

Extended Social Resource Overnight Emergency Shelter Component FY2022

General Shelter Information – 15 points

This would be a new program for Arbor, and we would have a capacity of 14 youth per night. We expect to provide shelter to approximately 75 youth per year. We would operate the shelter program 16 hours a day (8pm to 9am), 7 days a week, 365 days a year with staff supervision at all times, including supportive staff next door at our shelter for minors. Arbor will provide emergency shelter service to youth ages 18 to 24. Additionally, if a parenting youth accesses services, their child can sleep next door. Many of the youth we serve in our Outreach Center have been abandoned by their families or have aged out of the foster care system. These young adults have often experienced multiple episodes of homelessness with and without their family, are fleeing abusive or unsafe living situations, and need a level of support not provided by adult emergency shelters.

Our services will be provided on the second floor of our Outreach Center, allowing youth to seamlessly access our outreach and supportive housing services. All of our services are offered in a home-like setting that encourages comfort while decreasing the effects of trauma to youth experiencing homelessness. All services are voluntary and free. Youth are encouraged to participate in accompanying services, including completing safety and housing plans and case management, and are provided with all basic necessities. We also provide medical, mental health and housing advocacy.

We pride ourselves on inclusion and having low or no barrier programs. Youth that access any of our programs are never denied based on ethnicity, socioeconomic background, religious affiliation, sexual orientation, gender-identity, health-status, or ability level. Additionally, it is important to us that our staff reflect the diversity of the youth we serve so we recruit experienced and passionate staff accordingly. We also have Spanish-speaking individuals on staff and use the Language Line when needed so as to not exclude any participant based English proficiency.

Rapid Resolution, Housing Oriented - 25 points

When it is safe and feasible for the youth, Arbor Youth staff will encourage youth to consider alternative emergency housing options (friends, other family, etc.), recognizing that diversion should always be attempted and understanding that each stay in the shelter increases chances of future episodes of homelessness in adulthood. With this in mind, we will work closely with youth who find themselves being kicked out their homes through family support meetings in hopes of preventing shelter intake.

The exit plan for safe and stable housing will begin upon intake. Housing-focused discussions will happen immediately and consistently between the youth and the Youth Workers and Housing Advocates. We focus on increasing the youth's internal and external assets so they are capable of making healthy and positive life decisions. Our Housing Advocates will engage with youth daily to not only check-in with the youth to see how they're doing but to see what needs they have and to be sure they are working towards exiting. The goal is that each youth who accesses shelter will agree to work with an Advocate for housing and supportive services. We will also assist youth in obtaining all needed documentation and other necessary items as deemed appropriate.

All shelter services are provided through a service philosophy and environment rooted in Positive Youth

Development that empowers youth and is not punitive or restrictive. Our staff also practice trauma-informed care and utilize Mental Health First Aid to promote a safe and positive environment that encourages youth to attain independence and overall well-being.

Low-Barrier - 25 points

Arbor Youth follows a philosophy of Positive Youth Development that encourages least restrictive policies that aim to empower youth to make healthy choices through strength-based models. Youth are never required to contribute funds or participate in other programs to obtain shelter services. Youth must meet minimum eligibility requirements that ensure their safety and the safety of others, and supervisor approval is required for youth who have displayed inappropriate sexual behavior, severe violent behavior, or have consumed drugs or alcohol on site. Each youth will be assessed on these safety components. We will make all efforts possible to refrain from turning youth away, when diversion is not feasible. Due to a deep understanding of our population and the belief in our youth to grow and change, we will not ban youth for indefinite periods. As this is a brand new program that has not yet started, there are no numbers to report pertaining to youth being turned away or banned.

