

RESOLUTION _____

ENTITLED: "A RESOLUTION AUTHORIZING THE SUBMISSION OF FOUR COMBINED APPLICATIONS FROM THE LARAMIE COUNTY BOARD OF COMMISSIONERS TO THE WYOMING DEPARTMENT OF FAMILY SERVICES FOR THE TEMPORARY ASSISTANCE TO NEEDY FAMILIES, COMMUNITY PROGRAM INITIATIVE FFY 2024 TO REQUESTING FUNDING FOR THE BOYS AND GIRLS CLUB, CLIMB WYOMING, GREATER WYOMING BIG BROTHERS BIG SISTERS, AND THE WYOMING FAMILY HOME OWNERSHIP PROGRAM DBA MY FRONT DOOR IN THE AMOUNT OF \$160,500."

Whereas, the State of Wyoming receives TANF funds from the Federal Office of Health and Human Services and;

Whereas, the State of Wyoming distributes a portion of these TANF funds to Wyoming Counties and;

Whereas, the Laramie County Board of Commissioners is eligible to apply for and receive TANF funds and;

Whereas, the Laramie County Board of Commissioners has full knowledge of and supports these four applications.

THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF LARAMIE COUNTY, WYOMING

That an application be submitted to the Wyoming Department of Family Services for TANF program funds for the 2023-2024 program year in the amount of \$160,500.00 to fund programs conducted by the Boys and Girls Club (\$62,571.43), CLIMB Wyoming (\$75,000), Greater Wyoming Big Brothers Big Sisters (\$13,757.14) and the Wyoming Family Home Ownership Program dba My Front Door (\$9,171.43).

That the Laramie County Board of Commissioners endorses this combined grant application for TANF funds to support these programs in Laramie County.

That Sandra Bay, or her successor, in the position of the Laramie County Grants Manager, be appointed as the agent of the Laramie County Board of Commissioners to execute and submit applications and certifications for these funds and to receive funds and implement the programs funded under this grant.

PRESENTED, READ AND ADOPTED THIS 18^h DAY OF APRIL 2023.

Troy Thompson, Chairman

ATTEST:

Debra Lee, Laramie County Clerk

Date

Received And Approved As To Form Only By:



Laramie County Attorney's Office

4/4/2023

Date

ASSURANCE

In compliance with this grant proposal, as published by the Department of Family Service, and to all the conditions imposed therein and hereby incorporated by reference, the undersigned offers and agrees to furnish the services described in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation.

If successful in securing funds for TANF CPI, the applicant agrees to the following:

1. Must abide by all rules (if applicable), state, and federal laws applicable to the grant.
2. Must guarantee compliance with federal, state and local fiscal guidelines and reporting requirements applicable to the grant.

Authorized Representative Signature: _____
(County Commissioner Chair)

Printed Name: Troy Thompson_____

Date: April 18, 2023_____

Assurances must be signed for grant applications to be considered.

COVER PAGE

1. County/Tribe: Laramie
2. Project/Grant Administrator. Ensures programs are being implemented correctly, communicates grant changes and provides requested paperwork and data to the Department of Family Services. All Communication regarding this proposal shall be conducted through this person.

Name: Sandra (Newland) Bay

Title: Laramie County Grants Manager

Organization: Laramie County

Address: 309 W. 20th Street, Suite 3100, Cheyenne, WY 82001

Phone: 307-633-4201

Email address: Sandra.newland@laramiecountywy.gov

3. Primary Contact for the Sub-recipient. Implements the program.

Name: Brenda L. Birkle

Title: Executive Director

Organization: My Front Door

Address: P.O. Box 21682, Cheyenne, WY 82003

Phone: 307-514-5831

Email address: brenda@myfrontdoor.org

4. Program Name: My Front Door
5. Requested Amount: \$9,171.43.
6. Authorized Representative/County Commissioner Chair:
(No signature required here. Signature is required on the Assurance page)

Date: April 18, 2023

Phone: 307-633-4260

E-Mail: commissioners@laramiecountywy.gov

A. Summary of Proposed Program

PROPOSAL

1. Please provide a synopsis of the program you propose.

My Front Door (MFD) helps participants address and overcome barriers using the best practices of Bridges Out of Poverty and Getting Ahead concepts. Families are equipped to end poverty for themselves and future generations by using homeownership as the first of many wealth-building vehicles, spending 30% or less of income on housing. In addition to the specific activities described below, MFD provides families with access to crisis services, contingency planning, equity support, mentoring services, maintenance grants and, ongoing civic leadership training, including but not limited to volunteerism and the ability to apply to serve on the board for My Front Door. The program is a hand-up versus a handout approach to economic mobility by helping families permanently transition from poverty to the middle class through homeownership. After employment, the most important means of making a permanent change from poverty to self-sufficiency is homeownership.

Our model's seven-year program relationship has demonstrated long-term success as families learn to navigate a new or increased social and economic structure. This relationship ensures families are supported and have continued access to resources through MFD's Family Advocate.

Individuals who are the focus of our work and influenced by our activities include, but aren't limited to:

- A. Single mothers and their families;
- B. Single fathers and their families;
- C. Two-parent families;
- D. Seniors raising grandchildren;
- E. Children under the age of 18; and
- F. Families raising relatives of extended family members or friends

Homeowners with adequate resources are better able to provide a healthy, stable, stimulating, and consistent environment to raise their children. A new generation of children experiencing a more stable family financial setting in a home environment marked with fewer moves and school changes will dramatically increase the probability of graduation. The effect on risk factors for these families is that they experience lower teen pregnancy, less risky behaviors, fewer encounters with the justice system and substance use, while also experiencing better grades, an increased graduation rate, increased college attendance, and a higher likelihood that their children will grow up to be self-sufficient homeowners as adults. Up to three generations are positively impacted by homeownership and in this way, we can **eliminate poverty and effect enduring generational change, one homeowner at a time.**

The social benefits of permanently affordable housing can transform the paradigm for economic development and the conversation around class mobility. As economic development and the need for an adequate skilled workforce continue to be inextricably linked, the most pivotal resource necessary for economic stability remains out of reach for many working Wyoming families.

2. Is this program different from previous programs operated with TANF funds in the past?

Yes No If so, how is it different?

3. Area(s) served.

Laramie County

4. Population served.

Families with an Area Median Income of 50%-80%, as defined by HUD, but not over current TANF guidelines for their family size.

5. Beginning and end date of program.

October 1, 2022 - September 30, 2023

6. Program availability: when is the program offered (i.e. time of day, how often, time of year)?

MFD serves each family for a total of 7 years on a year-round and ongoing basis, as follows:

Daily (9:00 A.M. to 4:00 P.M.): Advocacy, case management, crisis intervention, financial coaching, and community referrals

Quarterly: SMART goal setting, training opportunities, budget review, savings review, income/employment update, career planning and development, family survey

Yearly: One new financial literacy and homebuyer education class of 10 families - typically consisting of 15-20 adults and 25-30 children

B. Statement of Need

The intent of TANF CPI is to provide Counties with programs that meet the specific needs of their community.

1. How have you determined there is a need for the services you propose? Describe local data that was used to determine the needs of families.

Per the Wyoming Community Development Authority summary of cost burden as follows:

Cost Burden - Total

In Laramie County, according to the 2010 Five-Year ACS, the largest cohort of households by presence of cost burden were those experiencing No Cost Burden, accounting for 70.0 percent of all households in 2010, or 25,067 households. In comparison, the smallest cohort of households by presence of cost burden in Laramie County in 2010 were those experiencing Severe Cost Burden, representing 4.7 percent of all households. Between 2010 and the 2019 Five-Year ACS, the share of households experiencing No Cost Burden in Laramie County increased by 1.4 percentage points and accounted for 71.4 percent of all households in 2019. According to the 2019 Five-Year ACS, the largest cohort of households by presence of cost burden in Laramie County was still the No Cost Burden cohort, accounting for 71.4 percent of the total households in 2019, or 28,329 households. The fastest growing cohort of households by presence of cost burden between 2010 and 2019 was those experiencing No Cost Burden, which increased by 1.4 percent from 70.0 percent of all households in 2010 to 71.4 percent in 2019.

Cost Burden - Total

<i>Households</i>	<i>No Cost Burden</i>	<i>Cost Burden</i>	<i>Severe Cost Burden</i>	<i>Not Computed</i>	<i>Total</i>
<i>2019 Five-Year ACS Percent</i>	71.4%	15.7%	10.8%	2.1%	100%
<i>2019 Five-Year ACS Values</i>	28,329	6,212	4,303	839	39,683
<i>2010 Five-Year ACS Percent</i>	70.0%	15.1%	10.2%	4.7%	100%
<i>2010 Five-Year ACS Values</i>	25,067	5,403	3,652	1,668	35,790

Table III.3.78 shows the Incremental Total Housing Need Forecast for Cheyenne city. The incremental total housing need forecast is calculated by adding the incremental housing demand forecast with current un-met housing need. Un-met housing need is defined as any household experiencing a housing problem as defined by HUD. The total housing need shows the broadest measure of future housing need because it takes into account future housing demand as well as the current need among existing housing stock. Total housing need does not necessarily mean the constructions of new units. Unmet housing needs can be alleviated through the rehabilitation of existing units or by focusing on creating more affordable housing options.

In 2020, the base year, the total housing need set at the 8,354 households, which represents all households with an unmet housing need that needs to be addressed, such as cost burden or sub-standard living conditions. In all future years, the incremental housing need forecast shows both existing need and need based on future demand by income. In 2050, there will be an estimated need for 9,543 owner and 6,963 renter occupied households for a total of 16,506 quality households.

Table III.3.78 Incremental Total Housing Need Forecast Cheyenne city Strong Growth Scenario							
Income (% of MFI)	2020	2025	2030	2035	2040	2045	2050
Owner							
0-30%	773	817	864	913	964	1,017	1,072
30.1-50%	811	880	952	1,026	1,104	1,185	1,269
50.1-80%	952	1,089	1,231	1,379	1,534	1,695	1,863
80.1-95%	377	446	518	594	672	754	839
95.1-115%	236	344	458	576	699	827	960
115+%	465	926	1,407	1,907	2,429	2,973	3,539
Total	3,614	4,503	5,430	6,395	7,401	8,450	9,543
Renter							
0-30%	1,766	1,842	1,920	1,999	2,079	2,161	2,244
30.1-50%	1,308	1,367	1,428	1,490	1,553	1,618	1,683
50.1-80%	1,192	1,282	1,373	1,465	1,560	1,656	1,753
80.1-95%	174	199	225	250	277	304	331
95.1-115%	122	150	179	209	238	269	300
115+%	177	253	330	408	488	570	652
Total	4,740	5,094	5,455	5,822	6,196	6,576	6,963
Total							
0-30%	2,539	2,660	2,784	2,912	3,043	3,178	3,316
30.1-50%	2,119	2,248	2,380	2,517	2,657	2,803	2,952
50.1-80%	2,145	2,370	2,604	2,845	3,094	3,351	3,616
80.1-95%	551	645	743	844	949	1,057	1,170
95.1-115%	358	495	637	784	937	1,095	1,260
115+%	642	1,179	1,737	2,315	2,917	3,542	4,192
Total	8,354	9,597	10,885	12,217	13,597	15,026	16,506

Additional studies and analyses from groups like the Great Cheyenne Chamber of Commerce support the trends of affordability identified in the WBC Toolbox.

One factor likely contributing to the costs for homeowners is the age of housing available in Wyoming. In Laramie County, over half of all housing was built before 1979; the vast majority (over 75%) of all housing was built before 1999.

The impact that structural age has on the value of housing is extremely significant. In fact, the median price of a structure in Laramie County built between 1970 and 1979 is over \$80,000 lower than a house built between 2000 and 2009. The benefits of homeownership cannot be fully realized when the vast majority of housing available is drastically devalued by the structure's age, not to mention potential safety challenges such as lead paint and/or asbestos exposure as well as higher utility costs in homes built before 1979. The need to develop new and affordable housing for low-income participants has been clearly demonstrated thru:

Wyoming Business Council's Toolkit - <http://www.wyomingbusiness.org/commtoolbox> Robert Wood Johnson Foundation - <https://www.rwjf.org/> - Various published studies/papers
The Robert Wood Johnson Foundation's 2018 County Health Rankings
Greater Cheyenne Chamber of Commerce's - Enhanced Use Lease Project
Wyoming Community Development Authority's Affordable Housing Allocation Plan

Root causes or additional contributing factors include both internal and external influences. Internally, the unique challenges of rural communities include distance, transportation, and workforce development/education. These barriers can significantly limit the vulnerable population's mobility within social classes. Demographics play a large role in the affordable housing shortage as well. According to the ENDOW Council's (Economically Needed Diversification Options for Wyoming), Socioeconomic Assessment - August 30, 2017, Wyoming has one of the highest proportions of early baby boomer population in the nation. Along with an emphasis on the positive health effects of "aging in place", this further reduces available family, starter, and workforce housing.

External factors include a commuting workforce; 6,665 people work in Laramie County but permanently reside out of state per the WBC, Housing Tool Kit. Discussions to limit housing starts along the Colorado Front Range based on a lack of infrastructure threatens to compound the problem with the probability of increased gentrification. Missed opportunities to recruit larger employers based on a lack of an available workforce have crippled many small communities in the state. The polarizing paradox is the issues that arise when communities do successfully attract industry and are then faced with a lack of needed infrastructure including affordable housing.

The cost of building materials during COVID-19 has more than doubled, adding \$60,000 to \$70,000 on average to the sale price for single-family units.

2. What is the resource gap(s) that is being addressed by your program?

The My Front Door Program fills a unique gap – 50% - 80% of the Area Median Income, (very low to low as defined by HUD) while serving Laramie County TANF participants within (most recent 185%) of Federal Poverty Guidelines without restriction. We actively work with participants in this income bracket as the lifeblood of our communities and economies. Using a holistic approach, we help them to navigate barriers on a journey of mobility upward and permanently into the middle class.

While there are several organizations that share affordable housing as part or all of their mission, these programs vary in the population served either by average median income (AMI), veteran's status, family composition, risk, or other factors. The largest difference between our program model compared to other community resources is the seven-year commitment to stewardship that we make with each family. Our model provides reportable data for an extended period of time illustrating prolonged stability within our families. Stewardship is the program value that is most closely aligned with the permanent and generational transition into the middle class.

My Front Door ensures programs and services are need-driven and relevant under a tripartite board composition that includes alumni and low-income representatives. An advisory board of community stakeholders serves to further inform the board on community matters.

These core model differences have provided a structure for progress and long-term success through education, planning, inclusion, and compassion that establish My Front Door as a proven success model.

