



**2021 GRANT APPLICATION  
Juneau Hope Endowment  
CBJ Social Service Funding**



**ORGANIZATION INFORMATION**

Name of organization Juneau Youth Services

Address of organization PO Box 32839

City Juneau State AK Zip Code 99803 Phone Number 907-789-7610

Website address www.jys.org Fed. Tax ID # 92-0038549

Date of Incorporation 1961 Organization status: X IRS 501(c)(3)        other

Name of chief executive Amy Simonds Taylor Title Executive Director

CEO telephone number 907-523-6531 CEO email address amys@jys.org

Contact for this application Gus Marx Contact title Grants Director

Contact telephone number 907-523-6511 Contact email address gusm@jys.org

| FINANCIAL SUMMARY | LAST COMPLETE FISCAL YEAR (actual) | CURRENT FISCAL YEAR (budget) |
|-------------------|------------------------------------|------------------------------|
| Total revenue     | \$6,349,860                        | \$7,206,287                  |
| Total expenses    | \$7,613,621                        | \$7,416,815                  |

**PROJECT OVERVIEW**

Project Title Transitional Living Services

Specific purpose for which funds are requested:

The Transitional Living Services request will help to support six apartments (with occupancy for up to nine) for Juneau's youth who are struggling with homelessness or who are at-risk of homelessness. The Transitional Living Program serves the longer-term needs of young adults struggling with homelessness, providing shelter, as well as teaching life, job, and social skills to better prepare them for adulthood.

Project Start Date July 1, 2021 Project End Date Juneau 30, 2022

Amount Requested \$50,000 Total Project Budget \$340,000

Primary Project Area (see Grant Guidelines for Hope and CBJ areas) Homelessness: Income Stability/Education

Signature of authorized official *Amy Simonds Taylor* Date 03/05/2021

Typed name Amy Simonds Title Executive Director

**Name of Organization** Juneau Youth Services **Project Title** Transitional Living Services

#### **ORGANIZATION NARRATIVE**

Please, provide a brief history of your organization and the services you provide (2-3 sentences). Highlight one or two key facts, accomplishments, or programs that you are proud of and why.

Juneau Youth Services (JYS) has been providing behavioral health services to children and youth in Juneau since 1961. As a nationally accredited agency, we provide an array of outpatient and residential services for youth. As an agency, we provide services to children as young as three and as old as 22.

Two key accomplishments that we are proud of include the following:

- Teaching Family Model: In 2020, weeks before the COVID-19 pandemic, Juneau Youth Services began the implantation of the Teaching Family Model, which is one consistent, but flexible, approach to interact with the young people we serve. The Teaching Family Model (TFM) compliments other models and provides a common language for all JYS staff, which has encouraged communication between programs throughout the agency. Staff continue to show strong support for the TFM, and we have already graduated one JYS staff as a TFM trainer, which will simplify new-staff orientation into the model.
- Strategic Plan: Juneau Youth Services has created a thorough strategic plan, providing a clear and relatively concise vision for the agency's future in the coming years. We are developing new systems and strategies, including a Communications Plan, which will prepare JYS for the changes we are anticipating as the Administrative Service Organization (ASO) leads behavioral health services throughout the state in the coming years.

#### **BOARD MEMBERS AND BOARD GIVING**

Total number of board seats in bylaws 9 Number of board seats filled 8

Did all board members make a cash contribution to your organization last year? Yes ☐ No ☐

| <b>Board Member</b> | <b>Position on Board</b> |
|---------------------|--------------------------|
| Paula Casperson     | Interim Chair            |
| Elaine Hickey       | Member                   |
| Molly Porter        | Member                   |
| John Cryderman      | Member                   |
| Dr. Amy Dressel     | Member                   |
| Steve Krall         | Member                   |
| Andy Lee            | Member                   |
| James Houck         | Member                   |
|                     |                          |

**Name of Organization** Juneau Youth Services **Project Title** Transitional Living Services

### CONTRIBUTORS

To assist us with understanding where support for your organization comes from please provide the following information for your last complete fiscal year.

