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AUG 18 2015

City of St. Louis
2015 REQUEST FOR PROPOSALS (RFP)
Application

1. Name of Applicant: ArchCity Defenders

2. Name of Program: Legal Services to Homeless

3. Program Address: 812 N. Collins, St. Louis MO 63102

4. Phone: 855-724-2489 Fax: 314-925-1307 E-mail: tharvey@archcitydefenders.org

5. Contact Person & Title: Thomas Harvey, Executive Director

6. **SELECT ONLY ONE CATEGORY. An agency may request funds from multiple funding sources and from multiple categories. The agency MUST complete a separate application for each category.** To select a category, double click on the box **and** under the default value select "checked".

2015 Continuum of Care (CoC): NEW PROJECTS ONLY (priority given to projects with the target population of women previously served by the Shalom House)

☐ Permanent Supportive Housing (PSH) for chronically homeless households, including individuals, families, and unaccompanied youth

☒ Rapid Re-Housing (RRH) for individuals and families, including unaccompanied youth who are residing on the streets or in emergency shelters or who are fleeing domestic violence

☐ Homeless Management Information Systems (HMIS) Lead (successor to HESG funded HMIS Lead), including system, administration, management, and coordination

☐ Supportive Services Only (SSO) for Coordinated Front Door to homeless services

7. **Target Population:**

☒ Single Men	☒ Women w/ children	☒ Veterans	☐ Youth
☒ Single Women	☐ Battered Spouse	☐ Persons with Physical Disabilities	☒ Drug Dependent
☐ Families	☒ Alcohol Dependent	☐ Elderly	☐ Persons with HIV/AIDS
☐ Teenage Mothers	☒ Chronically Mentally Ill		☐ Other

8. **Housing:**

☐ Barracks	☐ Scattered Site Apartments	☐ Single Room Occupancy	☐ Detached House
☐ Group/Large House		☐ On-site Apartments	☐ Other

9. Requested amount reflects: 100 % of the program/project budget of $ 121,850.00
Requested amount reflects: 68 % of the total agency's budget of $ 625,000.00
Is this program/project currently in existence? ☒ Yes How many years? 3 ☐ No
Annual amount of funds received from other City Department/Agencies? $ 40,000.00

ArchCity Defenders, Inc – CoC 2015 Project Proposal
Rapid Re-Housing

NARRATIVE

OVERVIEW

A. Introduction

The services provided by ArchCity Defenders (ACD) to the homeless and those at risk of homelessness in St. Louis comes primarily through ESG funding from the city's Homeless Services division. The intent of this proposal to move the services ACD provides to primarily Continuum of Care (CoC) based funding. It is an attempt to free up ESG funds so they can be used to support the emergency shelter, transitional, and Rapid Re-Housing programs as needed, while maintaining an adequate amount of funding for ACD to continue to provide the services it has since 2013. In addition this proposal seeks to expand our staffing level such that we are able to provide more robust and holistic wrap-around services to our clients.

B. Rapid Re-housing Funding

ACD receives referrals from nearly all of the CoC partners who operate Emergency Shelters, Transitional Housing and Rapid-rehousing programs, and Permanent Supportive Housing programs in the City. The following are representative of the cases that the these clients have: multiple municipal ordinance violations including traffic offenses; landlord-tenant issues; child support and family law; benefits assistance; minor criminal law; and debt related law. ACD attorneys provide services for each client from start to finish – from intake through appeal if one is necessary. ACD is applying to continue to provide services to the homeless in the St. Louis region and will utilize the Coordinated Front Door Process in team with these partner organizations.

There are nearly no legal services available to the indigent incarcerated on allegations of offenses related to homelessness such as loitering and trespassing. Because of a budget and caseload crisis, the public defender in the City of St. Louis does not represent the indigent charged with misdemeanors. As a result, homeless misdemeanor defendants sit in jail for periods of three to six months awaiting their turn to have their cases resolved. At an estimated annual cost of $14,740 to incarcerate an individual, an average cost for incarcerating a homeless individual to the City of St. Louis is $5,527.50. Based upon prior caseloads we estimate that forty people or 480 each year, will qualify for services. We believe we can successfully obtain the pretrial release of 15 people each month who qualify as homeless and connect them to housing, treatment, and job training.