3. Describe what research based programs and strategies will be utilized to make the program successful.

<i>Research-Based Curricula & Strategies</i>	<i>Description</i>	<i>How We Know It Works for MFD Families</i>
<i>Realizing the American Dream: Homebuyer Education</i>	<i>HUD-approved best practices to determine when a family is ready to purchase a home.</i>	<i>Ends Dependence on Government Subsidized Programs like FHA: More than half of our families qualify for “conventional” mortgages rather than FHA mortgages because they are a lower financial risk to the lender.</i>
<i>Credit Counseling for Maximum Results:</i>	<i>Delivered by our HUD Certified Housing Counselor promoting long-term self-sufficiency rather than credit counseling for acquisition. Acquiring a home (or car or even a puppy) is best achieved after a family has developed strong financial skills and habits, has grown significant savings, and can handle an economic crisis.</i>	<i>Proven Long-Term Self-Sufficiency:</i> <ul style="list-style-type: none"> • 54 out of 55 first-time homeowners have been successful over the long term had 1 foreclosure (Due to relapse). • Generational change – children are included in the budgeting process. • Building good financial habits allows our families to invest FIRST in a home, then in their savings and retirement. <i>MFD family homeownership is an investment, not a possession.</i>
<i>Bridges Out of Poverty</i>	<i>Identifies 11 different research-based areas that promote self-sufficiency and support a successful transition to the middle class.</i>	<i>Wage Progression is Strong in MFD Families: SMART Goals self-assessments are centered around 11 areas, to support families in developing a habit of setting and achieving goals in areas that advance the family’s quality of life and financial status.</i>
<i>Getting Ahead in a Just Getting by World</i>	<i>Identifies 11 different research-based areas that promote self-sufficiency and support a successful transition to the middle class. Identifies systemic poverty causes and practical methods for individual empowerment.</i>	<i>Understanding of Systemic Poverty vs. Personal Responsibility: families learn to identify where they have control, which hidden rules they need to discover to navigate complicated government systems, and how to grow their skills and leverage them to join the middle class.</i>

<i>True Colors: Personality Types</i>	<i>Personality types affect behavior</i>	<i>Self-Awareness Leads to Self-Sufficiency. MFD families learn to create a budget/savings/spending strategy that incorporates their individual personality types without sabotaging financial success.</i>
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C. Community Partnerships

1. A description of how community-wide collaboration in planning and implementation occurred.

Program Partners are essential to our success in terms of sharing trends and information, referrals, mutual advisement, and where possible, leveraging services.

Partners and stakeholders in addition to those included in the table below are: ASK, the Boys and Girls Club of Cheyenne, GreenPath Financial Wellness, Legal Aid of Wyoming, Wyoming 2-1-1, Laramie County Community Partnership, Salvation Army, Goodwill, Unaccompanied Student Initiative, Cheyenne Housing Authority, Wyoming Nonprofit Network, Laramie County Public Library, Peak Wellness, University of Wyoming, Laramie County Community College, Sage Trio, CASA, Cheyenne Regional Medical Center, Wyoming Women's Business Center, Wyoming Community Foundation, Habitat for Humanity, Cheyenne LEADS, Greater Cheyenne, Laramie Chamber Business Alliance, the Wyoming Women's Foundation and more.

Faith partners continue to provide financial support and volunteers to assist with fundraising, mentoring, and special projects. As affordable housing and economic development remain inextricably linked, engaging with the business community through economic development entities is crucial.

Our advisory board is designed to engage partners where time and capacity limitations would otherwise not allow. This panel will serve to brief the board, committees, and staff at regular meetings about initiatives, programs, and community issues affecting MFD work. The panel will provide an opportunity for members to consider full board services as vacancies arise. At the same time, we identify more collective impact efforts and support the work of other groups through the transfer of knowledge.

2. List the community partners involved in the program implementation and the resources that will be provided by each partner.

(Additional lines/pages may be added if needed.)

Community Partner	Resource that will be provided
Wyoming Community Development Authority	Serves as our State "Project Jurisdiction" and secondary link to HUD. Currently providing Capacity Funding as well as oversight and partners in scaling or developing program offerings.
Housing and Urban Development	Provides issues and maintains our HUD Certified Secondary Lender status and provides linkages to additional certifications or funding sources as appropriate.
Wyoming Business Council	Opportunity to apply for CDBG funding, data, and expertise in the application of tax credits in MFD projects.
Climb Wyoming	Partner staff to coordinate organization presentations to their participants and referral linkage to beneficiaries.

Dads Making a Difference	Partner staff to coordinate organization presentations to their participants and referral linkage to beneficiaries.
Community Action of Laramie County	Partner staff to coordinate organization presentations to their participants and referral linkage to beneficiaries.
Safehouse Services	Partner staff to coordinate organization presentations to their participants and referral linkage to beneficiaries
Greater Cheyenne Chamber of Commerce	Engagement and linkage to community issues and projects that align with our mission where we can serve as mutual resources.
Faith Community	Funding and volunteers to assist the events, projects, and mentor program.

4. Describe how the program will be sustained by the community beyond the funding period.

The MFD Board of Directors and Executive Director actively diversify funding streams, so the program is never dependent on just one source of funding. Our funding includes state, city, and county grants, foundations, Board contributions, nonprofit, private donors, fundraising, business, and faith partners. MFD has earned a Community Housing Development Organization (CHDO) and HUD Certified Secondary Lender designation allowing us access to funds and the ability to structure equity for families who might otherwise not realize the American dream. MFD is actively pursuing nonprofit affordable housing unit development –rental units, community land trust units, and traditional homeownership opportunities to create a sustainable stream of self-generated income.

Resources committed by MFD include a dedicated full-time Laramie County Family Advocate to provide direct services and a volunteer Board of Directors to provide governance of the organization. MFD will maintain office space as a further commitment to the families and community. The Executive Director will serve as an experienced grants manager and will provide timely, accurate, and thorough reports while maintaining high-level fiduciary integrity and transparency.

D. Project Goals and Outcomes

1. **Goals for the Project:** What are the goals of your program? How will you serve TANF eligible individuals/families?

My Front Door’s core program and holistic approach to case management naturally align with the following goals:

- **Goal 1:** Ensure community-wide collaboration in planning and implementation efforts
- **Goal 2:** Award TANF funding based on data-driven, community-based decision making
- **Goal 3:** Implement and evaluate effective, research-based programs and strategies.
- **Goal 4:** Provide services that will assist families in moving toward self-sufficiency.
- **Goal 5:** Enhance sustainability of community efforts beyond the funding period.
- **Goal 6:** Provide assistance to needy families to be cared for in their own homes or the homes of relatives.
- **Goal 7:** End dependence on government benefits through a job, work, marriage, financial planning, and social stability.
- **Goal 8:** Encourage the formation and maintenance of two-parent families.
- **Goal 9:** Increase wages to 200% or more of the federal poverty level.

The strategy of our program model in achieving the above goals is evident throughout our seven-year program as described below:

PHASE I: (12 weeks) Financial preparedness classes –prepare families for homeownership, engage in budgeting, credit repair, and credit building activities, set and achieve SMART goals, attend quarterly training on relevant topics, and build civic leadership skills.

PHASE II: (18-24 months) Savings Phase – My Front Door provides savings support to a buyers' minimum \$2,400 down payment, based on availability. Funds provided are in the form of a second mortgage, which is forgiven at 20% per year for five years, and guidance during the process of purchasing a home from our Certified Housing Counselor.

PHASE III: (5 years) Maintenance Phase – families learn to maintain or improve the value of their home, engage in mentoring activities, meet quarterly for family visits, attend at least two quarterly training activities per year and continue building wealth through additional investments. Participants also explore retirement planning, education, and career development or advancement. During years 2-5 of homeownership, families are encouraged to improve the value of their home and neighborhood through an annual \$1,000 maintenance grant from our program.

- Outcomes:** Using the chart below, please identify the measurable outcomes you expect for TANF eligible individuals/families as a result of program implementation in order to meet the above goals? These measurements will be used to evaluate the program's success.

Complete your outcomes for TANF CPI: (additional lines/pages may be added if needed)

Outcome	Measurement	Activities to Accomplish Outcome	Data/Quality Assurance to be Collected to Validate Measurements
<i>Completion of Phase I; low to moderate-income participants complete a 12-week financial literacy course</i>	<i>100% of Families that enroll will complete Phase I</i>	<i>Twelve, two-hour weekly classes to be delivered by our Certified Housing Counselor and Family Advocate</i>	<i>Attendance is kept and chapter tests are administered as part of the American Dream curriculum.</i>

<p><i>Completion of Phase II; participants establish and maintain a home savings account</i></p>	<p><i>80% of those that enter Phase II will complete it.</i></p> <p><i>100% of participants who complete Phase II will have saved \$2,400 toward their own down payment at closing</i></p>	<p><i>Individual budgeting and SMART Goals sessions with individual progress plans and interim activities for participants to complete.</i></p> <p><i>Set as a requirement to proceed to Phase III</i></p>	<p><i>Bank Statements verify progress toward emergency/contingency planning and down payment savings. Credit reports and other tools as individually necessary.</i></p> <p><i>Account statements of financial health and proof of secured funds are retained in the participant files.</i></p>
<p><i>Completion of Phase III; participants purchase and maintain ownership of a home</i></p>	<p><i>90% of those participants who complete Phase II and save the minimum requirement will purchase a home</i></p> <p><i>75% of those that purchase a home will complete Phase III</i></p> <p><i>Homeowning families that complete annual requirements are eligible for a \$1,000 maintenance grant in years, 2,3, 4, and 5.</i></p>	<p><i>Identify an agent, select a home, make an offer, review the disclosure statement, and complete a HUD-approved inspection. Family Advocate attends closing with the buyer supporting the family's interests.</i></p> <p><i>Continuing with support and case management ensures the permanent transition to the middle class</i></p> <p><i>Project preapproval through a grant multi-quote and application process is required as well as receipts that support the expenditure.</i></p>	<p><i>The Family Advocate serves as an active member of the home buying team ensuring the process and interests of the family are appropriately represented. Copies of all closing disclosures, HUD inspection, etc. are retained in the client file.</i></p> <p><i>Attendance and SMART Goals Worksheets (attached) are retained in the client file.</i></p> <p><i>Photos and final receipts are retained in the client file.</i></p>

<p><i>Participants actively engage with the Family Advocate during all three phases of the program</i></p>	<p><i>100% of participants enrolled in any phase of the program will meet with the Family Advocate at least quarterly and complete 3 of the 4 quarterly offered trainings per year. Participants will also continue to set and make progress with SMART Goals.</i></p>	<p><i>SMART goals are part of individual case management practice and group training topics will vary. Insight in selecting group topics however is gained through SMART Goals as they may identify commonalities among participants.</i></p>	<p><i>SMART Goals are revised/amended goals are achieved at every family meeting. Family meetings are documented in HomeKeeper to mark attendance. Participants are required to complete 4 quarterly individual case management sessions and 3 of 4 quarterly trainings annually to remain in the program.</i></p>
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3. Describe your data collection methods to be used.

The methodology begins with the collection of key information by the Family Advocate, producing a baseline for each participant both in terms of demographics and financial standing. Augmented by paystubs for income verification, credit reports, establishing a budget, and SMART Goals (example form attached), this information is the basis for measuring each tier of success. HomeKeeper, (a product of the Grounded Solutions Network) is the software instrument used for evaluation and reporting. The advantage of this product is that it is HUD compliant and customizable. At the same time, it allows us to monitor our impact within a specific geographic area where indices encourage focus. The benefits of data integrity become evident in providing thorough and accurate reporting to all our investors. Individual case management readily allows us to monitor and share impacts on a very human level.

4. How will you evaluate the effectiveness of the TANF program for individuals/families served? How do you determine the success of your program?

Internally data collected serves to inform our board about trends, performance, and outcomes to ensure that programs and services are relevant, timely, and need-driven. Strategic planning takes on another dimension when prudent fiscal governance and oversight are weighted against participant success on every level. Individual characteristics or traits also become evident which allows the Family Advocate the opportunity to facilitate learning approaches for each family. Data collected on SMART goals is further used to identify quarterly training topics.

Externally, data serves to inform our community partners in identifying trends, leveraging resources, or creating a collaborative solutions-based approach to filling gaps. As we move forward this data will be key in wraparound service referral and program mapping. Identifying areas where we overlap with community partners, operate independently, or have a gap in community resources will benefit all stakeholders.

G. TANF Recruitment

1. Describe your recruitment and enrollment process or TANF eligible individuals/families?

The recruitment process begins with a well-designed model with a demonstrated success that continues under a dedicated and passionate staff. Engaging with community partners ensures that we are not operating in a silo. Partnerships also serve as one strategy to include vulnerable populations and diversify the applicant pool.

This is critical to effect deeper impact and enrich the program experience for all participants. Online and social media marketing keeps us engaged with alumni word of mouth being one of our strongest recruitment tools.

We accept applications on an ongoing basis and applicants are contacted within 24 hours of receipt. Basic eligibility is determined through this process and qualifying applications are held for the class schedule and final selection. Applicants that are not quite prepared are counseled by our Family Advocate to set goals and prepare an action plan in preparing for the next class offered. Candidates that don't meet basic eligibility are referred to program partners in the community where appropriate.

2. What is the projected number of TANF eligible individuals that will be served by this program?

Yearly: One new Financial Literacy and Home Buyer Education class of 10 families - typically consisting of 15-20 adults and 25-30 children or 40 to 50 total individuals.

3. Provide an explanation on how income information will be gathered to determine TANF eligibility. Income eligibility shall be established by verifying gross family income for the previous month. Applicants shall use a TANF Eligibility Intake Form. A copy of the TANF Eligibility Intake Form shall be attached to this proposal.

Income eligibility is determined with the collection of the previous year's tax returns or most recent paystubs.

BUDGET

Instructions:

1. The budget of the program should be described with enough detail that expenditures of funds could be easily reviewed. Preference will be given to programs concentrating on services rather than programs building their administrative structure.
2. List costs of the program including program costs, administrative costs, total costs, and estimated cost per individual/family.
 - a. The Proposer shall submit a proposed budget in line item detail listing each employee's compensation and benefits and each category of expenditure and the proposed amount. The Contractor shall be required to use the invoice form attached to this proposal.
 - b. The budget shall include a narrative of duties of each employee and an explanation of each line item stating the purpose of the expenditures.
 - c. The Proposer shall separate all administrative costs to verify compliance with administrative limitations.
 - d. Administrative expenses shall not exceed 10% of the non-administrative expenses.
3. Only expenses related to services to TANF eligible individuals/families can be billed to TANF CPI. This means that all grant expenses must show the formula for how the allocation of expenses is determined for TANF eligible individuals/families funded under this proposal. Expenses are based on the percentage of TANF individuals/families vs non-TANF individuals/families served as well as the percentage of time working on TANF-related activities.
4. Program costs are associated with direct service delivery to TANF eligible individuals/families (i.e. salaries, supplies, facilities rent). Administrative costs are associated with activities needed to support the program, but are not a direct service to families (i.e. data collection, completion of reports).