| FUNDING SUPPORT                          | APPROXIMATE % OF INCOME | APPROXIMATE # OF GIFTS/GRANTS |
|------------------------------------------|-------------------------|-------------------------------|
| Individual contributions                 | <1%                     | 15                            |
| Board Member contributions               |                         |                               |
| Corporate/business contributions         |                         |                               |
| Fundraising benefits                     |                         |                               |
| Foundations                              | 4%                      | 5                             |
| Earned income                            |                         |                               |
| Endowment earnings                       |                         |                               |
| Government                               | 25%                     | 16                            |
| Medicaid                                 | 67%                     | 1                             |
| Other (capital gains, dividend interest) | 3%                      | 8                             |

Organization's total unrestricted cash reserves at beginning of current fiscal year: \$ \$2,467,961

### FINANCIAL INFORMATION

Please include the following documents with this application:

- Copy of the first page of your most recent 990 Form
- Copy of the Last Fiscal Year Financial Statement
- Copy of the Current Fiscal Year Financial Statement
- Copy of the Current Year Operating Budget

**NOTE:** Financial Statement consists of Balance Sheet and Profit and Loss Statements from the same time period. Please combine these into one document for each Financial Statement requested. The Budget only requires a budget for income and expenses.

### PROJECT INFORMATION

**Project Leaders:** Briefly describe your project leader(s)'s experience and their role in the project.

Susanne Coleman: Residential Director (Project Leader): Susanne is the Program Director for JYS residential/emergency and transition services. Susanne has been with JYS for over 17 years. She has held program coordinator, supervisor, and direct-service positions in the agency.

Forrest Clough: Program Coordinator: Forrest is responsible for overseeing the operations and services at the Transitional Living Program. He has been with JYS for over twelve years, working throughout the agency, including many years as a supervisor in the School-Based Services program.

**Name of Organization** Juneau Youth Services **Project Title** Transitional Living Services

**Project Outline:** Please complete by stating each objective and the activities/tasks, timeline, responsible party, and outputs that will be completed to meet each objective. Projects will typically have more than one objective. Each activity should be chronological under that objective, if the activity is repetitive, indicate that it is weekly, monthly etc. rather than listing it several times. Outline can be in landscape page orientation. Please call Amy Skilbred 523-5450 if you have questions. (Please **delete** example from your application.)

| Timeline                                                                             | Activity                                                                                                                                                              | Responsible Party                      | Measurable Output/Outcome                    |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------------|
| <b>Objective 1: Transitional Living Services</b>                                     |                                                                                                                                                                       |                                        |                                              |
| During admission/<br>Intake                                                          | 1. Initial health screening and screening for risk of harm to self and others                                                                                         | PC and Assessment Center               | Completed intake packet                      |
| Within 24 hours                                                                      | 2. Individualized safety plan                                                                                                                                         | PC                                     | Completed safety plan                        |
| Immediate and ongoing as needed                                                      | 3. Crisis intervention, including hospital diversion, as needed                                                                                                       | Clinician, PC                          | Documented in program log and progress notes |
| Immediate and ongoing                                                                | 4. Room, board, and clothing                                                                                                                                          | PC                                     | Bed days provided                            |
| <b>Objective 2: Safe, Stable housing for homeless and at-risk youth</b>              |                                                                                                                                                                       |                                        |                                              |
| Within one week of referral                                                          | 1. Expedited admission for youth who meet eligibility criteria                                                                                                        | Clinical Director, Program Coordinator | Admission records                            |
| 365 days/year                                                                        | 2. A minimum of 9 TLP beds in the Black Bear Apartment building                                                                                                       | Program Coordinator                    | Number of beds available and occupied        |
| <b>Objective 3: Counseling, support, and behavioral health services</b>              |                                                                                                                                                                       |                                        |                                              |
| Daily                                                                                | 1. Individual and group skill development activities                                                                                                                  | PC                                     | Completed progress notes                     |
| Weekly                                                                               | 2. Assistance in meeting educational needs/goals through school transportation, and assistance with GED, Special Education, correspondence study and computer classes | PC                                     | Completed progress notes, school reports     |
| <b>Objective 4: Furthering educational goals and securing sustainable employment</b> |                                                                                                                                                                       |                                        |                                              |
| Initial assessment/ongoing                                                           | 1. Identification of individualized educational and vocational needs                                                                                                  | PC and Case Manager                    | Youth assessment records                     |
| Ongoing, as needed                                                                   | 2. Assistance in meeting transportation needs related to education and employment                                                                                     | PC and Case Manager                    | Number of rides and bus tokens               |
| Per individual service plan                                                          | 3. Assistance in pursuing post-secondary education                                                                                                                    | Program Coordinator and Case Manager   | Progress notes                               |
| Per individual service plan                                                          | 4. Assistance with job readiness activities including resume writing, job applications, and mock interviews                                                           | PC and Case Manager                    | Progress notes                               |
| Reviewed weekly/ongoing                                                              | 5. Referral to other community resources for education and employment, including JobX, the Learning Connection, and the Juneau Job Center.                            | PC and Case Manager                    | Case management records, progress notes      |

