

Agency Name:	Community Action Council
Mailing Address:	PO Box 11610, Lexington, KY 40576
Street Address:	710 W High Street, Lexington, KY 40508
Phone:	859-233-4600
Website Address:	www.commaction.org
Agency Representative:	Sharon Price, Executive Director
Agency Representative Contact Information:	859-233-4600, sharon.price@commaction.org
Program Contact Person:	Marty Jones, Director, Housing and Homeless Services
Program Contact Information:	859-233-4600, marty.jones@commaction.org
Person Completing Application:	Kevin Murphy, Community Development Specialist
Program Title:	Emergency Family Housing
Total Funding Request:	\$156,000

General Shelter Information: Emergency Family Housing (EFH) utilizes a non-traditional shelter model to annually meet the emergency shelter needs of up to 81 persons—or 27 two-parent and group families meeting the definition of “family” under HUD’s Equal Access Rule—originating in Lexington-Fayette County through short-term hotel stays or up to 90 days in a master-leased apartment, or some combination, without requiring family separation. Extensions beyond 90 days are made on a case-by-case basis. Depending on a family’s circumstances and strengths, some may “transition-in-place,” an approach allowing families to ‘take over’ a lease, thus remaining in a unit independently.

The Council’s non-traditional, scatter-site model is more cost-effective, allows families to preserve more dignity than traditional shelter models, and provides additional protections as a non-congregate shelter option during public health emergencies, like the COVID-19 pandemic. The Council’s person-centered, strengths-based approach helps families meet their immediate and ongoing needs, such as obtaining personal care items and accessing local resources, as it assists them in rapidly obtaining permanent housing. Referrals are accepted M-F, 8:30am-

5:00pm, via phone, email or in-person. Referrals after 5:00 are accepted on a case-by-case basis. As the operator of OneDoor Lexington's Coordinated System of Entry and the grantee for the Assertive Street Outreach program, the Council is well-positioned to quickly establish contact with families experiencing homelessness and is committed to ensuring quick and equitable access based on acuity.

Mr. Marty Jones, Director of Housing and Homelessness Services (DHHS), provides administrative oversight. The Council's Participant Program Agreement, Program Goals, Values and Outcomes, and Participant and Community Complaints procedures outline the Council's efforts to convey clear expectations and its commitment to treating participants with dignity and respect. These policies (available upon request) also provide information on how the Council involves participants in the governance of its Housing programs, including EFH.

Rapid Resolution, Housing Oriented: Staff begin discussing diversion at first contact with the completion of a pre-screener to identify potential alternatives (including financial assistance and mediation) and determine EFH eligibility. An example of this diversion strategy is the Council's Housing Stabilization program. This program, operating in partnership with LFUCG, provides financial assistance for households impacted by the COVID-19 pandemic with past due or future rent or utility costs.

When diversion is not an option, staff complete a thorough intake process at program entry, explaining the EFH program and assisting the family in completing initial paperwork. Staff share information about fair housing requirements, tenant expectations and responsibilities, and available community resources. As a component of its comprehensive case management strategy and incorporating best practices (including trauma-informed care), staff immediately begin working with families to reduce barriers, such as utility/rental arrears, unemployment and soft

skills development, and the high cost of childcare; assist families in accessing mainstream and other public benefits, vital records and other eligibility documentation; and assistance enrolling in job training/job search assistance or educational programs. Transportation assistance may be provided.

Staff and families meet at least weekly, or more frequently if needed, to discuss housing options and assess progress toward goals. For guests that remain for more than 14 days, staff complete the Vulnerability Index–Service Prioritization Decision Assistance Prescreen Tool (VI-SPDAT) and enter them into OneDoor Lexington Coordinated Entry. The VI-SPDAT assists staff in developing individualized goal and housing plans, including developing safety plans for those fleeing domestic violence. The DHHS participates in LFUCG Office of Homelessness Prevention and Intervention (OHPI) Board and committee meetings.

EFH partners with many service providers, including New Vista, Greenhouse17, Jubilee Jobs, and others, to assist families in transitioning to permanent, stable housing as rapidly as possible. Staff continually monitor and evaluate EFH to identify trends and progress toward performance measures.

Low Barrier: The Council is committed to a low-barrier program model to meet the needs of two-parent and self-defining group families seeking emergency shelter. The Council works closely with OHPI, local shelters, housing providers, and social service agencies to ensure flexible and predictable access for families, provide appropriate referrals and identify alternative funding to support EFH and guests. Families are not required to contribute funds and/or labor as a condition of shelter, nor are they required to participate in classes or programs. The Council partners with the Lexington Humane Society and local storage facilities to accommodate pets and personal belongings, as needed.