Budget:

1. TANF funds are limited and can only provide a portion of the funding needed for services. What are your other funding sources that will be used to operate the program? (i.e. *Cash contributions and non-federal funds used to support*)

My Front Door's strategy includes continued grant applications, donations, fundraising, and other such asks to fill funding gaps as necessary, also reference B:4. However, the Board of Directors together with the Executive Director draft and approve a conservative annual budget, predicated on the reality that everydollar does count. Any decreased or unsuccessful funding request has a direct effect on our capacity to provide benefit to the target population and ultimately the community.

2. What are the cost/benefits of providing this program? In other terms, what is the Return on Investment (ROI)? ROI is a performance measure used to evaluate the efficiency of an investment.

Homeowners with adequate resources are better able to provide a healthy, stable, stimulating, and consistent environment to raise their children. A new generation of children experiencing a more stable family financial setting in a home environment marked with fewer moves and school changes will dramatically increase the probability of graduation. The effect on risk factors for these families is that they experience lower teen pregnancy, less risky behaviors, fewer encounters with the justice system and substance use, while also experiencing better grades, an increased graduation rate, increased college attendance, and a higher likelihood that their children will grow up to be self-sufficient homeowners as adults. Up to three generations are positively impacted by

homeownership and in this way, we can eliminate poverty and effect enduring generational change, one homeowner at a time.

The social benefits of permanently affordable housing transform the paradigm for economic development and the conversation around class mobility. As economic development and the need for an adequate skilled workforce continue to be inextricably linked the most pivotal resource necessary for economic stability remains out of reach for many working Wyoming families.

Attracting an adequate and skilled workforce is not just an issue for Wyoming today, but for all future generations living in an economically disadvantaged households. Per the State of Wyoming Administration and Information's published Salary Averages by Classification updated March 2022, the average hourly wage for a Highway Maintenance Specialist 1 is \$20.37 or \$42,369.60 per year. If that individual is a single head of household with three children, the household is at 50.68% of Area Median Income (AMI). Spending no more than 30% (considered the maximum for affordability) of household income on housing would afford this family a \$197,500 home with a payment of \$1,053.52 (PITI) for 30 years at 3.5% fixed interest. The median home price in Laramie County in February 2022 was \$318,045 for existing units and \$545,000 for new constructions well out of reach for this family.

Further complicating our ability to develop our own workforce is the cost of in-state postsecondary education for this family, estimated at \$19,777 annually. For these 3 children to pursue 4-year degrees is a staggering \$237,324.00. To put that in perspective, it is \$39,824 more than the purchase price of a home in their affordability range if it were even available.

Diminishing educational and economic inequity through the wealth-building process of homeownership empowers vulnerable populations to enter the middle class. Creating a relationship between first-time homebuyers, the family advocate, and other community allies ensures they stay there. In so doing we create a natural pathway of economic mobility and establish a "new norm" within the household. This "new norm" serves as an immersion learning environment, changing the blueprint for as many as three generations forward.

Society's impression of affordable housing is frequently a misperception of not only what affordable means but who needs affordable housing. Often you must explain more about the term "affordable housing" than you do the math that proves the case. In simple terms we mean the place where our teachers, certified nursing assistants, paralegals, snowplow drivers, food service, and hospitality workers can sleep at night and still afford to eat, drive a dependable car and save for retirement.

Research shows that neighborhoods with a higher rate of homeowners are maintained and groomed to a higher standard than are neighborhoods primarily filled with rental

properties. Lenders recognize and monetize this variation in loan terms that are structured differently for owner-occupied and non-owner-occupied properties. By moving renters into homeownership opportunities, with the increased responsibilities of property maintenance, education, and financial literacy, we facilitate change in the overall fabric of neighborhoods.

Social justice and diversity are the organic benefits of affordable housing as it ensures that properties sold to income-qualified households

On a broad scale, the Wyoming Business Council lists the benefits of affordable housing as:

- Stronger labor force. Available housing for all income groups helps a community retain jobs and retail stores and helps business owners attract and retain quality and reliable workers.
- The job creation and expansion impact is strongest if workers reside in the community. Employees are able to live near employment centers and thus are better able to report to work on time and have time to improve their job skills or get an education.
- Improves the ability of communities and businesses to attract and retain workers.
- For a community, housing ties people together. It fosters a sense of place and local identity. It plays an important role in a community's economic sustainability and development.
- New construction and management of a property creates new employment and generates multiplier effects that strengthen the local economy.
- Workforce housing creates a more stable environment for children and helps them perform better in school.
- Enables lower-wage earners to get into a home and begin building equity. A house payment is generally less expensive than rent, which increases disposable income.
- Helps improve distressed neighborhoods and strengthen community and neighborhood pride.
- Increases property values and property tax revenue to communities.
- Creates family stability.
- Housing plays a key role in individual welfare and often represents the single-largest family expense/investment.

Annual Amount Requested from Proposal:

Program
Costs Admin Costs

Summary and Justification for Budget Expense

<p>Salaries <u>Admin:</u> Activities spent managing the grant. <u>Program:</u> Wages for all staff who provide direct client services.</p>	\$2,171.43		My Front Door Case Management services provide individual counseling and development services and are tracked separately from classroom (tuition) instruction
<p>Employer Paid Benefits <u>Admin:</u> Activities spent managing the grant. <u>Program:</u> Benefits for all staff who provide direct client services.</p>			
<p>Employer Payroll Taxes <u>Admin:</u> Activities spent managing the grant. <u>Program:</u> Taxes for all staff who provide direct client services.</p>			
<p>Supplies <u>Admin:</u> Supplies and expenses needed to manage the grant. <u>Program:</u> Supplies needed for instructor use. *cannot include computers</p>			
<p>Recruiting and Marketing *cannot include promotional items.</p>			
<p>Travel Travel necessary to serve participants.</p>			
<p>Rent and utilities Rent and utilities for space provided to direct services for participants. *cannot be used for participant rent/utilities</p>	\$1,341.43		
<p>Participant Tuition and Class Fees</p>	\$4,275		Includes classroom instruction, child care and meals in a group setting
<p>Participant Class Supplies and Materials</p>	\$555		Books, budgeting materials and additional materials should be included here
<p>Participant License and Certification Fees</p>			
<p>Participant Drug and Aptitude Screening Can include other types of assessments.</p>			
<p>Work Support Services and Clothing</p>			
<p>Participant Wages</p>			

Participant Fringe Benefits			
Participant Incentives			
Other Participant Needs: Description -			
Sub-Totals	\$9,171.43		Total Administrative Costs cannot exceed 10% of your total <i>Program</i> Costs
TOTAL BUDGET	\$9,171.43		
Number of TANF Participants Planning to Serve	6		
Cost Per TANF Participants	\$1,528.57		

COVER PAGE

1. County/Tribe: Laramie County, Wyoming
2. Project/Grant Administrator. Ensures programs are being implemented correctly, communicates grant changes and provides requested paperwork and data to the Department of Family Services. All Communication regarding this proposal shall be conducted through this person.

Name: Sandra (Newland) Bay

Title: Grants Manager

Organization: Laramie County, Wyoming

Address: 310 W. 19th Street, Suite 320, Cheyenne, WY 82001

Phone: 307-633-4201

Email address: Sandra.newland@laramiecountywy.gov

3. Primary Contact for the Sub-recipient. Implements the program.

Name: Kristin Custis

Title: Outreach Coordinator

Organization: Big Brothers Big Sisters of Wyoming

Address: 100 West 4th Street, Cheyenne, WY 82007

Phone: 307-514-3383

Email address: kristin@wyobbbs.org; grants@wyobbbs.org

4. Program Name: Youth Mentoring
5. Requested Amount: \$13,757.14
6. Authorized Representative/County Commissioner Chair: Troy Thompson
(No signature required here. Signature is required on the Assurance page)

Date: April 18, 2023

Phone: 307-633-4260

E-Mail: commissioners@laramiecountywy.gov

PROPOSAL

A. Summary of Proposed Program

1. 1. Please provide a synopsis of the program you propose.

BBBS proposes providing one-to-one programming for youth ages 5-16 and quarterly family engagement activities to aid at-risk families so that children may be cared for in their own homes. Our agency is grounded in the philosophy that positive outcomes occur from building strong, trusting relationships with families served. Children may be removed from their homes because of parental arrests or criminal charges, mental health issues, divorce, trauma and crisis, alcohol or drug abuse, domestic violence, or child maltreatment. In 2022, 38% of youth served by BBBS in Laramie County meet or exceed poverty levels and 71% of the youth served live with single parents, grandparents or foster parents. Through the last 51 years that BBBS has provided programming in Wyoming, the agency has encountered and worked closely with families experiencing the above situations.

2. Is this program different from previous programs operated with TANF funds in the past?
Yes No If so, how is it different?

3. Area(s) served.

Laramie County

3. Population served.

Big Brothers Big Sisters will serve all interested income-eligible youth ages 5-16, as well as their families, who are at-risk for not being able to care for their children in their home or in the home of relatives.

4. Beginning and end date of program.

October 1, 2023 to September 30, 2024

5. Program availability: when is the program offered (i.e. time of day, how often, time of year)?

Programming is offered year-round. Once screened and enrolled, youth and their mentors meet approximately once a week for about two to three hours at a mutually agreed upon time and location in the community. All parties meet for a match meeting to go over program rules for activities, safety, and communications. If youth are involved in site-based mentoring, they meet with their mentor at the same time and same location—often a school—each week.

Case managers contact both volunteers and families at least once a month to evaluate relationship development, assess child safety, and document youth development. Family engagement activities are hosted at least quarterly and provide opportunities for families to increase parental knowledge, grow community and social connections, and strengthen family bonds and resilience. Case managers can also coordinate and monitor additional services through community partners and professional family-serving organizations for higher risk families.

B. Statement of Need

The intent of TANF CPI is to provide Counties with programs that meet specific needs of their community.

1. How have you determined there is a need for the services you propose? Describe local data that was used to determine the needs of families.

2022 Prevention Needs Assessment data shows that 19.75% of Laramie County youth indicate they do not have someone they can talk to about their problems. Additionally, more than 67% of youth felt so depressed that nothing could cheer them up (ranging from a little of the time to all of the time). Youth also shared that over the course of a week, 54% of youth had not talked with one of their parents about their thoughts and feelings.

BBBS seeks to provide a positive role model for income eligible youth, especially those with risk factors such as living in a single parent household, poor family management, or other family risk factors. The organization also seeks for form strong, trusting relationships with at-risk families, developed strongly enough that families can reach out to the organization for support and connection to community resources and partner organizations.

Many families would qualify for TANF; the most recent data from the school districts indicates that 24% of Laramie SD#1 students receive a free or reduced-price lunch. In 2021, 71% of BBBS youth were living at or below poverty thresholds.

2. What is the resource gap(s) that is being addressed by your program?

About one in five (19%) Laramie County youth reported they did not have an adult they can talk to according to the last PNA Survey results completed for the county (2022). BBBS would be providing a positive role model for TANF eligible at-risk youth in Laramie County. The program would also be closely working with families, providing monthly case management to assess family strengths and needs, hosting quarterly family engagement activities, connecting families with local resources and organizations, and serving as an advocate for families during times of need. Through the strong relationships formed between the agency and family, BBBS is able to reach these families as a natural extension of the free mentoring services provided to youth. This unique approach may allow BBBS to reach families that may not be receiving services elsewhere due to fear, embarrassment, or lack of knowledge of services. BBBS can refer families as needed to services through community partners and organizations in order to increase opportunities for success.

3. Describe what research based programs and strategies will be utilized to make the program successful.

Big Brothers Big Sisters youth mentoring has been endorsed as a Legacy Best Practice prevention program by US Department of Health and Human Services Substance Abuse Mental Health Services Administration (SAMHSA), an Effective program by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and the US Department of Justice National Institute of Justice (NIJ), and is listed as Promising in the Blueprints for Youth Development matrix.

Mentoring and relationship-building is at the center of all the services the agency provides. Mentoring is a catalyst in the complex formula of variables yielding in positive youth outcomes, often impacting more than one developmental area, as well as hard and soft skills (Raposa, E.B., et al., 2019). Youth in mentoring relationships experience “teachable moments” when mentors expose them to new experiences or challenge youth to expand or refine their already existing skills. Positive attitudes about learning also transcend to academic settings, allowing impacting academic curiosity, motivation, and performance. In a meta-analysis of 73 different evaluations of mentoring programs, mentors can “help shift youth’s conception of both their current and future identity” (DuBois et al., 2011). Multiple studies indicate that mentoring benefits high-risk youth in a variety of ways, including reductions in recidivism, social conflicts, depression, and substance abuse (Raposa, E.B., et al., 2019; DuBois et al, 2011; MacArthur, Higgenbotham, & Ho, 2013; Herrera et al, 2013). Mentoring can also change the perspective of the youth about the usefulness of community’s resources and the importance of community and school to the youth (National Dropout Prevent Center, 2013). Youth in BBBS programs can engage in positive socialization, feel secure, be listened to, and be validated by an adult other than their parents.

Families with risk factors such poverty, functioning with one parent, and coping with other stresses can form a trusting, secure relationship with BBBS that allows for growth and increased family resilience. A 2017 study by Ridings, Beasley, & Silovsky indicates that social support and family resources are “pivotal protective

factors in buffering against child maltreatment.” And, a 2019 study found positive youth development to be crucial in family interventions to increase parental supervision and family activities (Mackova et al, 2019).

C. Community Partnerships

1. A description of how community wide collaboration in planning and implementation occurred.

The Laramie County Branch of BBBS participates in multiple community coalition meetings to ensure services provided are needed and not duplicating other programs. Additionally, BBBS works closely with community partners to ensure a comprehensive knowledge of resources available to families. In the last year with the pandemic, because BBBS’s strong relationships with parents, many partnerships deepened to meet the needs of families needing food, clothing, supplies, or housing. Some private foundations even directly approached BBBS to provide cash assistance early in the pandemic.

2. List the community partners involved in the program implementation and the resources that will be provided by each partner.