| Timeline                                                  | Activity                                                                                                                                                                                                                           | Responsible Party | Measurable Output/Outcome                               |
|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------------------------------------|
| <b>Objective 5: Positive Youth Development activities</b> |                                                                                                                                                                                                                                    |                   |                                                         |
| Several times a week                                      | 1. Youth participation in cultural, social and recreational activities                                                                                                                                                             | PC                | Completed progress notes                                |
| Ongoing                                                   | 2. Youth active participation in service planning                                                                                                                                                                                  | PC                | Completed progress notes                                |
| Daily                                                     | 3. Youth participation and leadership in TLP house meetings.                                                                                                                                                                       | PC                | Completed progress notes                                |
| Weekly                                                    | 4. Activities that benefit community members who are in poverty, community issues, the environment, and keeping children safe (such as food preparation at the adult homeless shelter, caring for animals at the humane society, ) | PC                | Completed progress notes                                |
| <b>Objective 6: Aftercare support to youth and family</b> |                                                                                                                                                                                                                                    |                   |                                                         |
| Within one week before discharge                          | 1. Individualized aftercare plan                                                                                                                                                                                                   | Case Manager, PC  | Completed discharge/ aftercare plan                     |
| 30 to 60 days following discharge                         | 2. Continued in-person support and family mediation as needed or requested                                                                                                                                                         | PC                | Program log,                                            |
| Ongoing and at discharge                                  | 3. Referrals to other needed community services                                                                                                                                                                                    | PC, Case Manager  | Service plan, discharge/ aftercare plan, progress notes |

**Name of Organization** Juneau Youth Services **Project Title** Transitional Living Services

## **Project Narrative**

### **Current Situation and Project Need**

Juneau navigators, recognizing the City's concern with a recent increase in the number of individuals struggling with homelessness, interviewed a number of Juneau residents. Housing and services, of course, were primary concerns of the young people they interviewed. Several community planning efforts—through entities such as the Juneau Coalition on Housing and Homelessness, the United Way, and the Juneau Economic Development Council—have identified the high priority need for housing and support services to Juneau's youth. The JYS Transitional Living Program (TLP) has been operating for over 20 years to address the needs of the older Runaway and Homeless Youth.

The Black Bear TLP Apartments are one-of-a-kind services for young people in Juneau, meeting some of the needs recognized in the struggle to end homelessness. Everything about the program is centered around the young person and how best to help the young person succeed as she enters adulthood. The TLP apartments require 30% of the young person's income or a minimum of \$100 per month, whichever is greater. Residents can even complete community service hours towards their rent. Even better, upon exiting the program to a safe living situation, the rent that was collected is returned so that the young person can afford the deposit for an apartment. In addition, young people are encouraged to complete their high school diplomas (with a huge thank you to SERRC), to enroll in trade schools, UAS, and certificate programs.

### **Project Goal and Plan**

The primary goal of our Runaway and Homeless Youth program is to provide transitional housing to homeless and at-risk young people to help them achieve independence and positive community engagement. The Transitional Living Apartments will provide at least nine beds in at least six apartments.