As part of intake, youth will be provided a guest contract, consent and ROI forms, client's rights and responsibilities, and other forms to collect demographic info and health history/needs. Staff will thoroughly explain all documents to youth to ensure they know what they're completing and/or signing. During their stay, youth will be informed of other supportive services available to them, encouraging them to engage with Housing Advocates each morning and to accept support to work towards permanent housing. While we encourage youth participation in other programming, no class or program participation is required to utilize overnight shelter services; everything is voluntary and at the discretion of youth. Arbor Youth maintains a service philosophy that is not punitive or restrictive, meaning youth have input in what they want or do not want to do and, also allowing for the common developmentally appropriate "mistakes" that come with youth. While alcohol or drug use is not permitted on-site, youth will not be drug tested or breathalyzed.

Our shelter hours will be 8pm and to 9am, 365 days a year. While youth don't necessarily have to be on-site promptly at 8pm, beds will be available daily on a first come, first serve basis. Additionally, accommodations can be made for any youth who work third shift and need to sleep during the day.

Arbor Youth welcomes all service and emotional support animals, and with any other pets, our staff are willing to make every possible effort to keep the pet and youth together in our facility. In addition, we are supportive of storing all belongings a youth arrives with, as space permits; we have storage bins and lockers in our Outreach Center (on the first floor) where youth can leave and access their belongings any hour of the day. Most often, youth arrive with little more than a backpack, and our staff works diligently to make sure we acquire any additional necessary items.

Capacity, Cost Effectiveness, & Budget - 10 points

Complete this table	Total
Number of individual beds available to the general population (exclude beds reserved for/supported by Department of Corrections or other funding sources)	14
Number of units available for families, if applicable:	0
Funds requested from LFUCG:	\$116,525
Total budget for shelter program (all funding sources):	\$121,525

LFUCG investment per bed (Request/Total Beds):	\$8,323
LFUCG investment per unit, if applicable (Request/Total Units):	n/a
Total cost per bed (Total Budget/Total Beds):	\$8,680
Total cost per unit, if applicable (Total Budget/Total Units):	n/a
% LFUCG investment (LFUCG Request/Total Budget * 100):	96%

Staff Qualifications & Experience - 5 Points

EXECUTIVE DIRECTOR: Lori Clemons, 10 plus years experience providing direct service and supervision in the field of homeless services. The Executive Director will devote 5% of time to the program to provide overall supervision of the program, to ensure compliance, compiling data, hiring and other necessary components to ensure compliance and sustainability.

OUTREACH & HOUSING COORDINATOR, Chris Primeaux, has been working in homelessness for over 10 years with adults and youth. Christ was a volunteer with us at Arbor Youth for 5 years before becoming an official employee in 2013. The Coordinator will be responsible for oversight of shelter services, supervision of youth workers and housing advocates, and will assist the Executive Director in ensuring program compliance and compiling data for reports. The Coordinator will devote 10% of time to the project.

HOUSING ADVOCATES: We have 3 Housing Advocates who will devote 10% of their time to this project to provide direct housing-focused case management and support services to youth. They will be available each morning, as youth are exiting the shelter, to connect with any new youth and to continue engaging with youth with repeated stays.

YOUTH WORKERS: This position is responsible for direct supervision of youth while accessing shelter services and requires at least a high school diploma and one year of experience with youth. Youth Workers will devote 100% of time to shelter services.

ADMINISTRATIVE COORDINATOR: Josh McKinley will devote 5% of time to invoicing, payroll, insurance and benefits oversight, and other general accounting and office duties as deemed necessary.

Partnership & Resource Leverage - 5 Points

Arbor Youth has specialized in serving the youth population for 45 years and offer unique services to the county and region, as the only emergency overnight shelter for unaccompanied youth in Central Kentucky. Developmentally appropriate emergency shelter or housing for youth aged 18-24 is a current gap in services in Lexington. With our emergency shelter experience and our established and successful outreach and supportive housing programs for 18-24 year olds, we know we can effectively and successfully meet this gap in services and work.

