## PROPOSAL SUBMITTAL FORM

### Agency Information

Agency Name: Arrbor Youth Services

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

Street Address: 540 W Third St. Lexington, KY 40508

Phone: (859) 254 - 2501

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.arborky.org

Agency Representative *(typically the Executive Director - Name, Title, Phone, Email)*:

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

Person Completing Application *(Name, Title, Phone, Email):*

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

### Program Information

Name of program for which funds are being requested: **Arbor Youth Outreach Center**

Total Funding Amount Requested: $ **110,375**

# RFP #3-2020 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 Proposal & Design

**5.1.1 Needs Statement—Purpose of the Program Proposal / Problem Statement** **15 Points**

Using local data, provide a description of the problem in Fayette County. Identify the specific population your program is targeting (i.e. age, geographical region, economic status, etc.) and explain why. Discuss whether this population is under-served or at-risk. Describe your understanding of the local system of services addressing this problem, obstacles and/or opportunities your clients face, and how your agency fits within this system of services.

As the number of homeless youth has more than doubled nationwide over the last 10 years (National Center for Homeless Education), Lexington's number of 18-24 year olds who are living on the streets or in shelters seems to fluctuate year to year. In 2019, Fayette County's LexCount showed a 68.75% increase; however, the 2020 LexCount revealed a total of 689 homeless individuals, with only 22 youth found in adult shelters or unsheltered; a 33% decrease from 2019. This decrease does not necessarily reflect to need, such that unaccompanied homeless youth are more likely to couch surf, which is not counted in HUD Point in Time homeless counts.

As the only nonprofit to work specifically with this age group on getting youth from homeless to housed, we at Arbor Youth Services work everyday to meet the needs of these young people. It is imperative to break the cycle of homelessness at a young age so that these people do not spend decades dependent on Lexington's assistance programs. Homeless youth require intensive support services that are often lacking in adult programs, as many youth require extensive support when transitioning to independent living. Adult programs are not developmentally appropriate for young adults, and difficulties arise when mixing them with older adults who have long histories of addictions, mental illness, abuse, and crime and who model survival strategies learned from years of homelessness.

The majority of homeless support services are funded by HUD, resulting in this population being under-served because they are often not eligible due to lack of chronic homelessness or severe disability status, causing them to slip between cracks of the service system. Arbor's Outreach Center proposes to fill the gap in community services that exists for this vulnerable population and prevent incidents of chronic homelessness among youth ages 18-24.

**5.1.2 Service Delivery Model** **15 Points**

What steps will you take or what activities will you provide to assist clients in achieving these goals? Describe each "unit of service" you will provide for clients and how often and how long this service will be provided (e.g. a one-time three-hour training; a weekly one-hour support group for 12 weeks; one 30-minute health exam twice a year; 1-3 hour advocacy services as needed; etc.) How will these services address the problem as identified in the Needs Statement above? Be specific.

The following units of service will be provided annually for 100 youth:
For immediate safety: 75 safety plans, 500 meals, 250 hygiene items, 150 clothing items, 100 showers, 125 phone usages, 150 referrals to service providers, 100 units of transportation, 150 emotional supports.
For self-efficiency: 100 educational/employment activities; 500 skill development activities, 100 behavioral supports.
For stable housing: 300 housing supports, 25 housing referrals to the Lexington CoC, and 20 housing placements (15 with scholarships), 50 case plans.
For long term well-being: 50 financial literacy activities, 75 medical and/or mental health referrals, 100 enrichment activities.

Services will be offered on continuous basis during Outreach Center hours (Monday through Friday 9am-4pm and by appointment for evenings and weekends), and the recipients of housing scholarships will receive 3-6 months of intensive case management. These services are essential in meeting the basic needs of homeless youth and in building the independent living skills required for youth to help them reach the goal of obtaining and maintaining stable housing. Due to the lack of services for this specific age group and inability for most service providers to effectively and successfully engage with the population, Arbor Youth is addressing the problem through the provision of a facility-based service that allows youth to access needed services such as mental health assessments and crisis counseling. Arbor Youth is addressing a growing problem among youth that do not meet new definitions of chronic homelessness set forth by HUD, causing youth to be under-represented within the CoC and unable to access most federal housing assistance programs, subsequently putting them at risk for entering a state of chronic homelessness.

**5.1.3 Client Eligibility and Requirements** **5 Points**

What eligibility requirements must clients meet to qualify for services? What are the expectations of clients while receiving services? (e.g. client must pay $30 fee for each class; client must remain sober; client is responsible for chores; nothing other than participation in services; etc.)