The Juneau Community Foundation's funding for this project will meet the Federal matching requirements for the Family and Youth Service Bureau's Transitional Living Program Runaway and Homeless Youth grant. These local dollars allow JYS to receive nearly ten dollars for every one dollar of match. The Federal TLP grant will be about \$200,000 per year, allowing Juneau Youth Services to operate this program, which doesn't necessarily have strong income streams, such as Medicaid.

Upon admission, each youth receives a comprehensive assessment and a service/independent-living plan with the assistance of a support team that includes the youth, family members (if indicated), JYS staff, and other support persons. Transition-aged youth can remain in TLP housing for up to 18 months and receive an individualized discharge/aftercare plan when they leave. To help the youth move towards independence, TLP staff provide life skills training including budgeting and money management, household management/consumer education, communications skills, nutrition/health promotion, time management, and social skills development. TLP staff help youth pursue options in secondary, postsecondary and vocational education; staff also assist the youth with job readiness training to help them secure and maintain employment. Behavioral health counseling and crisis assistance are provided as needed.

### **Partnerships**

We coordinate with several community organizations to ensure that the needs of homeless and at-risk youth are collaboratively met: the Zach Gordon Youth Center; the Learning Connection; JobX; the Juneau Job Center; the Juneau School District, University of Alaska, Southeast; JAMHI; Tlingit and Haida Social

Services; SEARHC; and the Office of Children's Services/Division of Juvenile Justice. We continue to support Zach Gordon's JCF proposal for a Youth Outreach Coordinator, working closely with the Outreach Coordinator to help us connect with more youth who could benefit from TLP services. We are also looking forward the opening of the Spruce Root House (youth shelter), and will be accepting referrals from their program.

### **Evaluation Information**

Describe how you propose to measure outputs and outcomes: What key issues do you want an evaluation to address? What data sources do you have access to and how do you plan to utilize them to measure progress? For multi-year grants: How do you plan to use evaluation information to improve program services? (1 page or less recommended).

The Transitional Living Program evaluates its services through a variety of sources, predominately daily attendance bedsheets, internal and external stakeholder surveys, and AKAIMS-required information. We are currently training staff in the Alaska Homeless Management Information System (AKHMIS), and hope to have data entered into the system by July 1, 2021. With these data sources, we can report not only basic demographics (number of youth, gender, ages, etc.), but whether the client left the program to a safe place (safe exit) and whether they have reached their educational and job goals. As we have done in the past, we will also tally the total bed nights offered throughout the fiscal year. All of this data directs the staff to make programmatic decisions based on gender, the ages of clients, their socio-economic backgrounds, and so on.

We review the annual stakeholder surveys and make adjustments to the programs as necessary and appropriate for the community. We have been reviewing the program's utilization, and have been near 90% occupancy, which is excellent, especially given the effects of the pandemic on many other services.

**Name of Organization** Juneau Youth Services **Project Title** Transitional Living Services

### Project Budget

| List cost items (e.g., personnel – list different positions separately, consultant, travel, supplies, printing, copying, communication) as needed below. | Requested Amount | Other Funds      | Total Project Budget |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|----------------------|
| Personnel                                                                                                                                                | \$37,600         | \$104,000        | \$141,600            |
| Travel                                                                                                                                                   |                  | \$6,000          | \$6,000              |
| Facilities                                                                                                                                               | \$9,400          | \$5,600          | \$15,000             |
| Supplies                                                                                                                                                 | \$3,000          | \$15,000         | \$18,000             |
| Equipment                                                                                                                                                |                  | \$2,000          | \$2,000              |
| Other                                                                                                                                                    |                  | \$2,000          | \$2,000              |
| Indirect                                                                                                                                                 |                  | \$65,400         | \$65,400             |
|                                                                                                                                                          |                  |                  |                      |
| <b>TOTAL</b>                                                                                                                                             | <b>\$50,000</b>  | <b>\$200,000</b> | <b>\$250,000</b>     |

| Sources of other funds – name and list each source of revenue | Amount           | Indicate whether revenue is pending, committed, secured; whether in-kind or cash. | Anticipated decision date |
|---------------------------------------------------------------|------------------|-----------------------------------------------------------------------------------|---------------------------|
| Federal—TLP                                                   | \$200,000        | Pending                                                                           | Sept. 2021                |
|                                                               |                  |                                                                                   |                           |
| <b>TOTAL</b>                                                  | <b>\$200,000</b> | <b>\$</b>                                                                         | <b>\$</b>                 |

### Budget Narrative

Note: The JCF funds are used as the required match for the Federal Family and Youth Services bureau grant listed above. The grant requires a minimum of \$22,222 of non-federal match.

