nightly census for families based on KYHMIS data:	67
Total annual budget for shelter (all funding sources):	1,115,662
% LFUCG investment (LFUCG Request/Total Budget * 100):	28 %

- ***Total beds above not reflect any overflow capacity such as mats on the floor, sleeping in lobbies, dining room chairs or overflow into other buildings owned by partners such as churches or other non-profits. Also exclude beds reserved for/supported by Department of Corrections, Veterans Administration, Department of Community Based Services, or other funding sources.
- Please describe all funding sources other than LFUCG that are included in your total emergency shelter budget.

Program Budget Summary Form Instructions

Proposal Submittal shall be considered incomplete and shall be rejected without completed Budget Summary Form. *(Including total amount of ESR grant request.)* **The Program Budget will be the same for both FY21 and FY22; there will be no increases in award for Year 2 of the grant.**

For organizations requesting funding for more than one program in this RFP, combine into a single Program Budget narrative for the proposal.

Please note that the Program Budget will be part of the grantee agreement with LFUCG and regular tracking and expenditure reporting will be required.

To ensure readability and uniformity, please use the Program Budget form included. Provide brief line-item detail as specified in each section below and verify all calculations.

This section provides a summary of the total proposed Program Budget for FY 2021. It requests the allocation of all projected funding amounts (City and non-City sources) for anticipated FY 2021 program expenditures.

Total Program Budget
Column A should reflect projected expenditures for the entire program (not just the proposed LFUCG ESR grant funding request portion). When the chart is completed this column should equal ESR Grant Funding Request plus other/non-ESR program funding. (A=B+C)

ESR Grant Funding Request
Column B is the grant amount being requested from this RFP to support this program's services to eligible Fayette County Participants.

Non-LFUCG Program Funding
Column C is the non-LFUCG ESR funding that is allocated to the Total Program Budget (A-B = C).

This form is for the budget for the PROGRAM applying for ESR funds, not the total agency budget.

For each category identify the amount requested and the amount to be leveraged through other programs or organizations (if applicable).

Staff Salaries – Identify the number of Full-time position salaries allocated to the program, and part-time positions allocated to the program, and the amounts of each allocated to Columns A, B, & C.

Consultant Services – In the "List Details" box, **briefly** describe any expenses associated with providing expanded supportive services or other services for which the organization intends to contract with another entity. Any of these expenses to be provided by the proposing organization should be included in other line items.

Space/Facilities – In the "List Details" box, **briefly** list the basis of the allocation of rental costs, utilities, janitorial costs, and any other facility costs for the Program. Identify any office or program space in an LFUCG owned building, and any other costs (rent, monthly utilities, etc.) reimbursed to LFUCG.

Scholarships/Stipends – In the "List Details" box, **briefly** list the type of scholarships or stipends, and include the number of people or organizations to receive funds.

Operating Expenses – In the "List Details" box, **briefly** list the costs associated with expenses, supplies, utilities, and any other expense associated directly with the operation of the project.

Other – In the "List Details" box, **briefly** list any other costs for the Program not covered above.

PROGRAM BUDGET SUMMARY

Agency Name: The Salvation Army

Program Name: Emergency Homeless Shelter

FY 2021 (July 1, 2020--June 30, 2021) Total Program Budget

	# of Employees:	Column A Total Program Budget [= B+C]	Column B ESR Grant Funding Request	Column C Non-ESR Program Funding [A-B]
1. Staff Salaries for Program				
Full-Time (FTE)	10	409	140,000	269,118
Part-Time	23	264	105,500	158,350
Total Salaries		673	246	427
3. Consultant Services	$	10	4,500	5,000
list details	Requested: $4,500 for interpreting/translation services for non-English speaking guests (rate of $39/hr + mileage) Other Sources: $5,000 for contracted position for IT Services			
4. Space/Facilities	$	119	35,000	84,030
list details	Requested: 35,000 for Utilities Other Sources:$42,778 for Utilities and $41,252 for property upkeep and Janitorial Supplies			
5. Operating Expenses	$	217	25,000	192,108
list details	Requested: 25,000 for food Other Sources: $15,254 for Program supplies $124,432 for Food, $3,000 for Continuing Education, $23,566 for Equipment/Furniture, $7,250 for Transportation, $7,053, for Office Supplies/Printing, $6,053 Phone/Internet and $5,500 Insurance and Licenses.			
6. Scholarships / Stipends	$	8	0	7,592
list details - numbers & amounts	Other Sources: $7592 for bus tokens and miscellaneous assistance Our guests are also eligible for our medical, rent and utility assistance programs and free childcare though our childcare centers. These are budgeted separately.			
7. Other	$	89	0	89,464
list details	Other Sources: $89,464 for local support staff salaries and benefits (accounting, administrative and development)			
8. TOTAL FY21 PROGRAM BUDGET *(Program budget will be the same for FY22; no increase in award for Year 2 of the grant)*	$	1,116	310	806

Cost per Program Participant: $ 836

I understand that this document in its entirety is incorporated into my grant Agreement with the Lexington-Fayette Urban County Government.

Authorized Representative *(typed name)*: Michael J. Southwick

Title: Secretary **Date:** 3-31-2020

5.2 Capacity & Sustainability

5.2.1 Staff Qualifications & Experience **5 Points**

Provide information on the key/primary individuals that will be involved in the provision of services and demonstrate that they have the capacity to address the stated need. List each position by title and name of employee, if available. Describe the anticipated roles and responsibilities for each person as it relates to this project. Describe the experience, expertise, and capacity of each individual to address the proposed activities.