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 race, ethnicity, religious affiliation, sexual orientation, gender-identity, health-status, or ability level. There is never a cost to access services at Arbor Youth. All youth between the ages of 18-24 who are not an immediate threat of harm to themselves or others are eligible for services. Even if a youth poses a threat to others, staff will make special arrangements for the youth to access services and meet their needs.

Youth must be compliant with "House Rules" which include basic respect for others and being accountable for your environment, as each youth is expected to clean up after themselves and may be asked to help with household chores, such as doing dishes or taking out the trash. However, this is not a requirement to access meals, showers, or other services. Expectations for youth are that they will access services, accept case management and referrals, and ultimately receive housing assistance (housing scholarships or Rapid Re-Housing).

Youth offered housing scholarships are chosen based on highest safety need and lack of other housing options within the current CoC, due to lack of chronic homeless status or severe disability. If a youth accepts a housing scholarship, they are expected to work towards obtaining gainful employment, and if in high school, they are expected to attend school daily to make progress towards obtaining a diploma or their GED. Youth are also expected to maintain regular case management meetings that will include case planning and financial literacy activities, such as budget planning and setting future career or educational goals.

**5.1.4 Evidence-Based/Best Practice** **10 Points**

Describe the evidence-based or promising practice model on which this service approach is based. Provide particular sources that indicate what you are doing is best-practice.

Arbor Youth has embraced the Positive Youth Development (PYD) philosophy since 1997, incorporating it at both the organizational and direct service levels. PYD is an intentional, pro-social approach that engages youth within their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive; recognizes, utilizes, and enhances youths' strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships, and furnishing the support needed to build on their leadership strengths (per the Interagency Working Group on Youth Programs). This approach is highly suggested by the U.S. Dept. of Health & Human Services, and nearly all federally funded youth agencies practice PYD. Services such as safety planning, creating goals, and case management are individualized, and staff position themselves as guides while encouraging youth to verbalize their needs and goals. Relationships between staff and youth are built on a common sense of respect and trust, and youth are encouraged to advocate for themselves both within the organization and externally.

At Arbor Youth, we also provide trauma-informed care to youth in all aspects of our services. Homelessness is recognized as a form of trauma for youth, and many youth have experienced trauma prior to becoming homeless and homelessness can exacerbate the consequences of trauma or re-traumatize a youth, resulting in a cycle that is tragically damaging and costly to both individuals and communities (per the National Child Traumatic Stress Network). Arbor Youth staff utilize trauma-informed intervention strategies that address youth's ability to frame past and future experiences, take into consideration the developmental impact of these past negative experiences, and provide productive coping strategies that ensure youth develop along a healthy trajectory. Staff also often utilize a psychological first aid approach with youth, taking into account that youth may have certain "triggers" or unexplainable fears that stem from past experiences.

## 5.2 Program Measures & Evaluation

**5.2.1 Service Efficacy & Desired Outcomes** **10 Points**

What do you hope to help your clients achieve? What are some examples of goals you will set with clients? What is your service philosophy in terms of helping your clients achieve these goals? Describe how you define "successful" completion of services. (e.g. service is complete if: client remains for entire three-hour training; client continues services until judge orders otherwise; etc.) What percentage of clients meet that criteria for success?

We hope to ensure that homeless youth ages 18-24 are able to safely have their basic needs met. We want to help youth transition out of homelessness and to become self-sufficient. Once housed, our critical goal becomes making sure youth maintain housing by providing housing-based case management. We aim to assist our youth in meeting the following goals: Immediate safety; Stable housing; Self Sufficiency; and Long-term well-being. Examples of goals include: completing safety plans; accepting case management; participating in skill building and enrichment activities; working towards employment or educational advancement; and accessing appropriate services that will ensure their health and mental well-being.

Successful completion of services would look like the following: 100% of youth access services to meet their basic needs; 75% will complete safety plans; 75% will engage in skill building activities; 75% will engage in employment or educational advancement activities; 20% youth will obtain housing, with 80% maintaining housing for 6 months or more; 60% will engage in financial literacy activities; 75% will engage in enrichment activities; and 25% will be connected to medical and/or mental health services.

These goals will be met through a service philosophy and environment rooted in Positive Youth Development that empowers youth through strength based models. Arbor Youth maintains a service philosophy that is not punitive or restrictive, allowing for the common developmentally appropriate "mistakes" that come with youth. 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.

