## PROPOSAL SUBMITTAL FORM

### 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

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 Emergency Shelter for Minors**

Total Funding Amount Requested: $ **193,503**

# 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)**

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.

**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?

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.

**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?

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, 25 youth were turned away based on eligibility guidelines, meaning they were an immediate threat to themselves/others or were not at risk of victimization. However, none of these 25 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.

**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**

**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: | 10 |
| ***Number of units available for families, if applicable: | 0 |
| Funds requested from LFUCG: | 193,503 |
| Average nightly census for individuals based on KYHMIS data: | 7.08 |
| Average nightly census for families based on KYHMIS data: | 0 |
| Total annual budget for shelter (all funding sources): | 401,347 |
| % LFUCG investment (LFUCG Request/Total Budget * 100): | 48 **%** |

- ***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 **Arbor Youth Services**

Program Name **Arbor Youth Emergency Shelter for Minors**

**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)* | 11 | 242,811 | **94,588** | 148,223 |
| *Part-Time* | 9 | 93,600 | **84,888** | 8,712 |
| **Total Salaries** | | 336,411 | **179,476** | 156,935 |
| **3. Consultant Services** | $ | 0 | | |
| *list details* | | | | |
| **4. Space/Facilities** | $ | 14,036 | **3,847** | 10,189 |
| *list details* | | Utilities: Electric ($2,200), Gas ($4,200), Water/Sewage ($1,150), Telephone/Wi-Fi ($3,136); Building expenses: Security system ($500), Pest Control ($1,000), Lawn Care ($350) Facility maintenance is estimated at $1,500 | | |
| **5. Operating Expenses** | $ | 50,900 | **10,180** | 40,720 |
| *list details* | | Food ($15,000), Basic Need items ($1,500), Household ($1,000), Youth Development ($2,500), Medical needs ($100), Vehicle/Transportation ($5,000), Office supplies ($1,000), Printing ($2,300), Background checks ($1,000); Professional Fees ($2,550); Liability ($13,750), Worker's Comp ($3,000), Accounting/Legal ($2,200). | | |
| **6. Scholarships / Stipends** | $ | 0 | | |
| *list details - numbers & amounts* | | | | |
| **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)* | $ | 401,347 | **193,503** | 207,844 |

**Cost per Program Participant:** $ **4,013**

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

## 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.

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), nearly 8 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 over a year and has 2 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, 10 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.

**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.

Arbor Youth has specialized in serving the youth population for 44 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 an 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, FCPS, 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.

**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?

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 contains 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.

## 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)**