#### Personnel

The primary personnel expense includes a portion of the salaries and fringe benefits for the JYS positions that work directly with youth: the Program Coordinator, the Case Managers, and the Behavioral Health Associates. Between the JCF and the Federal funding, we will employ 2 FTE. As funding allows, a small portion of personnel expenses may also apply to other staff who provide related or support services. The JYS fringe benefit rate is estimated at 26.36%. Total cost for personnel will be \$141,600, of which \$37,600 is requested from this grant.

#### Facilities

The Black Bear TLP apartments are rented at a minimum of \$100 or 30% of the resident's income, whichever is greater. The rent alone wouldn't be enough to cover the utilities for the apartments, even if JYS kept the rent. Since the program returns the rental income when the young person leaves our transitional housing, we are requesting funds to cover water, sewage, electricity, heating oil. Total cost for facilities will be \$15,000, of which \$9,400 is requested from this grant, and \$5,600 will be paid from Federal sources.

#### Supplies

Supplies include food for the youths' meals, recreational and vocational funds, clothing, personal hygiene and medical supplies, household supplies, office supplies, outreach media, etc. In addition to helping youth set up their kitchens when they move into the TLP apartments, these young people participate in weekly house meetings, where food is purchased through these funds. Total cost of supplies will be about \$18,000, of which \$3,000 is requested from this grants, and \$15,000 will be paid from Federal funding.

**Name of Organization** Juneau Youth Services **Project Title** Transitional Living Services

### **Sustainability**

Provide an explanation of how your organization plans to sustain this project.

The Transitional Living Services program's primary service population is runaway and homeless youth (and those at risk of homelessness). TLP provide some billable behavioral health services, but relies primarily on grant funding more than any of the other JYS programs. TLP currently receives limited Medicaid reimbursement, and some rental payments (most rent goes back to the young people when they leave TLP). We will continue to seek grant funding to subsidize the Medicaid billing. More importantly, TLP has depended on the Federal Family and Youth Services Bureau grant, which is a three-year award that require non-federal matching funds, which is why we are seeking the Hope Endowment grant. Without the matching funds, Juneau Youth Services would be unable to apply for the Federal TLP grant, amounting to \$200,000 a year. JYS will be applying for this grant in the coming months, and we will receive award announcements in October 2021.

### **Government Funding Planning**

Please provide information on any anticipated reduction in State or Federal funding for the coming year. If you do anticipate a reduction in such funding, what range of reductions do you anticipate (generally)? How do you anticipate your organization absorbing such a reduction (e.g., positions cut, programs reduced, etc.)? How high a priority would your organization place on replacing funds lost through reductions in State or Federal funding? **If your situation has not changed since you submitted a Letter of Interest, please cut and past that information here.**

The Transitional Living Program project suffered substantial reductions in their Federal funding in FY19. JYS will be re-applying for these funding sources for FY21, but in the meantime, the project is dependent on JCF funding and Medicaid reimbursement.

As has been the case in the past, JYS seeks the match funding for the federal grants through local/city grants. The match for the Transitional Living Apartments amounts to \$22,222. Without these sources of matching funds, we cannot apply for the larger federal grant (\$200,000 per year).

The State of Alaska is preparing to implement the 1115 Waiver proposal, which will alter the grant landscape dramatically, expecting Medicaid to cover many of the services that were once funded through grants from DBH, OCS, and DJJ. However, many of the services for runaway and homeless youth are not covered under the 1115 Waiver.

The Transitional Living Program serves young people who have very little access to support services. TLP worked with 13 youth in 2020. Without these services, there would be no other safe avenue for these young people, who would then be more inclined to turn to dangerous alternatives for housing and survival.