**5.2.2 Client Empowerment & Community Impact** **10 Points**

Describe what meaningful difference these services make in the lives of people served. What value is added to the community? Provide examples. (e.g. client demonstrates change in attitude; client has behavior change; etc.)

The youth we serve often do not feel comfortable in adult shelters due to their increased risks of victimization either through theft or unfortunately, in some cases, physical or sexual harm. Many youth congregate and stay in places not meant for habitation or on the streets to avoid staying in shelters, either due to the above fears or because they are unable to abide by what they feel are arbitrary or punitive guidelines. For many youth with mental health issues, shelters exaggerate triggers or other behavioral issues that would otherwise be benign if in a safe environment. Youth access our Outreach Center because they feel safe in the environment and understood by staff, which ultimately leads to accepting services to meet their basic needs and making positive choices about their lives.

This program is valuable to the community by providing youth with a place to come during the day that allows them to be connected with the community services and government benefits available that will allow them to work towards self-sufficiency. The Outreach Center provides a one-stop facility for youth so that the obstacles of homelessness are less traumatizing, and they are removed from the street lifestyle as quickly as possible to decrease negative risk factors that become more debilitating as they enter chronic homelessness status.

Keeping young people away from the cycle of homelessness impacts Lexington in many ways. Through this quick immediate support, we keep kids off the streets which leads to a decrease in crime. When people have a home and a job they are less in need to steal to meet their needs. Off the streets, youth are physically more safe from others. Keeping young adults from becoming chronically homeless saves our city money through a decrease in social assistance programs for them in the future.

**5.2.3 Data Assessment & Quality Improvement** **10 Points**

While it doesn't have to be complicated, evaluation is more than saying "we provided this many 'units of service.'" How will you know if your services have been effective? How does this relate to the desired outcomes for your clients? How will the information gathered be used to improve your services in the future? Be specific (for example, data collection may be through focus groups, pre-and post-tests, client satisfaction surveys, etc.), and also **be specific regarding sampling size and frequency of evaluation.**

Data is gathered on each youth who accesses services including demographics, income, and other relevant information including units of service per client. As new youth come to our Outreach Center, data is collected upon their first walk-in, when youth sign in for every visit, as well as, in a follow up meeting or phone call after one month if they've have stopped coming by the Outreach Center.

Not only are services documented within the HMIS system under current funding requirements but additional service data will also be recorded weekly by the Housing Coordinator and Navigators in client case files and case notes. The service provisions described in section 5.1.2 will be collected, in addition to monthly client satisfaction surveys and general demographics related to housing. Data is collected on all youth who seek case management services, and all data is used in monthly and quarterly reports. Data for all youth served is included in outcomes, and there is not a varying sample size. Arbor Youth continuously tracks program outcomes and distributes results to stakeholders on a quarterly and annual basis.

Arbor Youth is currently accredited by COA, which requires that continuous quality improvement efforts are implemented in regards to administrative, service and client programming components. Not only will information gathered be reported and analyzed as above, but outcomes will also be utilized by the agency's PQI committee for submission into the agency's annual Quality Improvement Plan. Staff also have regular meetings with youth to address suggestions for improvement and to continuously analyze the changing needs of youth that are new to the program. Arbor Youth has been tracking service data in this program for many years and constantly works to improve the outcomes, efficiency and quality of our services to better meet the needs of youth.

# 5.3 Capacity & Sustainability

**5.3.1 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.

The Executive Director, Lori Clemons, has over 10 years of experience working with individuals and families at-risk of or experiencing homelessness. The Executive Director will devote 10% of time providing performance and quality oversight, strategic planning and direction, and engage donors and the public of the nature and extent of youth homelessness.

The Development Director, Andrew Shayde, has 10 years of experience working with at-risk youth and families, and 8 years managing grants and contracts. The Development Director will devote 10% of time to the project and will be responsible for oversight of HMIS compliance, required reporting, and data analysis.

The 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 all intensive case management and referrals and oversight of housing support, devoting 25% of time to the project. The Coordinator is responsible for working with our Outreach Advocate (currently vacant position), who will devote 100% of their time to this project and our Housing Advocates (Amy Figgs, Nancy Mercado, and Allie Caldora) who will devote 25% of their time to this project.

The 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.