(Additional lines/pages may be added if needed.)

Community Partner	Resource that will be provided
Healthy Behaviors Action Team of Laramie County Community Partnership	Outreach, connections to community organizations that provide services
Cheyenne YMCA	Activities space, referrals, membership benefits for youth in BBBS
Healthy Youth Action Team (a committee of Laramie County Community Partnership)	Outreach, connections to community organizations that provide services, volunteers for Gear-Up events through Healthy Youth Action Team
Laramie County 4-H	Outreach, youth activities, participation in their events
Salvation Army	Outreach through food truck and food drives; scholarship for summer camp
Grace for 2 Brothers	Outreach through Behavioral Health Action Team committee, volunteering and referrals, resources through the Wyoming free crisis text line.
Laramie County Prevention of Alcohol Problems	Outreach and collaborative efforts to reduce binge and underage drinking in Laramie County.
Laramie County Community Library	Community meeting space for Lunch and Learn in March. Representatives from Uplift, Job Corp., and Special Friends attended.
ASK Afterschool Alliance	Site based mentoring, referrals
Parent Engagement and Educational Partnership with Schools (PEEPS)	Referrals and connection to the school district, and resources for youth and families
Kinship Connections of Wyoming	Referrals and connections to community partners for custodial grandparents and other relatives/caregivers
Department of Family Services	Referrals for youth and families
Uplift	Referrals and resources through wraparound services, case management, and therapeutic services
Laramie County Community Action	Referrals for youth and families struggling with financial resources etc. Support and connection to resources for kinship care families.
Specialty Counseling, Northern Star Counseling	Mental health resource for youth and families
Wyoming Non-Profit Network	Outreach, connections to community organizations that provide services
Goodwill’s Wendy’s Wonderful Kids	Referrals for children who are within their adoption program

NEEDS	Referrals to food pantry and resources for families and children
Laramie County Community Partners	Outreach with other area nonprofits to work together and share resources for families and youth in our program. Meet once a month on the first Tuesday of the month.
City of Cheyenne Ice and Events Center; Wyoming Game & Fish; The Wyldlife Fund	Family and match engagement activities
WyoGives and the Wyoming Nonprofit Network	Continuing education and training opportunities.
United Way Collaborative	Collaborative of agencies under United Way to focus on increasing graduation rates in Laramie County. Collaborative partners include: Safe Harbor, ASK, Boys & Girls Club, Community School, Foster Grandparent Program, Special Friends, Habitat for Humanity, Casa and NEEDS.

3. Describe how the program will be sustained by the community beyond the funding period.

BBBS continuously works to diversify funding for the most sustainable future. The agency receives state grants, funding from local government entities, and foundation grants. In addition to grants, the agency has been working to increase private donations. The agency has been working on cultivating donor relationships in order to secure long-term giving and has had some success as a result of these relationships. The process is designed to show results over time and the agency plans to continue donor cultivation and stewardship over time in order to continue to diversify its funding.

D. Project Goals and Outcomes

1. **Goals for the Project:** What are the goals of your program? How will you serve TANF eligible individuals/families?

The goals of BBBS will be to provide 15 eligible youth with one-to-one mentoring (including case management) and host at least one family engagement activity each quarter.

2. **Outcomes:** Using the chart below, please identify the measurable outcomes you expect for TANF eligible individuals/families as a result of program implementation in order to meet the above goals? These measurements will be used to evaluate the program's success.

Complete your outcomes for TANF CPI: (additional lines/pages may be added if needed)

Outcome	Measurement	Activities to Accomplish Outcome	Data/Quality Assurance to be Collected to Validate Measurements
15: Projected number of youth enrolled for the grant year.	___ actual number enrolled	Example: Enrollment activities, recruitment activities per quarter	___ Quarterly number of TANF eligible/verified youth enrolled.
80% Projected percentage of enrolled youth matched with a mentor.	___ (identify the target percentage) % of enrolled matched with a mentor	Example: meet and greet, assessments, etc	___ % Quarterly percentage of TANF eligible/verified matched youth.

<p>Enrolling and matched youth will create a Youth Outcomes Development Plan (YODP) with goals to work on during the grant period.</p>	<p>80% of enrolling and matched youth create a YODP 80% achieve at least one goal during the grant period.</p>	<p><i>Youth and BBBS staff collaborate to create at least one mentoring match goal and at least one personal growth goal</i></p> <p><i>Case managers document youth progress toward goals at least quarterly</i></p> <p><i>Case managers offer opportunities to growth (like BBBS or community events) as well as guidance and coaching at least quarterly.</i></p>	<p>Quarterly measurement of the number of TANF eligible/verified youth who have created a YODP and have achieved at least one goal.</p> <p>___% of enrolling and matched youth created a YODP.</p> <p>___% of youth have achieved at least one goal.</p>
<p>BBBS matched youth will improve or maintain positive attitudes in relation to educational success, risk attitudes, and/or socio-emotional competency.</p>	<p>80% of youth will improve or maintain positive attitudes.</p>	<p><i>Provide case management for youth in mentoring relationships. Based on the length of the match relationship, GWBBBS spoke to youth, parents, and volunteers between 1-3 times during this quarter. During each call, case managers assess and document the match relationship's development, child safety, and progress in positive youth development. Case managers help matches celebrate successes and brainstorm through any challenges.</i></p>	<p>Baseline and follow-up (at 6 months for site based mentoring or at 12 months for community based mentoring), as measured by Youth Outcomes Survey.</p> <p>YOS results will be reported during the final quarter.</p> <p>___ Number of quarterly assessments of relationships quality/strength completed by Case Managers for TANF eligible/verified youth.</p>
<p>BBBS matched youth will improve or maintain positive attitudes in relation to parental trust or adult relationships.</p>	<p>80% of youth will improve or maintain positive attitudes.</p>	<p><i>Provide both case management and match support for youth in mentoring relationships. GWBBBS also provides coordinated activities for both families and mentoring matches to increase relationship strength between mentors and youth, the agency and families, and with community partners.</i></p>	<p>Baseline and follow-up (at 6 months for site based mentoring or at 12 months for community based mentoring), as measured by Youth Outcomes Survey.</p> <p>YOS results will be reported during the final quarter.</p> <p>___ Number of agency hosted engagement activities for both families and mentoring matches during the quarter.</p> <p>___ Number of families attending. ___ Number of mentors attending. ___ Number of youth attending.</p>

3. Describe your data collection methods to be used.

BBBS will utilize a nationally developed measuring tool called the Youth Outcomes Survey (YOS) to measure outcomes and program effectiveness. The YOS measures improvements in the following areas: school connectedness, social competence, family connections, special adult, risky behaviors, depressive symptoms, life satisfaction, emotion regulation, and protective behaviors. These measurements are linked to three overall strategic outcomes selected by Big Brothers Big Sisters on a national level: educational success, avoidance/reduction of risky behaviors, and socio-emotional competence. The YOS was developed and tested by top mentoring researchers in 2007 and 2008 and was implemented by BBBS agencies in 2009; a revised version was released in 2019.

Surveys are administered to youth upon enrollment in a program and then again after youth have been in the program for a year. The first survey gives a baseline and will allow for a comparison with results from the second survey. Staff compliance rates for administering the YOS are closely supervised on an organizational and national level by Big Brother Big Sister of America. Staff understand the results are crucial to the agency in order to determine the effectiveness of the programs and in order to be able to provide a deeper level of accountability to funders.

For youth that are enrolling and not yet matched, BBBS will monitor the Youth Outcome Development Plan (YOPD) Goals and their progress towards completion. Youth and staff collaborate together to create at least three YOPD goals during the enrollment process. One of these goals is directly related to forming a trusting relationship with a caring adult, like a mentor or parent or teacher. Case managers will input the goals into the BBBS case management system, Matchforce, to track the status of the goals and review the strategies as case management occurs. As youth progress, case managers can update the status of goals, or add/redefine goals. BBBS staff can generate real-time reports to see the status of goals.

4. How will you evaluate the effectiveness of the TANF program for individuals/families served? How do you determine the success of your program?

BBBS will evaluate the effectiveness of the TANF program through the results of the Youth Outcomes Survey. However, since these results are only available 6 to 12 months after the baseline is completed, case managers keep detailed notes during monthly contacts with families and volunteers. Case managers also create a youth development plan and can incorporate family goals as well. During the period between the baseline and follow-up survey, case managers can mark individual and family progress, determine if any goals should be modified or newly set, and provide support and encouragement as families and youth make progress.

G. TANF Recruitment

1. Describe your recruitment and enrollment process or TANF eligible individuals/families?

BBBS works closely with schoolteachers and staff, community counselors and therapists, and other community organizations, boards, and committees to connect with at-risk youth and families. The agency also recruits youth and families at community events. Each agency also utilizes social media, as well as advertising through print and digital media to recruit both mentors and families.

2. What is the projected number of TANF eligible individuals that will be served by this program?

BBBS anticipates serving 15 youth.

3. Provide an explanation on how income information will be gathered to determine TANF eligibility. Income eligibility shall be established by verifying gross family income for the previous month. Applicants shall use a TANF Eligibility Intake Form. A copy of the TANF Eligibility Intake Form shall be attached to this proposal.

TANF income information is gathered during the youth and family enrollment process by case managers. Families complete a registration form, which includes income data and the number of adults and children in the household; intake also includes a family assessment, where risk factors are evaluated. Upon completion of the enrollment processes, case managers designate vetted youth and families as TANF verified in the BBBS secure, online database, where monthly/quarterly reports are generated for accurate reporting. Copies of completed forms are secured in locked filing cabinets.

BUDGET

Budget:

1. TANF funds are limited and can only provide a portion of the funding needed for services. What are your other funding sources that will be used to operate the program? (i.e. *Cash contributions and non-federal funds used to support*)

Department of Family Services
OJJDP
Laramie County Prevention
Individual & Corporate Donations
United Way

2. What are the cost/benefits of providing this program? In other terms, what is the Return on Investment (ROI)? ROI is a performance measure used to evaluate the efficiency of an investment.

The exact value of prevention is difficult to measure, but it is easy to consider how the investment of a relatively small amount of funds early can save thousands in intervention services later. At an anticipated cost of approximately \$1,000 per youth/family served, the proposed program is much less expensive than most traditional approaches.

- Functional Family Therapy (A short-term family therapy intervention and juvenile diversion program helping at-risk children and delinquent youth to overcome adolescent behavior problems, conduct disorder, substance abuse and delinquency) is estimated at \$2,800 (blueprintsprogram.org).
- 2014 data indicates the Wyoming Girls' School costs \$261 per day based on an operating capacity of 64 girls and the Wyoming Boys' School costs \$222 per day based on an operating capacity of 100 (Justice Policy Institute).
- Wyoming foster care costs for children in the same age groups served by BBBS range from \$859-\$941 per month (Ahn, DePanfilis, Frick, & Barth, 2018).

These costs are significantly higher than the average of \$1,000 per family per year it would cost the BBBS program.

A research brief from Mentor.org indicated that for every dollar invested in effective mentoring programs, there is a return of \$2.72. This positive return on investment reflects projected increases in lifetime earnings, as well as dollars saved through evidence-based mentoring-related outcomes, such as reduced juvenile delinquency and crime, improved school attendance, higher graduation rates, and lowered risk of youth involvement in costly behaviors such as drug, alcohol, and tobacco use.

**Organization Name: Big Brothers Big Sisters
Annual Amount Requested from Proposal: \$13,757.14**

	Program Costs	Administrative Costs	Summary and Justification for Budget Expense
Salaries <u>Admin:</u> Activities spent managing the grant. <u>Program:</u> Wages for all staff who provide direct client services.	\$11,250		Family and volunteer recruitment, enrollment and screening, assessment, matching, match supervision and support, case management, planning and implementation of family engagement activities, and coordination with community.
Employer Paid Benefits <u>Admin:</u> Activities spent managing the grant. <u>Program:</u> Benefits for all staff who provide direct client services.			
Employer Payroll Taxes <u>Admin:</u> Activities spent managing the grant. <u>Program:</u> Taxes for all staff who provide direct client services.	\$1,257		FICA, Unemployment, & Workers Compensation
Supplies <u>Admin:</u> Supplies and expenses needed to manage the grant. <u>Program:</u> Supplies needed for instructor use. *cannot include computers or IT equipment*			
Recruiting and Marketing *cannot include promotional items.			
Travel Travel necessary to serve participants.			
Rent and utilities Rent and utilities for space provided to direct services for participants.			
Participant Tuition and Class Fees			

Participant Class Supplies and Materials			
Participant License and Certification Fees			
Participant Drug and Aptitude Screening Can include other types of assessments.			
Work Support Services and Clothing			
Participant Wages			
Participant Fringe Benefits			
Participant Incentives			
Other Participant Needs: Description -			
Other: Grants Administration		\$1,250.14	
Program and Administrative SUB-Totals	\$12,507	\$1,250.14	Total Administrative Costs cannot exceed 10% of your total Program Costs
TOTAL BUDGET (Program + Admin)	\$13,757.14		
Number of TANF Participants Planning to Serve	15		
Cost Per TANF Participant			

COVER PAGE

1. County/Tribe: Laramie County, Wyoming
2. Project/Grant Administrator. Ensures programs are being implemented correctly, communicates grant changes and provides requested paperwork and data to the Department of Family Services. All Communication regarding this proposal shall be conducted through this person.

Name: Sandra (Newland) Bay

Title: Grants Manager

Organization: Laramie County, Wyoming

Address: 310 W. 19th Street, Suite 320, Cheyenne, WY 82001

Phone: 307-633-4201

Email address: Sandra.newland@laramiecountywy.gov

3. Primary Contact for the Sub-recipient. Implements the program.

Name: Justin Pendleton

Title: Chief Executive Officer

Organization: Boys & Girls Club of Cheyenne

Address: 515 West Jefferson Road, Cheyenne, WY 82007

Phone: (307) 778-6674

Email address: jpendleton@bgcchey.org

4. Program Name: Boys & Girls Club of Cheyenne Youth Development

5. Requested Amount: \$62,571.43

6. Authorized Representative/County Commissioner Chair: Troy Thompson
(No signature required here. Signature is required on the Assurance page)

Date: April 18, 2023

Phone: 307-633-4260

E-Mail: commissioners@laramiecountywy.gov

PROPOSAL

A. Summary of Proposed Program

1. Please provide a synopsis of the program you propose.

The Boys & Girls Club of Cheyenne provides fun, educational, and accessible afterschool and summer programming for all Laramie County youth ages 6-18. The Club currently operates out of five sites: the West Jefferson Clubhouse, the Club at Laramie County Community College teen site, the Cole Elementary site serving students from Cole and Hebard Elementary Schools, and two brand new sites at Burns and Pine Bluffs Elementary Schools. The Youth Development program, an ongoing initiative supported by TANF, primarily focuses on the West Jefferson and Club at LCCC locations.