We work closely with adult shelters (Hope Center, Salvation Army, and Catholic Action Center) and other service providers (New Vista, FCPS, Univ. of KY, BCTCS, and numerous others) to provide outreach and supportive services for this population of youth who are accessing their services. We currently have MOU's with Community Action Council and the Lexington Housing Authority to provide case management to youth receiving financial housing support through their programs. Staff strive to connect youth with as many service providers as possible to increase their connection with the community and ensure they have a strong support network.

Arbor Youth's Board and leadership staff participate in continuous quality improvement efforts in regards to administrative, service and client programming components. Volunteers and donors are used to support staff in providing services but never in place of staff. We believe in having strong role models around the children, but we also try to have consistency in who is present to prevent further trauma for our youth. We currently receive no funding for this program but are looking for other sources of

funding, beyond private donations, to pursue.

Outreach & Inclusion Strategy - 15 Points

Arbor Youth affirms its commitment to ensure every individual can access our programs. Individuals will not be subjected to discrimination or receive preferential treatment based on race, ethnicity, sexual orientation, gender or gender identity, ability-level, health-status or religious affiliation. Additionally, Arbor Youth staff consists of a couple Spanish-speaking individuals, and we use the Language Line when needed so as to not exclude any participant based English proficiency.

Arbor Youth makes all accommodations possible and is accustomed to serving youth with a wide range of disabilities. Our shelter is handicap accessible; though all bedrooms are upstairs, accommodations can be made on the first floor for sleeping purposes. Our shelter is the only Safe Place designated shelter in Central Kentucky, meaning if a youth is in crisis and needs shelter services, they can be directed to the closest Safe Place site, then Arbor Youth staff will go to them and transport them. We educate local youth about Safe Place through school and after school program presentations. Arbor Youth is also very active on social media, and several times throughout the year, youth needing shelter contact us through social media platforms for help.

Arbor Youth has a nondiscrimination policy, and every employee is expected to abide by and enforce the policy within their assigned areas of responsibility.



ARBOR
YOUTH SERVICES

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**RFP #14-2021 Extended Social Resource
Overnight Emergency Shelter**

Agency Information

Agency Name: Arbor Youth Services

Mailing Address: 536 W Third St. Lexington, KY 40508

Street Address: 536 W Third St. Lexington, KY 40508

Phone: (859) 254-2501

Agency Representative:

Lori Clemons, Executive Director, 859-254-2501, lori@arborky.org

Person Completing Application:

Lori Clemons, Executive Director, 859-254-2501, lori@arborky.org

Program Information

Name of program for which funds are being requested: Arbor Youth Emergency Shelter for Minors

Total Funding Amount Requested: \$170,767

Extended Social Resource Overnight Emergency Shelter Component FY2022

General Shelter Information – 15 points

Arbor Youth Services is currently licensed for a capacity of 10 beds, with 4 additional beds for emergency overflow. The actual bed count does not include the crib and 2 toddler beds available for use. We expect to provide shelter to at least 100 youth per year. We operate the shelter program 24 hours a day/7 days a week all year, with around the clock supervision (a minimum of 2 staff on shift at a time). Arbor Youth provides shelter services to children ages of birth through 17 years. Many of the youth served in our shelter have experienced multiple episodes of homelessness with their family, exhibit runaway behavior, are fleeing abusive situations or lack an available and capable adult to maintain custody.

Due to the special nature of our youth population, we provide our services in a home-like setting that encourages comfort while decreasing the effects of trauma to youth experiencing homelessness and other crises. All services are voluntary and free. Youth are encouraged to participate in family style meals, complete safety plans and case management, and are provided with all basic necessities upon intake and are expected to attend school if enrolled in Fayette County. We also provide medical, mental health and housing advocacy for all youth.

At Arbor Youth we pride ourselves on inclusion and having low or no barrier programs. Youth that access any of our programs are never denied based on ethnicity, socioeconomic background, religious affiliation, sexual orientation, gender-identity, health-status, or ability level. Additionally, it is important to us at Arbor Youth that our staff reflect the diversity of the youth we serve so we recruit experienced and passionate staff accordingly. Additionally, we have Spanish-speaking individuals on staff, and we use the Language Line when needed so as to not exclude any participant based English proficiency.

