

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

1. **Name of Applicant:** Gateway Homeless Services, Inc. (dba Gateway180)
2. **Name of Program:** Rapid Rehousing
3. **Program Address:** 1000 N. 19th Street Saint Louis MO 63106
4. **Phone:** 314.231.1515 **Fax:** _____ **E-mail:** kheinzbach@gateway180.org
5. **Contact Person & Title:** Kathleen H. Beach, 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:

- | | | | |
|--|--|--|--|
| <input type="checkbox"/> Single Men | <input checked="" type="checkbox"/> Women w/ children | <input checked="" type="checkbox"/> Veterans | <input type="checkbox"/> Youth |
| <input checked="" type="checkbox"/> Single Women | <input type="checkbox"/> Battered Spouse | <input checked="" type="checkbox"/> Persons with Physical Disabilities | <input type="checkbox"/> Drug Dependent |
| <input checked="" type="checkbox"/> Families Teenage Mothers | <input type="checkbox"/> Alcohol Dependent | <input checked="" type="checkbox"/> Elderly | <input type="checkbox"/> Persons with HIV/AIDS |
| | <input checked="" type="checkbox"/> Chronically Mentally Ill | | <input type="checkbox"/> Other |

8. Housing:

- | | | | |
|--|---|--|---|
| <input type="checkbox"/> Barracks | <input checked="" type="checkbox"/> Scattered Site Apartments | <input type="checkbox"/> Single Room Occupancy | <input type="checkbox"/> Detached House |
| <input type="checkbox"/> Group/Large House | | <input type="checkbox"/> On-site Apartments | <input type="checkbox"/> Other |

9. Requested amount of \$200,900 reflects: 75% of the program/project budget of \$ 268,400
Requested amount reflects: 10 % of the total agency's budget of \$ 1,915,219
Is this program/project currently in existence? Yes How many years ? 2.5 No
Annual amount of funds received from other City Department/Agencies? \$380,000

NARRATIVE

Project Overview – Gateway to Home

Gateway180 has successfully operated and completed two, separate Rapid Rehousing projects over the past 2 ½ years. Both clients and the agency have benefited from these programs. Working on Rapid Rehousing programs has helped the staff gain knowledge of "Housing First" principles in action, and directly helped 101 households achieve housing permanency.

This new, "Gateway to Home" Rapid Rehousing Project proposes to create housing for 40 units. Through this program, Gateway180 will place single, adult women and families into housing, utilizing a variety of unit sizes: one, two and three bedroom apartments. The agency will help house Gateway180's core clientele, which is families with children, as well as single women and "dually diagnosed" single women through "Gateway to Home."

Gateway180's recent Rapid Rehousing projects and the agency's experience operating the largest, 24-hour family emergency shelter in the state of Missouri makes Gateway180 uniquely qualified to help single women and families transition into Rapid Rehousing units. Gateway180's mission and focus is in helping clients make lifestyle changes that will result in housing permanency. The agency offers a 90-day housing preparation program, with the proven outcome being placement into stable housing.

Many of Gateway180's clients have experienced barriers to housing. Even with employment, a key barrier that prevents people from accessing housing is having enough savings to cover the initial cost for an apartment, including paying off past utility debt and having enough capital to cover first month/last month's rent and security deposit. Gateway180 learned through previous Rapid Rehousing programs the critical role that start-up funds have in getting people housed.

The other critical factor for stabilizing clients is providing strong, daily case management and counseling. Our case managers have successfully re-housed clients living on the streets for decades, many with serious health issues. Through this experience, the agency has learned the critical need for constant case management in helping clients maintain housing permanency.

Client Population

In 2014, the agency served 176 people in rapid rehousing/permanent housing. The agency also housed 1,124 people in the residential shelter: 442 families consisting of 659 children. Gateway180's total residential shelter bed nights in 2014 were 37,848. Clients in Gateway180's residential shelter include the following groups: single women, women with children and couples. Of these clients, 40% request direct assistance with housing, and 25% complete the paperwork needed to be accepted into transitional housing. The other 15% hope to qualify for Rapid Rehousing.

Gateway180 receives 99% of its referrals after preliminary screening through the CoC's current "front door" entry system provided by the HRC hotline. About 1% of Gateway180's clients are referred to the agency from other strong housing partners in St. Louis City's CoC such as St. Francis Community Services, Humanitri, St. Louis Crisis Nursery and the Department of Human Services through the City of St. Louis.

The Need for More Housing

In 2014, 3,094 unsheltered families living below the 20% Federal index for poverty requested shelter through the HRC Hotline. Per the "HRC & Harbor Lights" report, 69% of the families requesting shelter were unable to be referred, leaving 2,133 families without shelter. These families included 4,337 children.