In the City of St. Louis, there are between 120 and 200 eviction cases set for hearings each week according to data from the Circuit Court. Our previous outreach leads us to believe that in a universe of 145 cases each week, thirty-five of those individuals and families are eligible for ESG assistance under federal guidelines. This extrapolates to 252 individuals and families per year who are eligible for services under this proposal. Dennis Culhane estimates that the average long stay in emergency shelter for a family is $48,000 per year and the average short term stay costs $10,900 per year. ArchCity Defenders estimates it that by the end of this year alone it prevented 25 families from becoming homeless because of its services. Thus, a $60,000 investment in services saves the region between $272,500 and $1,200,000 according to Dennis Culhane's numbers. In addition to those explicit economic savings, ACD's services will also benefit our region's schools by reducing the number of transient students by keeping them in

their housing and as a result, in their school district. Studies show that a child changing school system negatively impacts educational outcomes.

CLIENT POPULATION

A. Client Characteristics

According to the United States Interagency Council on Homelessness (USICH), nearly 107,148 adults experienced chronic homelessness in America on any given night.

Because most of the chronically homeless go unsheltered and, despite disabling conditions, are not enrolled in Medicaid or other insurance programs, the costs to the region is extraordinarily high. USICH states that mortality rates among the chronically homeless is four to nine times higher than for the general population, and that rates of severe mental health disorders and substance abuse are high.

The report adds that people experiencing chronic homelessness have high rates of incarceration often for offenses that are non-violent and are related to mental illness or the realities of living on the street. This adds an additional burden to a justice system that, in many communities, is already stretched to its limit. The physical and mental health needs of this population are prevalent and acute, and must be addressed if we are to end chronic homelessness.

B. Client Needs

Using data collected during the calendar years 2012-2014, ACD has estimated the demand for services and the time needed to complete representation in several categories of cases. The first category in Table 1, below, describes the representative cases ACD proposes to handle as well as an estimated time and cost for them.

Municipal Courts includes representation on ordinance violations in the 91 municipalities in the St. Louis region, from simple traffic tickets (speeding, etc.) to more complicated matters such as driving while suspended and no proof of insurance. We have found that our clients need a great deal of assistance negotiating the often confusing and contradictory municipal court system. It is for this reason that we intend to focus a great deal of attention on these unique courts.

Eviction defense involves negotiating with landlords to resolve disputes, entering into consent judgments, and trying matters when negotiations fail. Family Law can mean divorce, child support, paternity cases as well as modification of the above and orders of protection in adult abuse cases. Criminal Law is representation in misdemeanor and felony state level prosecution. Finally, we propose to provide assistance to those applying for and appealing social security benefits, disability benefits, and veteran's benefits as well as any debt related cases.

Table 1 - Estimated Percentage of Services Provided and Cases Handled

Case type	% services	hrs/case	total hrs	cases
1. Municipal Court	40%	3	4000	1333
2. Eviction Defense	20%	5	2000	400
3. Benefits Asst.	5%	5	500	100
4. Family Law/Orders of Protection	10%	12	900	75
5. Criminal Law	20%	18	2000	110
6. Debt related	5%	3.5	500	143
Total	**100%**	**7.8 avg.**	**10000**	**2161**

ORGANIZATIONAL CAPACITY AND EXPERIENCE

A. History of Assessing Needs and Providing Services

ACD is a current provider with the City's Homeless Services Division and serves the homeless, chronically homeless, and imminently homeless. ACD's relationship with the Homeless Services Division began in 2011, working to remove the legal barriers the residents of the Riverfront encampments. Under that small contract, ACD provided legal services to 22 unique individuals over a small time window. From that time on, ACD attorneys have become more efficient and experienced with our homeless population. Based on proposals under the city's Project BEACH, Operation Reveille and other funding, the number of similarly-situated clients has increased accordingly. **Since January of 2013, ACD has helped 629 unique individuals exit or avoid homelessness, ninety-seven of whom were minor dependents.**

B. Other working Relationships

ACD has a history of assessing the needs and providing services to homeless and low-income individuals. As a member of the Continuum of Care (CoC), we have working relationships with and receive referrals from nearly all the emergency shelters, transitional housing programs, and supportive housing programs in the city of St. Louis. We anticipate that because of our close working relationship with other CoC member organizations, we will continue to ensure that non-legal needs of our clients will be identified and addressed through inter-organization referrals and coordination of care.

In addition to our work with the Homeless Services Division, ACD is a provider organization for the Saint Louis Area Agency on Aging (SLAAA) and the Missouri Housing Development Commission. We also have contracts to provide services to clients of MERS/Goodwill, St. Patrick Center's VETS program, the Maternal Child Family Health Coalition, and work with 10 other nonprofits through a partnership developed by the Lutheran Foundation of Missouri.