Across these sites, the Club's mission is to inspire and enable all youth, especially those who need us most, to reach their full potential as productive, responsible, caring citizens. For a membership fee of just \$10 per year, youth have the opportunity to participate in high-yield learning activities in the three core areas of Academic Success, Character & Citizenship, and Healthy Lifestyles. The Youth Development program provides a safe, welcoming environment for kids during out-of-school time complete with tutoring, nutritious meals, mentorship, social and emotional wellness resources, art, sports, and other engaging activities.

This non-school time is crucial for youth in Laramie County, as students left without structure often find themselves sitting idle in front of a screen, engaging in risky behaviors, or falling further behind in schoolwork. The Club not only provides this structure, but also keeps youth on the path to success by fostering their passions, supporting their academic and social needs, and connecting them to one-of-a-kind experiences, ultimately leveling the playing field for all kids and championing the next generation of leaders.

Moving through 2023, the Club strives to support the overall health and well-being of the Cheyenne community while serving those that might otherwise fall through the cracks. Though the Club sees a light at the end of the COVID-19 tunnel, the Youth Development program will continue to address the lasting impacts of the pandemic and the looming mental health crisis, all while helping students to recover from learning loss and stay on track in school.

Regardless of the circumstances, the Boys & Girls Club of Cheyenne continually offers accessible, affordable summer and afterschool programs, which are a critical resource often unavailable to low-income and vulnerable families. The Club offers memberships for just \$10 per year, which includes a daily meal, tutoring, and hands-on activities. Though the 10-week summer program does have an additional fee, the Club works closely with each family to understand and meet their individual needs.

The need for this programming is evident, as it is the most affordable, high-quality option for families in Laramie County. For example, the City of Cheyenne's Latchkey program is \$220/month per child and \$1,300/child for the 10-week summer program. The YMCA's After School Care program is \$172 per month with a \$45 annual registration fee, and the Summer Day Camp program is \$163-188 per week (depending on membership).

Both of these programs focus on elementary students and only offer programming through the 6th grade. The BEAST program serves students through 8th grade, but is much more costly at \$300 per month and \$1,500 for an 8-week summer program. The LCCC Seek program also offers a wide variety of summer programs, however, these activities typically only run over a one-week period and aren't a reliable, sustainable source of summer childcare.

Despite the Club's low cost, the membership fees can be prohibitive to attendance. The Wyoming Department of Family Services can subsidize childcare costs for qualifying families, but not for children over the age of 12.

The Club recognizes that teenagers are especially in need of supervision and guidance during out-of-school time, as they are more likely to use harmful substances, engage in unhealthy relationships, or simply utilize their time in an unproductive manner. This time represents an opportunity for teens to explore their passions, build a resume, and work towards their future goals, but they often need support from a mentor or trusted adult to guide them in a positive direction. In addition, Cheyenne faces a sufficient lack of fun, organized activities for teens and pre-teens, leading them to find their own unstructured entertainment and pastimes.

2. Is this program different from previous programs operated with TANF funds in the past?
Yes No If so, how is it different?

3. Area(s) served.

The Boys & Girls Club of Cheyenne serves youth in Laramie County, Wyoming.

4. Population served.

The Boys & Girls Club of Cheyenne serves youth ages 6-18 who are living at or below the TANF Federal Poverty Level, based on information collected in annual self-reports. This includes a significant number of families who have traditionally been self-sufficient, but are now seeking additional resources and support to ensure their basic needs are met. In 2022, the Club served over 600 registered members, and is already on track to surpass this number in 2023.

The Club's programs are created to remediate the underrepresentation and underachievement of at-risk youth, many of whom are on negative learning trajectories. The Club provides transportation from local schools, including several designated at Title 1, and ensures that all youth have access to high-quality programming. These critical connections not only transform out-of-school time, but also create a foundation for lifelong learning and success.

5. Beginning and end date of program.

October 1, 2023-September 31, 2024

6. Program availability: when is the program offered (i.e. time of day, how often, time of year)?

The Boys & Girls Club of Cheyenne is open year-round. On regular school days, the Club is open from 2:00-7:00 pm. On early release days, the Club is open from 11:00 am-6:00 pm. On non-school days and during the summer, the Club is open from 7:30 am-6:00 pm. The Club also emphasizes the importance of family engagement and regularly hosts Family Nights and other community outreach events. In partnership with the United Way Education Collaborative, the Club hosts a Back to School Bash in August, which connects students with school supplies, haircuts, sports physicals, and other back-to-school essentials. Club members and families also participate in the annual Chili Challenge, Back-A-Kid Breakfast, and Dancing with the Stars fundraisers.

B. Statement of Need

The intent of TANF CPI is to provide Counties with programs that meet specific needs of their community.

1. How have you determined there is a need for the services you propose? Describe local data that was used to determine the needs of families.

At a glance, the isolation, confusion, and frustrations of COVID-19 appear to be gone alongside the height of the pandemic. However, the long-term effects of trauma on young people’s mental health cannot be ignored. Despite children being back in the classroom and returning to their afterschool sports and extracurriculars, the rates of depression, anxiety, suicide, and eating disorders have continued to increase, reflecting a “Shadow Pandemic” that continues to shape crucial periods of their physical, social, and emotional development. For example, The Annie E. Casey 2022 Kids Count Data Book reports that the percentage of children in Wyoming ages 3-17 who experienced anxiety or depression increased by 18.6% from 2016-2022, jumping from 11.8% to 14%.

These emotional burdens, coupled with financial strain, job loss, inflation, and personal health concerns, have only intensified existing gaps throughout Laramie County and statewide. As outlined in the Wyoming Kids Count 2022 Data Book, the U.S. Census Bureau releases community resilience estimates (CREs) to document how at-risk communities are to the health, social, and economic stressors associated with the COVID-19 pandemic. CREs are generated for every city in the U.S. based on the following household risk factors:

- A household income-to-poverty ratio that falls below 130% of the federal poverty level (i.e., income less than 1.3 times the poverty level)
- No one or only one person in the household between the ages of 18 and 64
- Households with unit-level crowding – more than .75 persons per room
- No household member over the age of 16 with a high school diploma or one or more households with limited English proficiency
- No household access to a vehicle
- No household member employed full-time, year-round (excluding households in which all members are 65 or older)
- No household access to broadband internet

Across the state of Wyoming, 45.1% of community residents live with medium risk (1-2 risk factors), and 18% live with high risk (3 or more risk factors). Specifically in Laramie County, 41.1% of residents live with medium risk and 16.3% live with high risk.

In addition, the Wyoming Kids Count reports that in 2020, the median annual income for men in Wyoming was \$58,120 and for women, it was \$40,139.36. This means that Wyoming women earn about \$0.69 for every dollar a Wyoming man earns. The wage gap in Laramie County has also increased, with men earning a median annual income of \$50,620 and women earning a median annual income of \$39,329 in 2016, compared to \$56,609 for men and \$41,860 for women in 2020. Although annual incomes have increased overall, this also demonstrates an increase in the wage gap from 22 to 26 cents. The increasing wage gap is significant, as 11% of all Wyomingites (61,000 people, 15,500 of them children) were living in poverty in 2020. Of these children, 62% lived in single-parent homes, which were primarily led by single mothers (85% with single mothers and 15% with single fathers). For Laramie County residents, 73.4% of single-parent homes were single-mother families in 2020, illustrating an increase from 70.1% in 2011.

Health insurance and access to high-quality medical care also remain critical factors affecting Wyoming’s youth. As reported in the 2022 Wyoming Kids Count, nearly 9% of Wyoming’s children 18 and younger did not have access to health insurance. Although this percentage is lower than the percentage for Wyoming adults (12%), it still means that approximately 12,500 children across the state are less likely to experience good health. Oftentimes, these children are uninsured because their family’s income exceeds the threshold for

Wyoming's Kid Care Children's Health Insurance Program (CHIP), but it is not high enough to cover the cost of other health insurance. Of those in Laramie County, 5.2% of all children are not covered by a health insurance plan that provides "comprehensive health coverage". This includes 4.3% of children under 6 years of age and 5.6% of children 6-18. Wyoming also ranked 33rd in the 2022 Annie E. Casey Foundation Kids Count Data book for health, which falls into the "worse" category based on a state-to-state comparison.

In conjunction with healthcare, education also reflects a critical area for improvement. As a state, Wyoming has seen gradual improvements in education over time, currently ranking as 19th in the "Better" category according to the 2022 Annie E. Casey Foundation Kids Count Data Book. Graduation rates within have also increased from 71.5% of LCSD #1 students in the 2011-2012 school year to 80.3% in the 2020-2021 school year. However, from 2020-2021, only 46.5% of 4th-grade students were proficient or advanced in English and language arts and 41.6% were proficient or advanced in math. Mental health also directly correlates with education in the face of COVID-19, as a lack of access to early childhood education can undermine a child's social and emotional development. Students experiencing mental health issues may not be able to focus in the classroom, falling further behind in core areas such as math and reading and ultimately struggling to reach graduation. These factors often heighten a child's anxiety and complicate the emotionally charged processing of growing up and determining the next steps after high school.

The quality, accessibility, and justness of education systems across the state also play a role in the prosperity and overall well-being of students. Recently, the Wyoming Survey & Analysis Center at the University of Wyoming in partnership with the Wyoming Community Foundation/Wyoming Kids Count, published, "Exclusionary Discipline – Racial Disparities in the Equality State." The research shows that within Wyoming the "Equality State" children of color receive harsher school discipline than their white peers for the same behaviors. Disproportionate suspensions are the highest amount Native and Hispanic Wyoming students.

The disparities are evident in the percentage point difference between the rate of enrollment and the percent of all suspensions for Wyoming students:

- **Female Students**
 - American Indian/Alaska Native are 5.5% more likely
 - Hispanic are 3.8% more likely
 - Black are 1.9% more likely
 - 2+ Races are 1.7% more likely
 - White are 12.5% less likely
- **Male Students**
 - American Indian/Alaska Native are 5.6% more likely
 - Hispanic are 3.9% more likely
 - Black are 1.8% more likely
 - 2+ Races are 1.8 % more likely
 - White are 12.7% less likely
 -

When schools rely on suspension or expulsion to discipline students, it leaves students feeling frustrated and disengaged from school, peers, and teachers, ultimately sharing their academic success and goals for the future:

- Both in and out-of-school time suspensions are associated with increased grade retention.
- Students who experience even one in-school suspension are more likely to drop out of school than students who have not.
- Out-of-school suspensions are associated with lower academic achievement.

This disparity is especially important to consider in light of the Club's diverse membership, as well as the growing diversity of Laramie County. For example, although Laramie County still has a predominately non-Hispanic white population, it is seeing staggering increases in Hispanic and non-white residents. As highlighted by Laramie County Health Matters, 15.5% of the population is Hispanic or Latino, which is significantly higher than the Wyoming value of 10.6% and demonstrates an increase from 14.9% in 2019.

Across the U.S., 3.7 million kids (5%) reportedly have been treated or judged unfairly based on their race or ethnicity, and 649,000 (1%) based on their sexual orientation or gender identity. Many children and teens undergo these adverse experiences alongside other mental health challenges, creating devastating long-term effects. For example, approximately 9% of high schoolers attempted suicide in 2019 according to the 2022 Kids Count Data Book. The numbers are especially alarming for students of color, as more than 25% of American Indian or Alaska Native high school students attempted suicide, along with 12% of their Black peers and 13% of those of two or more races. Of heterosexual high school students of all races and ethnicities, 6% attempted suicide, while the share of gay, lesbian, or bisexual students was 23%.

The nonexistence of LGBTQ+ rights is also a significant factor in Wyoming, as very few resources and support systems are available for youth who identify within these communities. The Movement Advancement Project, an organization dedicated to creating equality and opportunity for all, reports that 0 counties out of 23 statewide and only 2 cities have an ordinance prohibiting discrimination based on sexual orientation in private employment, housing, and public accommodations. This means only 7% of the state population is fully protected. For students specifically, there are no nondiscrimination laws and policies protecting LGBT students, nor are there any anti-bullying laws or policies. There are also no conversion therapy bans covering LGBT youth. This lack of resources leaves many youth who are struggling or questioning their identity with nowhere to turn.

Lastly, the prevalence of risky behaviors including unhealthy substance among Cheyenne's youth point to a need for effective programming beyond those provided through the public school system. As discussed in the 2022 Laramie County Community Needs Assessment, 41% of LCSD #1 high school students have vaped within the past 30 days. This echoes data from the 2019-2021 Laramie County Needs Assessment, with 1 in 4 students under the impression that vaping every day involved no health risk. In addition, 39% of Laramie County high school students used alcohol in the last 30 days, and 22% of high school youth reported using marijuana in the last 30 days, with 1/3 saying that it was very easy to access.

With an understanding of the risk factors and challenges facing modern young people, the Boys & Girls Club of Cheyenne provides members with a welcoming environment, support system, and pathways to positive youth development. The mentoring program spans daily activities at the Club, therefore reinforcing academic success, cultivating healthy relationships, and fostering a culture of social and emotional wellness.

2. What is the resource gap(s) that is being addressed by your program?

Through extensive research, Boys & Girls Clubs of America has identified specific elements to ensure that Clubs create positive developmental experiences for all members. The Club follows the evidence-based formula established by BGCA: Young People Who Need Us Most + Outcome-Driven Club Experience = Priority Outcomes. The impact of a Club depends on how frequently and how long members participate, as well as how to Club implements these five key elements as evidenced through BGCA's National Youth Outcomes Initiative



(NYOI):

Locally, the Club has worked diligently to provide a quality Club experience that aligns with these key elements. The Club utilizes the annual BGCA NYOI member survey and individual academic performance through grade checks to collect data and measure youth outcomes. This includes collecting report cards each semester, checking grades, and encouraging members to actively monitor their academic standing. Coupled with regular check-ins with teachers and LCSD #1 and LCSD #2 staff, the Club is able to align with the curricula and goals of local schools, while also providing insight regarding the quality and effectiveness of the overall program. Beyond grades, the NYOI survey asks members about their perceptions of the Club, with questions surrounding safety, emotional wellness, plans for the future, substance use, and other critical information.