By signing the Participant Program Agreement (PPA), families agree to: comply with housing complex conditions, maintain the shelter unit in a clean and safe condition, and actively participate in EFH as described in the Individual Service Plan (ISP). Vacating a housing unit for more than five days, without notifying EFH staff, may result in program exit. Participants may also be expelled for gross misconduct, such as engaging in behaviors that place the health and safety of fellow tenants, service providers, or property at significant risk. Final decisions regarding termination will be addressed between EFH staff and supervisors and, as necessary, property owners/managers. Participants will have the right to appeal the decision, the process for which is provided to each family during intake. From July 2018 to May 2021, 92 families (327 household members) participated in EFH. Since the program's inception in 2015, 87 percent of the families have exited to a permanent housing destination. In the past twelve months, only one family has exited for violation of program rules.

Capacity, Cost Effectiveness, & Budget: This section includes the budget summary for Emergency Family Housing as well as the required tabular data regarding available beds and dwelling units, their per-unit costs, and total budgetary data and percentages. The Council will bring other capacity-enhancing funds and resources, as well as abundant experience through project implementation in the Lexington-Fayette County Community of Care (CoC) and multiple other projects beyond the funds and resources specifically linked to this project. Among them are Assertive Street Outreach and, starting in FY 2022-23, the \$5 million Day 1 Families Fund award, which is discussed in more detail elsewhere in this proposal.

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).	38
Number of units available for families, if applicable:	8
Funds requested from LFUCG:	\$156,000
Total budget for shelter program (all funding sources):	\$187,314
LFUCG investment per bed (Request/Total Beds)	\$4,105
LFUCG investment per unit (Request/Total Units)	\$19,500
Total cost per bed (Total Budget/Total Beds)	\$4,929
Total cost per unit, if applicable (Total Budget/Total Units):	\$23,414
% LFUCG investment (LFUCG Request/Total Budget * 100):	83%

PROGRAM BUDGET SUMMARY

		TOTAL PROGRAM BUDGET	ESR GRANT FUNDING REQUEST	NON-ESR PROGRAM FUNDING
Staff Salaries for Program	# of Employees			
<i>Full-Time (FTE)</i>	1.1	\$ 41,505	\$ 36,191	\$ 5,314
<i>Part-Time</i>		\$ -	\$ -	\$ -
Total Salaries		\$ 41,505	\$ 36,191	\$ 5,314
Consultant Services		\$ -	\$ -	\$ -
<i>List Details</i>	N/A			
Space/Facilities		\$ 1,338	\$ 1,338	\$ -
<i>List Details</i>	\$1,338 to provide for costs related to office and meeting space to operate EFH.			
Operating Expenses		\$ 126,642	\$ 100,642	\$ 26,000
<i>List Details</i>	Operating Expenses include: short-term hotel stays (\$15,000), master-leased rental units (\$97,215), in-area travel (\$650), program supplies (\$1,200), insurance and bonding for 1.1 FTE (\$577), client benefits such as bus passes, arrears, vital records (\$3,000), utilities and security deposits (\$7,000), contract expenses (\$2,000).			
Scholarships/Stipends		\$ -	\$ -	\$ -
<i>List Details- Numbers & amounts</i>	N/A			
Other		\$ 17,829	\$ 17,829	
<i>List Details</i>	\$16,714 - To provide for the portion related to programs costs for administrative functions such as Accounting, Human Resources, and the Office of the Executive Director, as approved by the Council's approved Negotiated Indirect Cost Rate Agreement calculated at 12.0 percent. \$1,115 - allocation of shared IT/Communications services.			
TOTAL FY 22 PROGRAM BUDGET		\$ 187,314	\$ 156,000	\$ 31,314
Cost per Program Participant		<u>\$2,313</u>		

Staff Qualifications and Experience: Mr. Marty Jones, Director of Housing and Homelessness Services (DHHS), is primarily responsible for programmatic oversight, quarterly reporting and ensuring that the program continues to meet outcomes. He has a Master of Public Administration degree from the University of Kentucky. Mr. Jones joined the Council in July 2010 and has come to play an integral leadership role in the Council's housing programs throughout the Council's four-county service area and in the Region 6 Balance of State.

Francia A Gonzalez, Housing Case Management Specialist, is also a HUD-certified housing counselor with Community Ventures Kentucky, a 501[c]3 nonprofit organization with a community and civic development focus. She has three years of housing-related experience, including counseling individuals and families in such areas as budgeting, saving, credit building, obtaining and keeping employment, childcare, and home maintenance and upkeep. In coordination with DHHS, Ms. Gonzales works with local shelters and other partners to rapidly move families toward permanent housing solutions. Council partners she has worked with have included The Nest, God's Pantry, and New Vista.