C. Outcomes

In 2011, ACD first conducted confidential legal consultations with encampment residents to identify outstanding legal issues. ACD provided all clients criminal background checks, and advised those in need of avenues to expunge their criminal records. ACD assisted one client in properly registering on the state's sex-offender registry, thus avoiding a future felony charge for failing to do so. Another client with an abusive spouse was assisted in obtaining a divorce. Additionally, ACD obtained positive outcomes in thirty municipal cases, including numerous arrest warrant recalls. That contract was renewed for 2012. Under the renewal, ACD successfully completed all legal work for the encampment clients, and has continued to provide legal representation to the homeless and imminently homeless in St. Louis, having served over 50 people.

In 2013, we became part of the Homeless Services Division's Project BEACH (Beginning of End: Abolishing Chronic Homelessness) and received increased funding for providing services to the homeless and those at risk of homelessness. Under that project, along with Operation Reveille, and with increased funding we were able to dramatically expand our capacity and services.

- 18% of clients assisted under HSD funding were **veterans**
- 69% of clients assisted under HSD funding were homeless

- 38% of clients assisted under HSD funding were receiving **Mental Health Assistance/Treatment**
- 22% of clients assisted under HSD funding were receiving **Substance Abuse Treatment**
- 35% of clients assisted under HSD funding were receiving **Employment Training/Placement**
- 24% of clients were **dependents**

As of our last reporting we have successfully resolved over 812 distinct legal issues for our clients.

SERVICE PLAN

A. ACD's Progression of Services Based on Individualized Assessments

After an application or referral is received and accepted, ACD staff members meet with each new client, either at our office, in the jail, in court, at any shelter, or at their housing units to conduct a formal intake interview using the Coordinated Front Door Process. This helps us best identify the client's legal problems. Since the proposed program will deal almost exclusively with clients whose mailing addresses change frequently or do not exist, and since most legal notices are mailed, ACD will obtain a general information release from each client. With that release, ACD attorneys will be able to request records from courts and administrative agencies on the client's behalf. In our experience, the clients will point us in the right direction, and the attorneys will root out any and all previously-unidentified issues.

If a client has outstanding arrest warrants, we assign an attorney to assess whether such warrants may be recalled and negotiate with prosecutors on any underlying charges. If a client has a suspended driver's license, we contact the Department of Revenue, as well as any involved municipalities, judges, and prosecutors to negotiate reduction or waiver of unpaid fines and fees and ultimately clear the person's driving record and reinstate his or her license.

A. Case Management: Matching Services and Needs

We will utilize the Coordinated Front Door Process developed by the CoC. During the initial intake interview we discuss and take note of the client's non-legal and developmental goals. Clients' goal discussions involve, at a minimum: identifying barriers (perceived and real) preventing the client from obtaining or remaining in housing, finding employment, and additional education at this time, discussing how ACD and other community organizations might be able to help the client overcome those barriers, planning simple steps that the client will take after the first meeting and before the second, and developing a rough plan for more complex issues that stand in the way of obtaining permanent housing and living independently.

B. Tracking outcomes

After the initial client meeting and gathering data from partner agencies, ACD's client services manager and staff discuss each new client in the ensuing bi-monthly staff meeting to develop a specific plan of action tailored to each client. Next, ACD contacts partner social service providers to discuss whether they agree with our assessment of the client's most significant legal barriers to exiting homelessness. ACD then coordinates with the client and professionals with our partner social services providers to expand our plan to address legal issues with their input on how best to help the client exit homelessness. This process ensures that ACD effectively collaborate to maximize our efforts in conjunction with our partner organizations.

C. Program Data for Reporting

All events, notes, time entries, and interactions relevant to a particular client are logged in ACD's cloud-based, Missouri Bar Association-approved practice-management system. This secure storage system is, in essence, a digital filing cabinet in which "Contacts," or clients, are created using the information from applications and intake interviews and "Matters," or distinct legal issues, are created and associated with particular clients in the system. ACD support-staff and attorneys can edit client information and log events related to distinct legal issues from anywhere at any time. Access is available through any web browser, as well as on iOS and Android platforms. Staff members update matters with progress on a daily basis. This data is then culled for entry into HMIS and for reporting purposes.

At each client supervisor staff meeting, new action plans are developed, staff members provide updates on each client's progress based on data entered into the case management system, and open, collaborative discussion is facilitated to obtain positive outcomes for each client. In addition, ACD upper-management is available informally at any time for guidance and feedback on the progress of legal cases. Finally, ACD is always in regular contact with the client, individual caseworkers, and social service partner management to ensure that the legal process and the social service process are in tune with one another without violating any ethical obligations of either party.