**5.3.2 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.

Many homeless youth become homeless suddenly, and homeless youth are different from homeless adults because they often have not learned the essential life skills needed to live on their own. Homeless youth are at an increased risk of harm in comparison to other youth their age; they are more likely to experience mental illness, suffer poor health, drop out of school, and become involved with or become victims of criminal activity. Life on the streets is dangerous and unpredictable, leaving homeless youth vulnerable to being exploited, abused, or killed. Our Outreach Center provides a safe place for youth to access services and to work towards exiting homelessness.

We currently collaborate with all adult shelters in the city to ensure youth have access to developmentally appropriate services. We also work with many local providers, such as KVC Behavioral Health, JobCorps, Voc Rehab, AVOL, U.K., and God's Pantry. We regularly receive and provide referrals among these partner agencies and actively participate in the CoC to access the most resources available for our young clients.

We have a formal agreement with Community Action Council to provide supportive services to homeless youth as part of their Bridge Housing program; this program provides very limited crisis emergency housing to homeless youth who are not accessing adult shelters. We also have an MOU with the Lexington Housing Authority to provide supportive services for youth receiving rental assistance from LHA.

We currently receive funding from United Way of the Bluegrass and CDBG funding from LFUCG for this program.

**5.3.3 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?

Arbor Youth does not discriminate based on race, ethnicity, gender, sexual orientation, health-status, or ability level. We follow all equal employment and opportunity regulations. An individual cannot be disqualified because of lack of income, prior evictions, or criminal history. Additionally, Arbor Youth staff contains Spanish-speaking individuals, and we use the Language Line when needed so as to exclude no participant based English proficiency.

Arbor Youth makes all accommodations possible and is accustomed to serving youth with a wide range of disabilities. We try to decrease barriers, such as transportation during the first several visits, as this has been a known obstacle to youth accessing services. Currently if a youth is referred through other agencies or self refers, the youth may be transported to the Center by staff for the first several visits to decrease anxiety about accessing services and to ensure the youth is capable of finding their way in the future. Our Center is also on the main public transit routes and within walking distance of the local adult shelters.

Through Safe Place and agency presentations, Arbor Youth is able to provide outreach to relevant populations and community members. Youth often self refer or are referred through local social workers, schools and agencies participating in the Coordinated Entry process. Our Outreach Advocate also visits adult shelters and day centers weekly to reach any homeless youth who have not been connected to Arbor Youth.

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

# 6.0 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 **Arrbor Youth Services**

Program Name **Outreach Center**

**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)* | 8 | 75,453 | 30,348 | 45,105 |
| *Part-Time* | | 0 | | |
| **Total Salaries** | | 75,453 | 30,348 | 45,105 |
| **3. Consultant Services** | $ | 0 | | |
| *list details* | | | | |
| **4. Space/Facilities** | $ | 3,359 | 3,359 | 0 |
| *list details* | | Estimated to be 50% of total 540 facility expenses:<br>Utilities: Electric ($1,700), Gas ($1,000), Water/Sewage ($775), Telephone/Wi-Fi ($1,568),<br>Building expenses: Security system ($250), Pest Control ($500); Facility maintenance ($750); Lawncare ($175) | | |
| **5. Operating Expenses** | $ | 23,567 | 21,617 | 1,950 |
| *list details* | | Basic Needs ($2,300); Household ($2,000); Client Document Fees ($750); Transportation Expenses ($2,500), Office Supplies ($500), Printing ($500), Background Checks ($100); Youth Development ($500), Professional Fees ($2,450); Liability Insurance ($7,550); Workers Comp ($750), Accounting/Legal ($2,167), Staff Training/ Equipment ($1,500) | | |
| **6. Scholarships / Stipends** | $ | 56,050 | 55,050 | 1,000 |
| *list details - numbers & amounts* | | Deposit/Rent Assistance for up to 6 months with a $692 monthly rent cap. Assistance decreases by 20% monthly starting in month 3: $678(deposit)+$678+$678+$542+$434+$347+$278 = $3,635 per youth x 15 youth = $54,525<br>Application Fees: $35 x 15 youth = $525; Emergency rent/financial assistance $1,000 | | |
| **7. Other** | $ | 0 | | |
| *list details* | | | | |
| **8. TOTAL FY21 PROGRAM BUDGET** *(Program budget will be the same for FY22; no increase in award for Year 2 of the grant)* | $ | 158,429 | 110,374 | 48,055 |

**Cost per Program Participant:** $ **1,584**

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)*: Lori Clemons

**Title**: Executive Director **Date**: 3/20/2020