The Council has many years of experience in housing-related matters, including the provision of assistance to persons experiencing homelessness. It currently operates no less than 11 programs in such areas as permanent supportive housing, rapid rehousing, rental assistance, domestic violence, and assertive street outreach. Most recently, the Council partnered with OHPI to provide emergency, non-congregate shelter at local hotels for households unable to enter Lexington's existing shelter network due to shelter restrictions or the need for quarantine or isolation. CAC coordinated safe meal delivery for residents and provided a small stipend for necessary personal care items and other household supplies not provided at the hotel. Since

April 2020, the Council's non-congregate shelter programs provided short-term emergency shelter for 124 households, including ten families with children.

Partnership and Resource Leverage: The Council has a long history of formal and informal partnerships and has developed an extensive network of housing or homelessness-related organizations and services to support EFH. Past and current partners include, but are not limited to: Hope Center, New Vista, Jubilee Jobs, GreenHouse17, Arbor Youth Services, and Catholic Action Center. The Council often collaborates informally with Goodwill Industries and Habitat for Humanity to acquire necessary household goods and furniture for families. The Council also has several Board members from local housing-related organizations to provide informed oversight of the Council's housing programs.

EFH is unique within Lexington's shelter network as the only program that allows two-parent and group families to remain together as a family unit while in shelter. The Council also utilizes a more cost-effective, "transition-in-place" model when appropriate. EFH partners with Microtel Inn and Suites, Stonebridge Apartments, Lexington Housing Authority, local landlords, Hope Center, Salvation Army, Arbor Youth Services, Kentucky Counseling Center, New Vista, Lexington Humane Society, and others to help make this approach possible. The Council leverages its supportive/permanent housing programs and other services (Head Start, LIHEAP, and CSBG), as appropriate. As an example, over the last year, the Council has leveraged available CARES and other funding sources to assist nine additional families on the EFH waitlist obtain housing. Leveraging available funding ensures that EFH guests can access all available resources and provides crucial support as the family exits to permanent housing and towards self-sufficiency. The Council is also partnering with the Lexington-Fayette County Public Health Department to offer pop-up vaccination clinics at several of its Community

Services Centers, as well as testing for staff and area residents. The Council will continue to build and strengthen relationships with other community partners, such as landlords, local businesses, and private individuals—in the form of monetary contributions and donations of goods and services—to help meet the needs of each family.

The Council is fully cognizant of the costs associated with operating housing and homelessness programs and will continue to aggressively seek additional funding, including ESG, CDBG, CSBG and others, to sustain and grow the program. The Council's grant writing team within the Office of Sustainability coordinates regularly with the DHHS to identify potential grant and other funding opportunities. One recent example of success in this area is the recently awarded Day 1 Families Fund. The Council will utilize these funds to develop several initiatives to reduce family homelessness, including a Diversion and Rapid Response Fund and to invest in an expansion of the EFH service model throughout its four-county service area, including Lexington-Fayette County. The Council is currently in the planning phase and anticipates full implementation of these initiatives in FY 2022-23.

Outreach and Inclusion Strategy: The Council's long history of assisting vulnerable populations has given it an abiding institutional awareness of the stress that marginalized groups often endure, including those with disabilities and limited English capacity. It has also given the Council an understanding of the destructive consequences that separation and homelessness can have on families, particularly children. Research connects housing instability with poor academic performance, disruption of social skills development, physical and mental health issues, and social and employment problems later in life.

An emphasis on inclusion and outreach is embedded in the Council's culture as well as in its policies and procedures. Its tripartite board is comprised 1/3 of representatives from

communities with low income, the public sector, and the private sector. Staff are highly diverse and representative of a cross-section of the communities it serves. This ethic of inclusiveness extends to the current pandemic, which has complicated almost every aspect of daily human interaction, including the provision of services to individuals and families experiencing homelessness and who are particularly vulnerable to the impacts of COVID-19.

In terms of accessibility for persons with disabilities, EFH arranges, as needed, short-term hotel accommodations that are accessible for persons with disabilities. The Council also works with local landlords and others to identify and obtain ADA-compliant units. For those with limited English proficiency, the Council employs approximately 35 bilingual staff to reduce language barriers across all its program and services. In instances in which a bilingual staff member is unavailable or the language spoken is not represented by staff members, the Council contracts with Accipio Language Services to ensure access and reduce language barriers.