Our shelter is equipped with a well-educated staff who maintain current knowledge and practices through continuing education (such as trainings in housing first, trauma informed care, mental health recovery, substance abuse, harm reduction, motivational interviewing, and assertive engagement attended this past year).They are supported locally by our Fiscal Manager, Executive Assistant for Human Resources, and Development Team. Our two Area Coordinators, Majors William and Heather Garrett, oversee and guide our program with more than 44 years of program management experience combined. Our key program staff members include:

• Mary Okpebholo, Director of Guest Services, has served at our shelter for 25 years and lives on-site. Mary coordinates a team of guest service assistants, cooks, in-kind donations processors, and maintenance staff to meet the basic needs of all guests through food, shelter, clothing, etc.

• Jen Andrews, MSW, TCADC, Social Services Coordinator, 14 years experience. Jen oversees the services that help guests find housing and build a stable future including case management, job training and placement, and partnerships with outside agencies.

• Shantel Taylor, BSW, Social Services Assistant Coordinator. In addition to providing case management, Shantel coordinates our life skills training program and maintains relationships with local housing providers who communicate with her regarding active openings.

• Susan Cox, Master's Degree and more than 20 years social service experience; Hailie Hawk, MSW; and Victoria Horseman, MSW (in progress) – Caseworkers. Susan, Hailie, and Victoria serve as coaches and advocates for guests, meeting with them weekly to develop and implement a plan to become permanently housed.

5.2.2 Partnership & Resource Leverage **5 Points**

How do your programs and services support our community's comprehensive response to the identified priority area of Community Wellness & Safety? Does your organization have any formal agreements or informal working relationship with other local service programs?

What role does your governing board members, volunteers, and / or donors play in facilitating viable service delivery and program administration? Does your program have any major civic benefactors or corporate sponsors? Describe other secured funding sources and committed operational resources your organization has allocated for the proposed program.

We are the largest shelter in Lexington serving women and single parent families. We partner with area shelters serving different populations and specializing in sub-populations of the groups we serve (such as Greenhouse 17, Arbor Youth, and the Hope Center's Recovery Programs) through referrals and citywide initiatives like Coordinated Entry and the OHPI Advocacy, Issues, & Programs Committee. In addition, we work with more than 40 other community agencies seeking to stabilize and empower low income families. Our shelter serves as a hub of service with partners like Mountain Comprehensive Care (mental health), Jubilee Jobs (job training), University of Kentucky (medical clinic), REACH (money management) and many others providing services directly on-site.

Our 39-member advisory board is comprised of local community leaders who advise and assist with strategic planning, fundraising, and advocacy. Local colleges provide volunteer interns to assist with intake and paperwork processing. Community members volunteer to teach life skills classes, serve meals, and sort in-kind donations (such as clothing).

We have strong support from our community with more than 40% of this program's funding coming directly from individuals. In addition, during this current fiscal year we will receive $70,000 from the United Way of the Bluegrass, $20,000 from an Emergency Solutions Grant, and over $60,000 from private foundations in designated support for this program. Last Fiscal Year we received $18,500 from FEMA, $125,000 from the Kentucky Department of Corrections, and $10,000 from other private foundations and expect similar funding levels this year.

5.2.3 Outreach & Inclusion Strategy **15 Points**

Demonstrate how the program will ensure services are available and accessible by all potential participants, especially related to language barriers for persons with limited English proficiency; persons with physical or other disabilities; and persons impacted by poverty and economic distress.

Has your organization enacted any policies (or employs any standard operating procedures) to ensure equitable service opportunity and / or benefit program to a diverse cross-section of the greater community?

We strive to meet the needs of all homeless women and single parent families, regardless of physical or language barriers. Due to staffing limitations, guests must be able to provide their own self-care (eating, showering, using the restroom, etc.) and self-rescue. We recently converted our Way House building to expand our number of handicap accessible beds to 34. In addition, we renovated the bathroom in this building to make it handicap accessible. All areas where group services are provided - such as meals, life skills classes, and our medical clinic - are handicap accessible. We are seeking to expand our language accessibility and are requesting funds to support the use of a local interpretation service (phone or in person) that would allow for communication between program staff and guests through an interpreter.

We frequently house individuals impacted by mental illness and partner with Mountain Comprehensive Care to provide assessments and treatment on-site. We work directly with partners like Eastern State Hospital to provide shelter for individuals leaving inpatient mental health treatment. By definition, our shelter seeks to serve the persons most impacted by poverty – those who can no longer meet their most basic of needs for shelter.

All Salvation Army programs adhere to our non-discrimination policy. Need knows no race, ethnicity, age, religion, sexual orientation, or language and thus our services are available to all who need them. Our shelter serves women and single parent families and we welcome women who are transgender and identify as female.

Required attachments with Proposal Submittal Form (8 total):

5.1.1 General Shelter Information

- Does your emergency shelter consistently implement practices to meet people where they are, and provide person-centered care that focuses on personal strengths? **(submit documentation as an attachment)**
- What policies or value statements convey clear expectations that guests will be treated with dignity and respect, and how does the shelter monitor adherence to these expectations? **(submit documentation as an attachment)**
- Does the shelter involve guests in governance and operations? **(submit documentation as an attachment)**
- **Submit reports from January 1, 2019 to December 31, 2019 as attachments:**
  - **CoC APR**
  - **CoC CAPER**

5.1.3 Low Barrier

- Does the shelter set only minimal and reasonable requirements for guests, and does the shelter enforce these requirements in a fair and transparent way? **(submit documentation as an attachment)**
- Does your emergency shelter have minimal expectations or requirements of people seeking shelter? **(submit documentation as an attachment)**
- Are guests required or requested to contribute funds or labor to remain in the shelter? **(submit documentation of any program fees or volunteer time required as an attachment)**