The Club has specifically improved its programming for teens, catering to their unique needs as young adults about to enter the professional world. In 2018, the Club opened its first teen-only site at Laramie County Community College. The Club at LCCC provides a platform for high school students to explore their passions, learn from local experts, and create a plan for the future. In addition to building a portfolio, developing workplace soft skills, and applying for scholarships, teen members have the opportunity to job shadow and even at local businesses such as Ken Garff Cheyenne and West Edge Collective. This program comes at a critical time, as Laramie County is in need of qualified, skilled workers to promote economic development and create a thriving, diverse capital city.

In addition, the Club continues to support students recovering from COVID-19 learning loss through daily tutoring, high-yield learning activities, and the Summer Brain Gain program. Each summer in America, an estimated 43 million children nationwide miss out on expanded learning opportunities that could prevent them from falling behind. During the summer, most youth lose about two months' worth of math skills. Low-income youth also lose more than two months' worth of reading skills, while their middle-class peers make slight gains. These losses, exacerbated by COVID-19, stack up from year to year, causing low-income children to fall further

behind. The Summer Brain Gain program, composed of weekly themed modules, transforms the summer months into a fun, productive, educational time that fosters creativity and keeps students on track in school.

Through these programs, the Club offers much more than a typical “daycare” and takes active steps to foster the next generation of leaders. The Club focuses on the future, ensuring that young people can emerge as healthy, fulfilled, and productive young adults.

3. Describe what research based programs and strategies will be utilized to make the program successful.

The Boys & Girls Club of Cheyenne addresses obstacles head-on with a focus on mentorship and preventative programming, helping vulnerable and at-risk youth to overcome the challenges they encounter in their everyday lives. The national organization, Boys & Girls Clubs of America, provides a platform for proven, evidence-based programs such as Project Learn, Summer Brain Gain, SMART Moves, SMART Girls, Passport to Manhood, and Career Launch. Local staff then modify and adapt these programs to best meet the needs of Laramie County youth:

Project Learn: Project Learn reinforces the academic enrichment and school engagement of young people during the time they spend at the Club. The program is complemented by tutoring and high-yield learning activities and is offered to members every day after school.

Summer Brain Gain: Summer Brain Gain helps prevent youth from falling behind and losing academic skills while school is out. The program is comprised of one-week modules with fun, themed activities for elementary school, middle school, and high school students that are aligned with common core anchor standards.

SMART Moves: SMART Moves uses a team approach that involves Club staff, peer leaders, parents, and community representatives. Young people ages 6 to 15 engage in discussion and role-playing, practicing resilience and refusal skills, developing assertiveness, strengthening decision-making skills, and analyzing media and peer influence. The ultimate goal is to promote abstinence from substance abuse and adolescent sexual involvement through the practice of responsible behavior.

SMART Girls: SMART Girls is a small-group health, fitness, prevention/education, and self-esteem enhancement program designed to meet the developmental needs of girls in three age groups, spanning ages 8 to 18. Through dynamic sessions, participatory activities, field trips, and mentoring opportunities with adult women, Club girls explore their own and societal attitudes and values as they build skills for eating right, staying physically fit, getting good health care, and developing positive relationships with peers and adults.

Passport to Manhood: Passport to Manhood represents a targeted effort to engage young boys in discussions and activities that reinforce character, leadership, and positive behavior. Each participant receives a “passport” to underscore the notion that he is on a personal journey of maturation and growth.

Career Launch: Career Launch encourages Club members ages 13 to 18 to assess their skills and interests, explore careers, make sound educational decisions, and prepare to join our nation's workforce.

To provide a comprehensive afterschool and summer program for members, these preventative programs are complemented with art, sports, STEM, Healthy Habits, and countless locally developed activities. Together, these programs foster a sense of creativity, self-expression, and teamwork that guide members along the path to Great Futures.

C. Community Partnerships

1. A description of how community wide collaboration in planning and implementation occurred.

The Boys & Girls Club of Cheyenne’s mission is only possible with collaboration and support from the local community. The Club works with LCSD #1 to provide transportation services as well as access to grades and progress reports (with parent permission), as well as LCSD #2 to support students in Burns and Pine Bluffs. Laramie County Community College is a key partner, as it houses the Club at LCCC teen site as well as provides access to the Ludden Library Makerspace, basketball gym, e-Sports program, and more.

In 2022, the Boys & Girls Club of Cheyenne became a part of United Way’s Education Collaborative, which includes Needs Inc., The ASK (After School for Kids) Program, Foster Grandparents, Special Friends, and Big Brothers Big Sisters. Moving through 2023 and beyond, these organizations will work together to provide referrals, wrap-around services, and a county-wide approach to academic success.

2. List the community partners involved in the program implementation and the resources that will be provided by each partner.

(Additional lines/pages may be added if needed.)

LCSD #1	Referrals, transportation, grade reporting
LCSD #2	Referrals, grade reporting, student outreach
Laramie County Master Gardeners	Junior Gardeners program
Laramie County Community College	Supports Club at LCCC teen program
Grace for 2 Brothers	Provides QPR training and supports suicide prevention effi
Cognitive Behavioral Theater	Employs improv and acting techniques to support ment
Blue Cross Blue Shield of Wyoming Caring Foundation	Supports Health Habits and Social Emotional Wellness pro
BGCA	Provides curricula, data collection, and overall support
GEAR Up	Supports on-time graduation and college enrollment
Cheyenne Police Department	Fosters a safe Club environment and positive re between youth and police officers
Wyoming Department of Transportation	Encourages safe and responsible driving
Students Against Destructive Decisions (SADD)	Supports preventative programming and healthy decisic
Cent\$ible Nutrition Program	Supports Healthy Habits and Triple Play programs
Wyoming Equality	Provides guidance and mentorship for LGBTQ+ youth
University of Wyoming	Builds relationships between student-athletes and meml
Ken Garff	Offers Career Pathways program and other community
Microsoft	Provides technology resources and digital education
United Way Education Collaborative	Supports academic success and on-time graduation
Local Arts Organizations (West Edge, Cheyenne Little Theatre, Cheyenne Symphony Orchestra...)	Supports Arts Education program through workshops, performances, and hands-on learning

3. Describe how the program will be sustained by the community beyond the funding period.

The Boys & Girls Club of Cheyenne employs a full-time development professional who oversees all fundraising efforts including grant writing (private, state, and federal), fundraising events, and stewardship. In addition, the Club’s CEO and Board of Directors are highly engaged in the cultivation process and regularly assist with community outreach, stewardship, and fundraising.

In 2023 and beyond, the Club looks forward to expanding within Laramie County and serving even more youth in need. The Club is currently exploring opportunities for growth and seeking funding from a wide variety of sources including grants, individual and corporate sponsorships, and community partners.

D. Project Goals and Outcomes

- Goals for the Project:** What are the goals of your program? How will you serve TANF eligible individuals/families?

The Youth Development program will aim to identify and provide 50 TANF-eligible youth with opportunities to attend the Club after school or during the summer, especially those who would otherwise be unsupervised or left to care for their younger siblings. The program’s overarching goal will be to connect vulnerable youth with high-quality care and opportunities for personal development, ultimately supporting the entire family unit. By attending the Club, members participate in fun, educational programming that promotes academic success, positive relationships, and overall health and well-being.

- Outcomes:** Using the chart below, please identify the measurable outcomes you expect for TANF eligible individuals/families as a result of program implementation in order to meet the above goals? These measurements will be used to evaluate the program’s success.

Complete your outcomes for TANF CPI: (additional lines/pages may be added if needed)

Outcome	Measurement	Activities to Accomplish Outcome	Data/Quality Assurance to be Collected to Validate Measurements
Identify 50 TANF-eligible youth.	Utilize TANF intake form to screen potential scholarship applicants. 100% of participating youth will complete the form.	Make TANF form available to all incoming Club members, track applications on an ongoing basis, determine need based on applications, evaluate overall need based on all applications received, and determine greatest areas of need.	TANF intake forms will be submitted to the Club front office, then vetted and overseen by the Club’s CEO and Chief Operations Officer.
Youth who attend the Club participate at least 52 times per year.	Utilize member tracking system to record Club attendance throughout the year.	Daily data entry of attendance among TANF participating youth.	Data is entered by Club staff and overseen by the Unit Director, Chief Operations Officer, and CEO.
Youth participate in age-appropriate programs which align with TANF goals.	Utilize member tracking system to record activity participation among TANF youth.	Daily data entry of attendance among TANF youth. Many Club programs also utilize pre and post-surveys.	Data is entered by Club staff and overseen by the Unit Director, Chief Operations Officer, and CEO.
Youth achieve Academic Success.	Evaluate student success by tracking grades and collaborating with LCSD #1.	Obtain current grades via parents and/or the school district.	Grade monitoring is driven by the Education & Career Development Coordinator and the Unit Director. Collection is overseen by the Chief Operations Officer and CEO.
Youth abstain from high-risk behaviors.	Obtain data and feedback via the National Youth Outcomes Initiative (NYOI) annual youth survey.	Track youth starting and completing preventative programming. Many preventative programs also utilize pre and post-surveys.	The NYOI survey is administered by Club staff on a yearly basis and analyzed by the Unit Director, Chief Operations Officer, and CEO.

3. Describe your data collection methods to be used.

The Boys & Girls Club of Cheyenne uses the Vision Member Tracking System, which was designed specifically for Boys & Girls Clubs. The software allows the Club to track demographics for every registered member, including parent-reported household income, age, school, grade level, promotion to the next grade level, and frequency of attendance. Within each program, pre and post-test results, attendance, and graduation are also tracked using this database. Grades are also monitored on a weekly basis and tracked both in Vision and by the Education & Career Development Coordinator.

4. How will you evaluate the effectiveness of the TANF program for individuals/families served? How do you determine the success of your program?

The Boys & Girls Club of Cheyenne will evaluate the effectiveness of the TANF program by determining if 50 TANF-eligible members received services from the Club during the school year and/or summer. These members will attend the Club at least 52 times during the fiscal year and participate in programming that aligns with the outlined TANF goals. Members will not only attend the Club, but also demonstrate personal growth and development in the three core areas of Healthy Lifestyles, Academic Success, and Character & Citizenship. The Club also values direct feedback from members and will rely on data from the NYOI survey, with particular attention to the percentage of members reporting optimal experiences across the Five Key Elements of Positive Youth Development.

G. TANF Recruitment

1. Describe your recruitment and enrollment process or TANF eligible individuals/families?

The Club offers the TANF intake form to all members upon their enrollment. This form is also available on the Club's website and in the main office. The Club utilizes social media and traditional media to promote services for TANF-eligible youth, especially leading up to the launch of the summer program. The Club also offers the TANF intake form to registered members throughout the year.

2. What is the projected number of TANF eligible individuals that will be served by this program?

The Boys & Girls Club of Cheyenne aims to serve 50 TANF-eligible youth over the outlined grant period.

3. Provide an explanation on how income information will be gathered to determine TANF eligibility. Income eligibility shall be established by verifying gross family income for the previous month. Applicants shall use a TANF Eligibility Intake Form. A copy of the TANF Eligibility Intake Form shall be attached to this proposal.

For TANF eligibility purposes, the Club relies on self-reporting of income, household size, and overall need from parents/guardians. This information is collected in the Club-specific TANF Eligibility Intake Form upon enrollment or as needed throughout the year and then verified by Club staff. The form is stored in a secure location, with critical information being input into the Vision Member Tracking System.

BUDGET

Instructions:

1. The budget of the program should be described with enough detail that expenditures of funds could be easily reviewed. Preference will be given to programs concentrating on services rather than programs building their administrative structure.
2. List costs of the program including program costs, administrative costs, total costs, and estimated cost per individual/family.
 - a. The Proposer shall submit a proposed budget in line item detail listing each employee's compensation and benefits and each category of expenditure and the proposed amount. The Contractor shall be required to use the invoice form attached to this proposal.
 - b. The budget shall include a narrative of duties of each employee and an explanation of each line item stating the purpose of the expenditures.
 - c. The Proposer shall separate all administrative costs to verify compliance with administrative limitations.
 - d. Administrative expenses shall not exceed 10% of the non-administrative expenses.
3. Only expenses related to services to TANF eligible individuals/families can be billed to TANF CPI. This means that all grant expenses must show the formula for how the allocation of expenses is determined for TANF eligible individuals/families funded under this proposal. Expenses are based on the percentage of TANF individuals/families vs non-TANF individuals/families served as well as the percentage of time working on TANF-related activities.
4. Program costs are associated with direct service delivery to TANF eligible individuals/families (i.e. salaries, supplies, facilities rent). Administrative costs are associated with activities needed to support the program, but are not a direct service to families (i.e. data collection, completion of reports).

Budget:

1. TANF funds are limited and can only provide a portion of the funding needed for services. What are your other funding sources that will be used to operate the program? (i.e. *Cash contributions and non-federal funds used to support*)

The Club receives funding through individual donations and corporate sponsorships, as well as various other grants. The Club also receives passthrough dollars from Boys & Girls Clubs of America.

2. What are the cost/benefits of providing this program? In other terms, what is the Return on Investment (ROI)? ROI is a performance measure used to evaluate the efficiency of an investment.

The Boys & Girls Club of Cheyenne Youth Development program and overall mission are driven by results from the yearly NYOI survey: When Clubs deliver a high-quality Club Experience, young people are more likely to achieve positive outcomes, stay on track in school, and make healthy choices.

In 2015, a national study estimated the return on investment (ROI), or the benefit-cost ratio, of the services Boys & Girls Clubs provide to youth and their families. The study examined how the costs required to provide Club programming compared to the long-term economic benefits for youth and families. The study found:

- Every \$1 invested in Boys & Girls Clubs returns \$9.60 in current and future earnings and cost-savings to their communities. The greatest benefits are from Club members' improved grades and reduced alcohol use and their parents' earnings.

- Clubs spend \$1.64 billion annually on operating costs, resulting in \$15.7 billion in lifetime benefits to youth, families, and communities.
- Clubs help increase the earning power of parents, as well as of youth when they become adults.
- Clubs also contribute to major savings for society by helping to prevent costly expenditures for health care, public assistance programs, and criminal justice system involvement and incarceration.

The Boys & Girls Club program is cost-effective and beneficial for the local community, as it reduces the need for drug and alcohol rehabilitation, reliance on public assistance, costs of teen out-of-wedlock pregnancies, and other expenses. The Club also equips youth with the skills to positively contribute to the community and become a part of Cheyenne's growth, development, and future success.

