

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.

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, now available seven days a week, to draft their housing case plan. Working to create an inventory of their current strengths and assets and looking for opportunities to enhance both through on-site resources like job and life skills training.

Rapid Resolution, Housing Oriented - 25 points Up to 25 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.

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 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.

**The Salvation Army Emergency Homeless Shelter
Program Budget 2021-2022**

		Received from LFUCG	Non-LFUCG Funding
INCOME			
Individual Contributions	\$ 212,150.00		\$ 212,150.00
Private Foundations	\$ 70,000.00		\$ 70,000.00
Special Fundraising Events	\$ 30,000.00		\$ 30,000.00
United Way of the Bluegrass	\$ 70,000.00		\$ 70,000.00
Government - Federal, State, and Local	\$ 430,000.00	\$ 300,000.00	\$ 130,000.00
Program Service Fees	\$ 132,953.00		\$ 132,953.00
Total Income	\$ 945,103.00	\$ 300,000.00	\$ 645,103.00
EXPENSES			
Total Staff	\$ 576,236.00	\$ 250,000.00	\$ 326,236.00
Full Time Staff - 13	\$ 407,118.00	\$ 200,000.00	\$ 207,118.00
Part Time Staff - 14	\$ 169,118.00	\$ 50,000.00	\$ 119,118.00
Consultant Services			\$ -
Space/Facilities	\$ 97,285.00	\$ 25,000.00	\$ 72,285.00
Utilities	\$ 56,428.00	\$ 25,000.00	\$ 31,428.00
Property Upkeep (including janitorial supplies)	\$ 40,857.00		\$ 40,857.00
Operating Expenses	\$ 205,998.00	\$ 25,000.00	\$ 180,998.00
Program Supplies	\$ 14,322.00		\$ 14,322.00
Food & Kitchen Supplies	\$ 141,661.00	\$ 25,000.00	\$ 116,661.00
Continuing Education	\$ 2,700.00		\$ 2,700.00
Equipment/Furniture	\$ 22,591.00		\$ 22,591.00
Transportation	\$ 6,929.00		\$ 6,929.00
Office Supplies, Postage, & Printing	\$ 6,797.00		\$ 6,797.00
Communications (phone & internet)	\$ 5,803.00		\$ 5,803.00
Insurance & Licenses	\$ 5,195.00		\$ 5,195.00
Scholarships/Stipends	\$ 7,463.00		\$ 7,463.00
Assistance to Individuals (bus tokens, medications, etc.)	\$ 7,463.00		\$ 7,463.00
Other	\$ 58,200.00		\$ 58,200.00
Support Staff Salaries & Benefits (accounting, admin, development)	\$ 58,200.00		\$ 58,200.00
Total Expenses	\$ 945,182.00	\$ 300,000.00	\$ 645,182.00

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.

Low-Barrier - 25 points Up to 15 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.

Hanger Lodge recognizes the value of low-barrier, housing first models. The staff work hard to provide people experiencing homelessness with a safe place as quickly as possible. However, because we accommodate children and have a licensed childcare program on-site, we are unable to accommodate sex offenders and have a zero-tolerance drug policy.

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.

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, 30 guests (2% of total served) have been removed for rule violations.

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. 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.

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)	171 ind & fam
Number of units available for families, if applicable:	19
Funds requested from LFUCG:	\$300,000
Total budget for shelter program (all funding sources):	\$945,103
LFUCG investment per bed (Request/Total Beds):	\$1,754
LFUCG investment per unit, if applicable (Request/Total Units)	n/a

Total cost per bed (Total Budget/Total Beds):	\$5,526
Total cost per unit, if applicable (Total Budget/Total Units):	n/a
% LFUCG investment (LFUCG Request/Total Budget * 100):	31.74%

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, Human Resources Coordinator, and Development Team. Our two Area Coordinators, Majors Garrett, oversee and guide our program with more than 46 years of program management experience combined. Our key program staff members include:

- Mary Okpebholo, Director of Guest Services, has served at our shelter for 26 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.
- Tracy Caysen, Assistant Director of Guest Services coordinates evening and weekend activities at the lodge.
- 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.
- Hailie Hawk, MSW Lead Caseworker; Shantel, Taylor, MSW, Franchesca Bridges, Sherri Baptiste, MSW – Caseworkers who serve as coaches and advocates for guests, meeting with them weekly to develop and implement a plan to become permanently housed. These services are provided 7 days a week.

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 both on-site and virtually following COVID-19 recommendations.

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. We anticipate a variety of funding to include federal contracts, United Way appropriations, private foundations and fund-raising events.

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 translation phone service that would allow for instant communication between program staff and guests through a translator.

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.