Rapid Resolution, Housing Oriented - 25 points

When it is safe and feasible for the youth, Arbor Youth encourages alternative placements for youth as each stay in the shelter increases their chances of future episodes of homelessness in adulthood. With this in mind, we work closely with youth and families experiencing homelessness to prevent shelter intakes through family support meetings for youth who exhibit runaway behavior and resource referrals for families requiring housing. However, youth under the age of 18 who are experiencing homelessness often have very little control over their housing decisions, which creates a unique service delivery system that is quite different from the general homeless population.

The exit plan for safe and stable housing begins upon intake. The housing discussions are often between our staff and the family or fictive kin of the youth, social workers, or other relevant custody holders. We advocate for the best interest of the youth and take into consideration the youth's desires for long-term housing. We focus on increasing the youth's internal and external assets while residing at our shelter so they are capable of making healthy and positive life decisions. Youth meet with our Youth Advocate 3-5 times a week to not only check-in with the youth to see how they're doing but to be sure they are a part of their placement process; we want to be sure youth have input in their lives and always know the status of their situation. We also assist youth in obtaining all needed documentation and other necessary items as deemed appropriate. Once youth exit, ongoing after-care is available if desired by the youth, and it is geographically feasible.

All shelter services are provided through a service philosophy and environment rooted in Positive Youth Development that empowers youth and is not punitive or restrictive. Our staff also practice trauma-informed care and utilize Mental Health First Aid to promote a safe and positive environment that encourages youth to attain independence and overall well-being.

Low-Barrier - 25 points

Arbor Youth follows a philosophy of Positive Youth Development that encourages least restrictive policies that aim to empower youth to make healthy choices through strength-based models. Children and families are never required to contribute funds or participate in group activities to obtain shelter services. Youth must meet minimum eligibility requirements that ensure their safety and the safety of others, and supervisor approval is required for youth who have displayed inappropriate sexual behavior, severe violent behavior outside of the home, or exhibit suicidal behavior. Each youth is assessed on these safety components and decisions of eligibility are made in regards to the current population and safe alternative placement of the youth. We make all efforts possible to refrain from turning youth away and never turn away youth referred through our Safe Place program, police or through self-referral, as these are deemed emergency cases. Due to a deep understanding of our population and the belief in our youth to grow and change, we do not ban kids for indefinite periods and only discharge youth when a safe placement is available, never to the streets.

As part of intake, youth are provided a resident contract, consent forms, and policies that explain what is expected of them and what they can expect from staff. Staff thoroughly explain all documents to age-appropriate youth. During their stay, youth are encouraged to participate in groups where they discuss things like social skills and their emotional well-being. We also provide an active schedule of enrichment activities, such as touring the science center and physical activities like swimming and ice skating. While we encourage youth participation in every opportunity provided, everything is voluntary and at the discretion of youth. Arbor Youth maintains a service philosophy that is not punitive or restrictive, meaning youth have input in what they want or do not want to do and, also allowing for the common developmentally appropriate "mistakes" that come with youth.

Arbor Youth welcomes all service and emotional support animals, and with any other pets, our staff are willing to make every possible effort to keep the pet and youth together in our facility. In addition, we are supportive of storing all belongings a youth arrives with, as space permits. Most often, youth arrive with little more than a backpack, and our staff works diligently to make sure we acquire any additional items. We have minimal closet space but also have two sheds behind our facility with ample storage space for youth needs.

Last year, 44 youth were turned away based on eligibility guidelines, meaning they were an immediate threat to themselves/others or were not at risk of victimization or did not pass the COVID screening. However, none of these youth were in a current state of homelessness. Since our referral sources greatly vary, not all children referred to us are homeless or in a current state of emergency as it pertains to their safety. As for the youth accepted, none were banned or kicked out of the shelter.