Organization Name:
Annual Amount Requested from Proposal:

	Program Costs	Administrative Costs	Summary and Justification for Budget Expense
Salaries <u>Admin:</u> Activities spent managing the grant. <u>Program:</u> Wages for all staff who provide direct client services.	\$46,872.33	\$4,687.23	Wages for 20 staff who are in direct contact and providing services to TANF youth. YDP, Unit Directors, and Chief Operations Officer (\$15.00-\$28.82/hour) Admin: Director of Finance-Data collection and financial reporting Director of Development-Data collection and submission of reports
Employer Paid Benefits <u>Admin:</u> Activities spent managing the grant. <u>Program:</u> Benefits for all staff who provide direct client services.	\$2,502.90	\$250.29	Employee Drug Testing \$15-\$35 pp Background Checks \$55-104 pp Retirement 3% of wage Insurance (Life, Health, Dental, Vision)
Employer Payroll Taxes <u>Admin:</u> Activities spent managing the grant. <u>Program:</u> Taxes for all staff who provide direct client services.	\$5,005.97	\$500.60	FICA, SUTA, WC, and UE taxes total 10.68%
Supplies <u>Admin:</u> Supplies and expenses needed to manage the grant. <u>Program:</u> Supplies needed for instructor use. *cannot include computers or IT equipment*			
Recruiting and Marketing *cannot include promotional items.			
Travel Travel necessary to serve participants.			
Rent and utilities Rent and utilities for space provided to direct services for participants.	\$2,501.83	\$250.29	Equates to approximately 1/8 of actual monthly expenses for electric, gas, water, sewer, and garbage
Participant Tuition and Class Fees			

Participant Class Supplies and Materials			
Participant License and Certification Fees			
Participant Drug and Aptitude Screening Can include other types of assessments.			
Work Support Services and Clothing			
Participant Wages			
Participant Fringe Benefits			
Participant Incentives			
Other Participant Needs: Description -			
Program and Administrative SUB-Totals	\$56,883.02	\$5,688.41	Total Administrative Costs cannot exceed 10% of your total Program Costs
TOTAL BUDGET (Program + Admin)	\$62,571.43		
Number of TANF Participants Planning to Serve	50		
Cost Per TANF Participant	\$1,251.43		

COVER PAGE

1. County/Tribe: Laramie County
2. Project/Grant Administrator. Ensures programs are being implemented correctly, communicates grant changes and provides requested paperwork and data to the Department of Family Services. All Communication regarding this proposal shall be conducted through this person.

Name: Sandra (Newland) Bay

Title: Grants Manager

Organization: Laramie County, Wyoming

Address: 310 W. 19th Street, Suite 320

Phone: 307-633-4201

Email address: Sandra.newland@laramiecountywy.gov

3. Primary Contact for the Sub-recipient. Implements the program.

Name: Misty Savage

Title: Program Director

Organization: **Cheyenne Climb Wyoming**

Address: 123 East 17th Street, Cheyenne, WY 82001

Phone: 307-778-0094

Email address: misty@climbwyoming.org

4. Program Name: Climb Wyoming in Laramie County

5. Requested Amount: **\$75,000**

6. Authorized Representative/County Commissioner Chair:

(No signature required here. Signature is required on the Assurance page)

Date: April 18, 2023

Phone: 307-633-4260

E-Mail: commissioners@laramiecountywy.gov

PROPOSAL

1. Please provide a synopsis of the program you propose.

Climb Wyoming's mission is for low-income single mother families to discover self-sufficiency through career training and placement. Providing free services to those most in need, Climb excels at supporting TANF families and directly aligns with TANF purposes. Climb will recruit approximately 130 candidates and work closely with them to increase their stability through connection to critical resources. Climb will enroll approximately 30 TANF eligible single mothers in career training programs, and continue services to about 20 mothers already enrolled in the training and job placement phase, for a total of 50 participants. Key components of the intensive training include life skills and work readiness skills, mental health services, industry-specific skills aligned with each career, and job placement based on each participant's unique strengths and interests. Climb will also continue to work with approximately 70 graduates that receive continued support by staff that is often critical to their long-term job success. Climb staff provide hundreds of hours of support to the single mothers they work with in each phase of the program.

2. Is this program different from previous programs operated with TANF funds in the past?
Yes No If so, how is it different?

3. Area(s) served.

Cheyenne Climb primarily serves low-income single mothers from Laramie County.

4. Population served.

Climb serves those most in need across the state. On average, Climb participants enter the program at 30% of the Federal Poverty Level. More than half of the participants seeking Climb services are unemployed and the remaining 45% of participants are employed in low wage jobs. Climb moms' barriers to employment are significant as demonstrated through the following statistics: 60% have children under the age five; 68% are facing intergenerational poverty; 41% have changed jobs more than three times in one year; 34% of participants indicate a history of substance abuse; 38% have defaulted or failed to pay a loan; 56% indicate having a legal history; and only 16% of participants come to Climb with private health insurance.

5. Beginning and end date of program.

October 1, 2023 - September 30, 2024

6. Program availability: when is the program offered (i.e. time of day, how often, time of year)?

The Cheyenne Climb site usually runs three trainings per year offered in the Spring, Fall, and Winter. Program research and planning happens throughout the year along with candidate services and recruitment. Once the training focus is determined, outreach to potential participants and information meetings are held advertising the upcoming training. The intensive portion of the training lasts on average for three months depending on the job skills training curriculum and certificate type. The career training serves a group of 10 to 12 TANF eligible single mothers. Program days run from approximately 9am - 5pm. The length of the intensive portion of the training allows participants to enter the workforce as quickly as possible. Beyond job training, this phase includes life and workplace skills and therapeutic support. The subsidized job placement lasts approximately six to eight weeks and is tailored to meet the needs and goals of each participant. After this time period, the participant is expected to find success in their career and can access graduate support services. After program completion and job placement, Climb graduates have consistent communication with staff and their peers to support their long-term success.

B. Statement of Need

The intent of TANF CPI is to provide Counties with programs that meet specific needs of their community.

1. How have you determined there is a need for the services you propose? Describe local data that was used to determine the needs of families.

At Climb, we strive for a safe, open, affirming, and inclusive environment – an environment that allows both single mothers and staff to thrive. As Climb serves families most in need, staff know it is crucial to meet a diverse population with inclusive strategies and practices. The average age of Climb participants is 30 with 45% of participants between the ages of 21 and 30. On average, each participant has two children.

Single moms have carried the burden of the pandemic, suffering more than any other household type from job loss, food insecurity, and lack of childcare options. According to the Census Bureau's Household Pulse Survey Data, single mother families reported struggling with food and rent at higher rates during the COVID-19 Pandemic (38% of single mothers versus 19% single fathers and 18% multi-parent). Single mothers risk falling further behind amid the turbulence of the post-pandemic economy as a result of inflation, rising costs for necessities, and statewide housing shortages.

The toxic stress of poverty—feeling scared, juggling hard decisions, being hungry—dramatically impacts how the brain functions. The single moms who come to Climb are under such high levels of stress that it has impacted their emotional regulation, planning, and decision-making abilities, which creates barriers to work readiness and success. Poverty passed down from one generation to the next creates significant barriers to job success, trapping low-income single mothers and their children in a cycle that Climb participants are ready to break.

2. What is the resource gap(s) that is being addressed by your program?

The generational cycle of poverty creates isolation in the lives of the single mothers who come to Climb. Lacking strong and positive relationships is a barrier to success that Climb participants face. The Climb program works in groups of 10-12 moms that allow participants to discover relationships and engage with their peers, learn conflict resolution and self-regulation, build networks that last beyond the program, foster relationships that build trust and safety, and accelerate their skills to find success at work and at home. Finding a place in a professional community directly relates to a graduate's ability to maintain employment after the program. Over the past 36 years, Climb has leveraged and adapted the best of our group model design.

According to the US News and World Report (June 10, 2021), two-thirds of professional mental health shortages are in rural or partially rural parts of the country, the report says, "Wyoming has the largest proportion of their populations living in mental health shortage areas, at 96.4%." Mental health is a foundation of the Climb model, and each site prioritizes contracting with a Licensed Mental Health Provider. The Mental Health Provider guides the team in maintaining a psychologically informed environment. All participants complete a pre- and post-Mental Health Assessment, allowing participants to be honest and forthright about their histories and struggles, while supporting staff in quickly understanding barriers to support each mom into the future. Weekly group counseling sessions are one of the most important parts of the program and are central to the Climb model. Consistent individual counseling sessions assist participants in increased awareness, identifying and understanding their unique and individual strengths, and strategies to support their challenges.

3. Describe what research based programs and strategies will be utilized to make the program successful.

Key components and strategies to make the program successful include the following:

- **Pre-program stabilization:** includes one-on-one work to connect to critical resources while maintaining a focus on employment
- **Comprehensive case management:** provided by staff who create trust and a safe environment to

address the most difficult barriers and assess needs and priorities

- **Industry research:** staff network throughout the year to identify high-growth training and employment opportunities and high-demand occupations to provide workforce solutions
- **Mental health:** includes pre- and post-assessments to identify barriers, group and individual counseling focused on increasing awareness and practicing skills to support long-term success at work
- **Skills training:** life skills and work readiness skills such as budgeting, conflict management, healthy relationships, and parenting as well as pre-employment skills such as job searching, resume writing, mock interviews, and workplace communication
- **Job training and placement in high-demand careers:** improves family economic stability and decreases dependence on government benefits
- **Working in cohorts:** creates support network and a community in which women practice healthy relationships and communication, build confidence and learn the value of social capital as they begin new careers
- **Post-program support:** graduate support includes networking, group meetings, problem-solving difficult work situations and celebrating success
- **Flexible program design:** allows staff to shift industry training based on local economic needs while also adapting training to be in person or online based on community needs, health and safety

C. Community Partnerships

1. A description of how community wide collaboration in planning and implementation occurred.

Since collaboration is a cornerstone of our efforts, Climb leverages existing services without duplication. Staff will work closely with partners and collaborating organizations to share strengths and resources. During recruitment and candidate outreach, Climb works with referral agencies to engage participants, like the Department of Family Services, mental health centers, community resource centers, and local schools. During training, Climb collaborates with entities like community colleges and employers to design effective training curriculum and schedules. Community members representing different sectors provide work readiness and life skills training sessions. Local professionals often volunteer as mock interviewers. Recently, Cheyenne Climb staff worked with multiple training partners to develop a Commercial Driver’s License training that kicked off in February 2023. During the career placement phase, Climb collaborates with employer partners. After participants are placed in careers, Climb provides ongoing support by referring women to local community partner organizations as needed.

2. List the community partners involved in the program implementation and the resources that will be provided by each partner.

(Additional lines/pages may be added if needed.)

Community Partner	Resources that will be provided
CASA of Laramie County	Employer partner
Cheyenne Regional Medical Center	Employer partner
Cheyenne VA Medical Center	Employer partner
Granite Rehabilitation and Wellness	Employer partner
Habitat for Humanity	Employer partner
Polaris Rehabilitation and Care Center	Employer partner
Cent\$ible Nutrition	Life skills presenter
Enroll Wyoming	Life skills presenter
Ronn Jeffrey	Parenting instructor
Department of Family Services	Referrals
Boys and Girls Club	Resource partner
Equal Justice	Resource partner
Legal Aid of Wyoming	Resource partner

My Front Door	Resource partner
Needs Inc.	Resource partner
Safehouse	Resource partner
YMCA	Resource partner
Youth Alternatives	Resource partner
160 Driving Academy	Training partner
Frontier Truck Driving School	Training partner
Laramie County Community College	Training partner
Sage Truck Driving	Training partner

3. Describe how the program will be sustained by the community beyond the funding period.

To continue providing a comprehensive tuition-free program to Laramie County low-income single mothers and their families, Climb relies on critical public funding including the funding received from the *Community Partnership Initiative* grant. Climb recognizes the importance of diversified braided funding to support long-term sustainability. Collaboration with individual and corporate donors as well as local city and county funding allows Climb to remain sustainable in Laramie County while responsibly leveraging donations with this grant. For many years, Climb's effective model has worked to move Laramie County families out of poverty and has supported the TANF program's important purposes.

D. Project Goals and Outcomes

1. **Goals for the Project:** What are the goals of your program? How will you serve TANF eligible individuals/families?

The Climb proposal serving TANF eligible families includes the following goals:

- The Climb program improves family economic stability by offering free case management and career training leading to long-term employment to those most in need. As participants move into full-time employment, their average monthly wages more than double.
- Training will be linked to high-growth and high-demand occupations driven by workforce demand. Climb has flexibility to adapt trainings by employer needs and has offered many different programs in industries such as Commercial Driver's License, Professional Office Careers, and Medical Careers that meet local workforce needs.
- Moms will decrease dependency on government benefits. Two years post-program, over 75% of graduates who were using food stamps before Climb decreased their dependence.
- Climb's comprehensive model includes extensive life and work readiness skills that address barriers and prepare participants for work including parenting, nutrition, budgeting, and resume preparation, interviewing, and conflict management.
- All participants will receive group and individual counseling from a Wyoming Licensed Mental Health Counselor.
- Climb staff provide case management for all single mothers who connect to Climb. Climb case management focuses on employment and is dynamic and unique to each mom's specific barriers.
- Climb's expertise in rural poverty alleviation includes connecting single mothers to community partners and networks across the State. Staff maintain strong relationships with referral agencies and community partners for collaboration.
- Climb Business Liaisons will develop employer partnerships and work with each participant to help secure long-term employment opportunities and participate in employer evaluations.
- The Climb model offers a group concept allowing participants to discover relationships and engage with their peers, learn conflict resolution and self-regulation, and build networks.

Climb's innovative and comprehensive programming leads low-income single mothers into long-term employment to support the purposes of the Temporary Assistance for Needy Families (TANF) program. The

therapeutic and skills-based programming helps end the dependence of single mother families on government benefits. The State of Wyoming has saved \$117 million over the past 35 years from decreased dependence on public assistance programs (i.e., food stamps, insurance, and housing) among graduates (Wyoming Department of Family Services, Wyoming Department of Health-Medicaid, Wyoming LIHEAP FY2017 State Profile, U.S. Department of Housing and Urban Development).

Climb’s two-generational approach, including family days, parenting skills, and case management, allows children to be cared for in their own homes. Staff have seen that when parents increase their income, children have greater access to academic and extracurricular activities, more stable schedules, and role models for career success. Along with increased income and consistent schedules, Climb participants learn about themselves through weekly counseling, life skills classes, and communication strategies. Climb programming supports the additional TANF purposes by providing mental health services, program design including the cohort model, providing access to women’s healthcare, and connection to resources and life skills focused on healthy relationships, communication, and boundaries.

2. **Outcomes:** Using the chart below, please identify the **measurable** outcomes you expect for TANF eligible individuals/families as a result of program implementation in order to meet the above goals? These measurements will be used to evaluate the program’s success.