D. Data Collection and Retention

ACD gathers data in three categories: cases entered, legal barriers/warrants removed/resolved, and clients exiting homelessness. Data regarding the resolution of cases is kept in our practice management system and upon request we make that data available to partners in the aggregate. Data regarding legal barriers removed and clients exiting homelessness are, to the extent possible, provided by ACD through collaboration with social services providers. ACD routinely keeps track of other metrics such as income level, veteran status, household members, health, mental health or substance abuse issues, among others.

PARTICIPANT TRACKING AND PROGRESS

A. Tracking Progression of Services

Each project will use the same practice management system ACD currently uses to track all its services provided to clients. ACD will open physical and electronic files on each of the clients ACD helps. For each client, there will be sub-files corresponding with each individual legal matter ACD is addressing. Each file will detail the interaction between social service providers and ACD that eventually will result in the client exiting homelessness. This practice management system will allow ACD to track each client through its progression of services as well as those provided by its partners.

B. Assessing Individual Progress

ACD will update as necessary progress made by the client that corresponds to any HMIS requirements. In addition, as stated above, ACD will record clients' legal obstacles to exiting homelessness as well as their personal goals during the intake procedure. At each staff meeting, lawyers and staff will provide updates on progress towards resolving each client's legal barriers, as well as his or her progress towards accomplishing personal goals. This information will be logged in the electronic case management system at each meeting.

C. Evaluating Effectiveness

ACD anticipates serving approximately 660 clients annually. ACD believes it will successfully remove the legal barriers to exiting homelessness for virtually all of its clients with currently pending cases. For those who have already pled or whose legal problems are several years old and require post-conviction relief, the success rate will not be as high. Assuming successful collaboration with social services providers ACD predicts that its overall success rate of helping clients avoid or exit homelessness will be 35-45%.

D. Reporting Data

ACD will develop evaluative categories corresponding to HMIS requirements and institute them prior to launch. Any required data point under HMIS will be reported in the aggregate unless the client has expressly consented to sharing his or her individual information with HMIS. In addition, ACD will assess its effectiveness in the three abovementioned categories: cases resolved, legal barriers removed, and clients exiting homelessness. Data reflecting achievements in these three categories will be compiled on a continuing basis throughout the contract period. ACD attorneys and staff will record and regularly update these data in ACD's electronic case management system.

Agency: ArchCity Defenders

2015 Budget

	Year 1 Request	Year 1 Match	Total Grant Request	Total Match
COC: Rapid Re-Housing			$ 421,850.00	$ 100,000.00
Supportive Services				
Exec.Dir./Attorney @ .2 FTE ($88,000 salary/year)	$ 17,600.00		$ 17,600.00	
Managing Attorney @ .5 FTE (88,000 salary/year)	$ 44,000.00		$ 44,000.00	
Client Services Mang./Attorney @ .75 FTE ($45,000.00 salary/year)	$ 33,750.00		$ 33,750.00	
Operations Mang./Attorney @ .75 FTE ($45,000.00 salary/year)	$ 33,750.00		$ 33,750.00	
Staff Attorney 1 @ 1 FTE ($42,000.00 salary/year)	$ 42,000.00		$ 42,000.00	
Staff Attorney 2 @ 1 FTE ($42,000.00 salary/year)	$ 42,000.00		$ 42,000.00	
Staff Attorney 3 @ .5 FTE ($42,000.00 salary/year)	$ 21,000.00		$ 21,000.00	
Staff Attorney 4 @ .5 FTE ($42,000.00 salary/year)	$ 21,000.00		$ 21,000.00	
Support Staff Mang./ Paralegal 1@ .75 FTE ($40,000.00 salary/year)	$ 30,000.00		$ 30,000.00	
Paralegal 2 @ 1 FTE ($35,000.00 Salary/year)	$ 35,000.00		$ 35,000.00	
Paralegal 3 @ .75 FTE ($35,000.00 Salary/year)	$ 26,250.00		$ 26,250.00	
Paralegal 4 @ .75 FTE ($35,000.00 Salary/year)	$ 26,250.00		$ 26,250.00	
Social Worker @ .75 FTE ($35,000 salary/year)	$ 26,250.00		$ 26,250.00	
Rental Assistance to Eligible Clients	$ 15,000.00		$ 15,000.00	
Data Entry/HMIS	$ 8,000.00		$ 8,000.00	
Volunteer Attorneys (at $100/hr for $40,000.00 year)		$ 40,000.00		$ 40,000.00
Case Management Services @ 2 FTE ($30,000 salary/year)		$ 60,000.00		$ 60,000.00
OPERATING COSTS				
ADMINISTRATION				
Total Costs	$ 421,850.00	$100,000.00	$ 421,850.00	$ 100,000.00

Executive Director/CEO/Administrator Date

Homeless Services Division Date