Capacity, Cost Effectiveness, & Budget - 10 points

Complete this table		Total
Number of individual beds available to the general population (exclude beds reserved for/supported by Department of Corrections or other funding sources)		10

Number of units available for families, if applicable:	0
Funds requested from LFUCG:	\$170,767
Total budget for shelter program (all funding sources):	\$394,615
LFUCG investment per bed (Request/Total Beds):	\$17,076
LFUCG investment per unit, if applicable (Request/Total Units):	n/a
Total cost per bed (Total Budget/Total Beds):	\$39,462
Total cost per unit, if applicable (Total Budget/Total Units):	n/a
% LFUCG investment (LFUCG Request/Total Budget * 100):	43%

Staff Qualifications & Experience - 5 Points

EXECUTIVE DIRECTOR: Lori Clemons, 10 plus years experience providing direct service and supervision in the field of homeless services. The Executive Director will devote 25% of time to the program to provide overall supervision of the program, youth eligibility approvals, hiring and other necessary components to ensure compliance and sustainability. Responsibilities also include maintaining program compliance with federal, state and local standards.

SHELTER COORDINATOR: William Jones (MBA), 9 years experience working with at-risk youth and families. The shelter coordinator will devote 100% of time to providing supervision of day-to-day operations, hiring, training, quality improvement, direct supervision of youth and staff; also assists Executive Director in ensuring program compliance and compiling data for reports.

YOUTH ADVOCATE: Hillary Welch has been with Arbor for 2 years and has 3 years experience working with adults experiencing homelessness and will devote 100% of time to provide direct case management and support services to youth. The Executive Director guides and assists the Advocate in case management for unique and severe situations.

YOUTH WORKERS: This position is responsible for direct supervision of youth in daily activities and requires at least a high school diploma and one year of experience with youth. Youth Workers will devote 100% of time to shelter services.

DEVELOPMENT DIRECTOR: Andrew Shayde, 11 years of experience working with at-risk youth and families and 9 years managing grants and contracts. The Development Director will devote 10% of time to the program to maintaining grant compliance and reporting.

ADMINISTRATIVE COORDINATOR: Josh McKinley will devote 10% of time to invoicing, payroll, insurance and benefits oversight, and other general accounting and office duties as deemed necessary.

Partnership & Resource Leverage - 5 Points

Arbor Youth has specialized in serving the youth population for 45 years and offer unique services to the county and region, as the only emergency overnight shelter for unaccompanied youth in Central Kentucky. Youth are referred for shelter services in a variety of ways, including self-referral through Safe Place sites or referred by community partners, such as Lexington Police Department, DCBS, school resource counselors, DJJ, and local adult shelters.

We work closely with the Cabinet for Health and Family Services (CHFS) to provide services for youth alleging abuse or awaiting appropriate foster placements, and we have a formal agreement with DCBS for a minimal daily stipend for youth in care of the State. We also have a formal agreement with FCPS

servicing Fayette County homeless students while in our care. Additionally, we have informal agreement with The Nest to use their childcare services if/when we have homeless parenting youth who needs childcare for their child/ren. We also work closely with all youth shelters across the state, New Vista, The Ridge, KVC Behavioral Health, Community Action Council, Family Care Center, University of Kentucky, and numerous other local providers. Staff strive to connect youth with as many service providers as possible to increase their connection with the community and ensure they have a strong support network upon their exit.

Arbor Youth's Board and leadership staff participate in continuous quality improvement efforts in regards to administrative, service and client programming components. Volunteers and donors are used to support staff in providing services but never in place of staff. We believe in having strong role models around the children, but we also try to have consistency in who is present to prevent further trauma for our youth. We currently receive federal funding from Family & Youth Services Bureau and local funding from United Way of the Bluegrass and ESG funding from LFUCG for this program.

Outreach & Inclusion Strategy - 15 Points

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Arbor Youth has a nondiscrimination policy, and every employee is expected to abide by and enforce the policy within their assigned areas of responsibility.