Complete your outcomes for TANF CPI: (additional lines/pages may be added if needed)

Outcome	Measurement	Activities to Accomplish Outcome	Data/Quality Assurance to be Collected to Validate Measurements
Show progress each quarter toward the final goal of 80% of the individuals enrolled in the program successfully completing the program.	80% of participants who enter the program will successfully complete it.	During recruitment, Climb staff help participants address any barriers including childcare and transportation. During the program Climb advocates for participants and provides mental health counseling to overcome barriers for success.	Climb tracks the participants who graduate in our customized participant database that can demonstrate trends over time.
75% of Climb program graduates will be employed after program completion.	75% of these program graduates will be employed after program completion.	Climb programs include pre-employment skills including job searching techniques, resume writing, interviewing techniques, employee/employer relationships, and job retention. Climb staff work with the participants to ensure a successful interview process and support the participant during job placement as she practices new skills.	Climb conducts participant follow-ups at 3-month intervals from program completion to 24 months post program. Climb collects employment data such as place of employment, hours per week and hourly wages as well as participant and child health insurance data. From program end to 12 months, Climb collects this data by Climb staff contacting participants via phone, email or text. From 15-24 months, Climb contracts with the Wyoming Survey and Analysis Center (WYSAC) to conduct the follow-ups via phone survey.

<p>Show progress each quarter toward the final goal of individuals who completed the program earning 90% higher wages than when they entered the program.</p>	<p>75% of program graduates will be employed after program completion and will be earning a 90% higher wage than they were before the program.</p>	<p>Comprehensive training develops the participants' strengths and builds upon them through extensive training in high-demand, high-growth occupations that lead to self-sufficient wages. Climb staff follow up with employers to establish performance evaluations and communication for long-term success.</p>	<p>Climb conducts participant follow-ups at 3-month intervals from program completion to 24 months post program. Climb collects employment data such as place of employment, hours per week and hourly wages as well as participant and child health insurance data.</p>
<p>Show progress each quarter toward the final goal of 90% of the individuals who complete the program experiencing a decrease in the dependence on food stamps.</p>	<p>Over time, 90% of program graduates will show a decrease in their dependence on food stamps.</p>	<p>To continue to support the participants, Climb staff members meet with graduates after they finish the program to sustain success in the workplace and family stability.</p>	<p>In order to assess decreasing dependence on government benefits, Climb collects food stamp and childcare data from the Wyoming Department of Family Services.</p>
<p>50% of Climb program graduates who enter the program utilizing public healthcare will show a decrease in the dependence on public health insurance.</p>	<p>Of the graduates who enter the program utilizing public health insurance 50% will end their dependence on public health insurance.</p>	<p>To continue to support the participants, Climb staff members meet with graduates after they finish the program to sustain success in the workplace and family stability.</p>	<p>In order to assess decreasing dependence on government benefits, Climb collects health insurance data from the participants through the surveys.</p>
<p>Increased knowledge and skills regarding healthy relationships, strong and stable environments, communication and health behaviors.</p>	<p>100% of single mother who enter the Climb program will have received life skills training and mental health counseling.</p>	<p>Climb offers life skills classes as parenting, budgeting, nutrition and more. Climb contracts with a licensed Mental Health Provider at each site and each participant receives individual and group counseling.</p>	<p>Climb staff determine the life skills for each program based on the needs of the participant group. All participants must participate in the mandatory individual and group counseling component of the Climb program.</p>

3. Describe your data collection methods to be used.

Climb prioritizes data and outcomes to inform efficacy of programming. Climb staff track candidates, participants who enroll in the Climb program, and graduate services post-program. Staff track the number of graduates employed in unsubsidized positions, the job retention status of participants, and wage progression for two years post-graduation. Climb staff conduct graduate follow-ups at 3-month intervals from program completion to 12 months post-program. To ensure data integrity, Climb partners with the Wyoming Survey and Analysis Center (WYSAC) to conduct the follow-ups during the 15-24 month time period. A customized database tracks program records and ensures accurate, ongoing data collection. Climb utilizes

participant self-report forms, staff observations, interviews, and records to document each participant's progress and program outcomes. A pre- and post-program mental health assessment identifies mental health symptoms and tracks decreases in symptoms post-program. Data will be provided in quarterly reports to validate outcomes. Quarterly reports will include training completion, and hourly wage pre- program and hourly wage post-program. These quantitative goals were selected because they can be consistently tracked and verified using participant or employer interviews and public records.

4. How will you evaluate the effectiveness of the TANF program for individuals/families served? How do you determine the success of your program?

Staff track the number of TANF eligible participants who enroll in and complete the career training and placement phase of the program. Progress is tracked on a monthly report for each program. Individualized and ongoing support throughout the program allows participants to complete the program successfully while addressing barriers to work. This effort has translated into an average completion rate of 98% in 2022. This graduation rate exceeds outcomes from other programs in Wyoming and across the nation.

Staff track the number of graduates who maintain unsubsidized employment after program completion as well as the details of their employment. At program start, on average, 45% are unemployed; those who are working are typically in low-wage jobs with little potential for growth. Historically, the average monthly wages at application (if employed) are \$1,140/month and two years post-program, \$2,540/month.

As participants more than double their monthly wage, they also decrease their dependence on government benefits and services. Climb staff collect data on the dependence on public health insurance pre- and post-program, while DFS staff provides data on dependence on food stamps pre- and post -program. For example, 78% of graduates who were using food stamps before Climb decreased their dependence two years later. Additionally 80% of Climb graduates are insured two years post-program. This, compared to only 16% with private health insurance when they come to Climb.

E. TANF Recruitment

1. Describe your recruitment and enrollment process or TANF eligible individuals/families?

Each Climb site has staff that serve as a case manager for moms and provide ongoing guidance and support throughout the program. Staff recruit candidates who are most in need. During the recruitment phase, staff outline the required knowledge, skills, and abilities, and other training and job requirements for the identified occupation. Staff also evaluate each candidate's level of competency in the area. Staff conduct a thorough assessment to determine additional services available in the community which may include food stamps, childcare assistance and housing, or counseling. Accessing these services and experiencing the stability they can provide a family is critical to successfully completing the program and starting a long-term career. Staff connect candidates to these services and support them along the way. If the candidate is not ready for the program, staff remain in contact with them for potential admission into a future program when they are more stable and ready.

2. What is the projected number of TANF eligible individuals that will be served by this program?

Climb will recruit approximately 130 candidates and work closely with them to increase their stability through connection to critical resources. Climb will enroll approximately 30 TANF eligible single mothers and continue services to about 20 mothers already enrolled in the career training and job placement phase program for a total of 50 participants. Climb will also continue to work with approximately 70 graduates that receive continued support by staff that is often critical to their long-term job success.

3. Provide an explanation on how income information will be gathered to determine TANF eligibility. Income eligibility shall be established by verifying gross family income for the previous month. Applicants shall use a TANF Eligibility Intake Form. A copy of the TANF Eligibility Intake Form shall be attached to this proposal.

Climb uses a rigorous process to ensure income eligibility for the Climb program. If a potential participant is utilizing food stamps, Climb program staff members verify this information with DFS to confirm TANF eligibility. If the potential participant is not utilizing food stamps, Climb program staff members verify employment and wages by checking pay stubs or verifying income with the applicant's employer to ensure that household income is less than or equal to 185% of the Federal Poverty Level. Other family income documents such as unemployment stubs, tax returns, or income verification from other applicable family members are also collected and included in documentation as applicable. Eligibility is documented in each participant's file and reviewed by a Climb home office employee who is specifically trained in eligibility determination. Any questions about eligibility are directed to the State of Wyoming's DFS TANF Program Manager prior to a participant's acceptance to Climb.

BUDGET

Instructions:

1. The budget of the program should be described with enough detail that expenditures of funds could be easily reviewed. Preference will be given to programs concentrating on services rather than programs building their administrative structure.
2. List costs of the program including program costs, administrative costs, total costs, and estimated cost per individual/family.
 - a. The Proposer shall submit a proposed budget in line item detail listing each employee's compensation and benefits and each category of expenditure and the proposed amount. The Contractor shall be required to use the invoice form attached to this proposal.
 - b. The budget shall include a narrative of duties of each employee and an explanation of each line item stating the purpose of the expenditures.
 - c. The Proposer shall separate all administrative costs to verify compliance with administrative limitations.
 - d. Administrative expenses shall not exceed 10% of the non-administrative expenses.
3. Only expenses related to services to TANF eligible individuals/families can be billed to TANF CPI. This means that all grant expenses must show the formula for how the allocation of expenses is determined for TANF eligible individuals/families funded under this proposal. Expenses are based on the percentage of TANF individuals/families vs non-TANF individuals/families served as well as the percentage of time working on TANF-related activities.
4. Program costs are associated with direct service delivery to TANF eligible individuals/families (i.e. salaries, supplies, facilities rent). Administrative costs are associated with activities needed to support the program, but are not a direct service to families (i.e. data collection, completion of reports).

Budget:

1. TANF funds are limited and can only provide a portion of the funding needed for services. What are your other funding sources that will be used to operate the program? (i.e. *Cash contributions and non-federal funds used to support*)

United Way of Laramie County	\$15,015	Secured
Daniels Fund	\$25,000	Secured
Hughes Foundation	\$25,000	Secured
Mary H. Storer Foundation	\$20,000	Secured
John P. Ellbogen Foundation	\$15,000	Will Apply
First National Bank of Omaha/Western States Bank	\$7,500	Secured
Cross Charitable Foundation	\$5,000	Secured

Newell B. Sargent Foundation	\$10,000	Secured
Wells Fargo	\$10,000	Will Apply
Wyoming Community Foundation	\$5,000	Pending
Wyoming Women's Foundation	\$10,000	Will Apply
State Farm	\$5,000	Will Apply
JPMorgan Chase & Co.	\$5,000	Secured
U.S. Bank	\$5,000	Will Apply
Knife River/MDU Resources Foundation	\$2,500	Secured
Individual Donors	\$50,000	Secured and Pending

2. What are the cost/benefits of providing this program? In other terms, what is the Return on Investment (ROI)? ROI is a performance measure used to evaluate the efficiency of an investment.

The following calculation is Climb's projected Return on Investment (ROI) for the proposed program:

- Impact without Program: Climb participants are making an average annual wage of \$17,712 before the program (\$1,476 per month for 12 months).
- Impact from Program: 90 days post program, graduates are employed making an average annual wage of \$31,644 (\$2,637 per month for 12 months).
- Total increase in wages over first year period = Impact from program \$31,644 - Impact without program \$17,712 = \$13,932.
- Total Cost per Client Served = \$75,000 divided by 180 clients = \$417. Number of clients totals 130 candidates, 30 new participants, and continued services to 20 participants.
- Climb ROI = **33.41 to 1** based on $\$13,932 \div \417 .
- Climb ROI over the lifetime of a participant = **1,169 to 1** based on an average age of participant being 30 and working until age 65 (35 years post program) at an increased wage of \$13,932: $35 \text{ years} \times \$13,932 = \$487,620 \div \417 .

Climb Wyoming
Amount Requested from Proposal:
\$75,000

	Program Costs	Administration Costs	Summary and Justification for Budget Expense
Salaries Admin: Activities spent managing the grant. Program: Wages for all staff who provide direct client services.	42,000	5,600	Program Director (\$71,663 annual salary) is responsible for oversight and/or implementation of all aspects of the Climb program model with a primary focus on program coordination, planning and administration. Assistant Program Director (\$63,000 annual salary) is responsible for assisting the Program Director with implementation of all aspects of the Climb program model with a primary focus on program coordination and planning. Business Liaison (\$60,000 annual salary) is responsible for establishing relationships with businesses and industries; working with training entities to ensure job-skills training meets industry needs; recruiting employers; facilitating participant work placements; coordinating employer work evaluations; preparing case notes. The Advocacy Coordinator (\$68,355 annual salary) is responsible for assisting with the coordination of participant services such as vaccinations, drug tests, work clothing purchases, etc.; and addressing participant work needs as they arise. Administrative salaries are to support Climb's centralized home office staff that support the entire statewide operations to handle such things as budgeting, grant reporting, financial processing, insurance, auditing, and human resources. The amount reflected on this budget represents an allocation of time spent directly supporting the site as well as this grant.
Employer Paid Benefits Admin: Activities spent managing the grant. Program: Wages for all staff who provide direct client services.	3,000	500	Retirement, health, dental, vision, and life insurance expenses for those employees that participate in Climb's insurance plan. (Program Director \$2,229; Assistant Program Director \$18,288; Business Liaison \$13,685; Advocacy Coordinator \$1,971)
Employer Payroll Taxes Admin: Activities spent managing the grant. Program: Wages for all staff who provide direct client services.	4,200	700	Employer paid payroll taxes are estimated at 10% of the salaries budgeted. (Program Director \$7,166; Assistant Program Director \$6,300; Business Liaison \$6,000; Advocacy Coordinator \$6,835)
Supplies Admin: Supplies and expenses needed to manage the grant. Program: Supplies needed for instructor use. *cannot include computers or IT equipment*	Click here to enter text.	Click here to enter text.	
Recruiting and Marketing *cannot include promotional items.	Click here to enter text.	Click here to enter text.	Click here to enter text.

Travel Travel necessary to serve participants.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Rent and Utilities Rent and utilities for space provided to direct services for participants.	7,500	N/A	Rent and utilities for office space, classrooms, and group/individual mental health treatment space. Also includes phone, fax, internet services, and cleaning of office space.
Participant Tuition and Class Fees	Click here to enter text.	Click here to enter text.	Click here to enter text.
Participant Class Supplies and Materials	Click here to enter text.	Click here to enter text.	
Participant License and Certification Fees	Click here to enter text.	Click here to enter text.	Click here to enter text.
Participant Drug and Aptitude Screening Can include other types of assessments.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Work Support Services and Clothing	Click here to enter text.	Click here to enter text.	Click here to enter text.
Participant Wages	Click here to enter text.	Click here to enter text.	Click here to enter text.
Participant Fringe Benefits	Click here to enter text.	Click here to enter text.	Click here to enter text.
Participant Incentives	2,000	N/A	Incentives earned by participants for completed goals to assist them with living expenses while in training.
Other Student Needs: Mental Health Provider	9,500	N/A	Amounts paid to contracted mental health provider for group and individual counseling services.
Sub-Total	68,200	6,800	Total Administrative Costs cannot exceed 10% of your total Program Costs
TOTAL BUDGET (Program + Admin)	75,000		
Number of TANF Participants Planning to Serve	180		
Cost Per TANF Participants	\$417		