Of the 422 total women served in Gateway180's residential shelter in 2014, 236 (56%) had a diagnosed mental health or substance abuse issue. The agency served more than 30, single, adult women each day; 99 single women in total. Many of the agency's single adult women are older and have physical barriers that are preventing them from access to housing. Several clients use oxygen machines and many others require dialysis and treatment for end-stage cancer. Some of these clients had resided at Shalom House. Today, many of the clients previously referred to Shalom House are being referred through the HRC to Gateway180.

Through the CoC's Rapid Rehousing grant in support of "Gateway to Home:" Gateway180 will assist these single women as well as the 15% of residential shelter families who would be financially capable of sustaining apartments with some assistance and start up funds.

Gateway180's Organizational Capacity, History and Experience

HISTORY OF GATEWAY180

Established in 1976 as The Christian Service Center, the agency originally provided emergency shelter to single adults in a turn-of-the-century landmark building located in downtown St. Louis. In the late 1980s, the agency combined missions with two other organizations that distributed in-kind donations. These mergers enhanced the agency's capacity to provide basic life needs: shelter, food and clothing.

The most critical change to the agency's mission came in 1989 as Christian Service Center contracted with the City of St. Louis' Department of Human Services to provide residential shelter services for *families*. This mission was, and still is, unmatched in the metro St. Louis area in its ability to serve and re-house hundreds of families each year. In 2001, the agency's latest merger with "Someone Cares Mission" added a food pantry to its operation.

In 2005, the agency's Strategic Plan focused on creating a name that was more inclusive and better represented the non-denominational, non-sectarian direction of its mission, and the Christian Service Center changed its name to "Gateway Homeless Services." In 2010, the agency created "Gateway180" as its "doing business as" name to illustrate the focus on helping families return home.

Still located in the same, historic, 111 year old building, Gateway180's current name focuses on the organization's commitment to ending homelessness through client, staff and volunteer "180's" that provide short-term help and long-term solutions to adults and families, empowering single adult women and families with the tools they need to become permanently re-housed.

The agency employs 47 people, 30 of them full-time. The average length of tenure at Gateway180 is 7 years, with four, key employees on staff for 20+ years. Gateway180's staff is committed to helping empower clients to reduce barriers, obtain housing and most importantly, make lifestyle changes to keep single adults and families housed.

Agency Programs, Services and Experience Include:

- 1) **Residential Shelter:** The agency operates at 98-100% of capacity daily, providing a comprehensive 90-day program including residential shelter for 161 single women, children, and couples coming from anywhere in the United States.

All basic services are provided to residents including clean beds and linens, three nutritious meals daily, shower and laundry facilities, mail and message services, telephone access, medical and psychological assessments and referrals, individualized case management, computer and job training, employment referrals, transportation, emergency financial assistance, access to personal hygiene articles and clothing, referral to permanent and transitional housing placement, and follow-up services for those individuals and families that have been placed into housing. The facility is available to residents 24 hours per day.

- 2) **BEACH and Reveille Rapid Rehousing:** Designed for people who had been living on the streets of St. Louis City, the BEACH Project and Operation: Reveille were cooperative programs working with other community partners to permanently house 132 people identified in the January 2013 HUD census (the BEACH Project) and 51 Veterans identified in the July 2014 HUD census (Operation: Reveille).

These Rapid Rehousing projects provided intensive therapeutic counseling and case management for people with a history of chronic homelessness. Via donations, Gateway180 also provided all furniture, household goods, clothing, food, transportation and other items the clients needed in order to set up their new homes. Through a partnership with SIUE's dental school, Gateway180 provided dental care for the clients. Gateway180 provided all storage and moving services for the programs.

Gateway180 kept clients housed through strong counseling and case management by helping them apply for employment, SSI benefits, Shelter Plus Care vouchers, and in the case of Veterans, HUD/VASH vouchers. The agency also helped with resumes and drove clients to jobs fairs and interviews. A key goal was to create a sense of community among "BEACH clients" and Operation: Reveille clients by providing housing units in strategic areas, providing group counseling sessions and transporting clients to group outings including shopping, events and participation in agency programs. After 12 months, 100% of all surviving Reveille clients are still housed.*

Some key partners Gateway180 worked with on these Rapid Rehousing projects: Catholic Charities, Humanitri, the VA, St. Patrick's Center, Missouri Department of Mental Health, Grace Hill, BJC Mental Health Services, the Dream Center, the Urban League, Metro, Arch City Defenders, 12 area landlords and SIUE's Dental School.

- 3) **YEHS Permanent Supportive Housing:** (*Support to Youth Education and Health in Soulard - Project Based Section 8 Housing*): Gateway180 provides light case management support to 76 beds in 20 units of this project-based Section 8 program. Families are housed in beautifully restored, 3-story townhouses. Gateway180 staff provides moving services, furniture, monthly food assistance, referral services and community organizing to help families work together to improve stability. Case management, household goods and furnishings for this program are directly underwritten by Gateway180 donors.

*Four Reveille clients passed away. One was incarcerated. One is in long term nursing care.

SERVICE PLAN

Each "head of household" has a tailored service plan created in cooperation with their Support Worker and the Counseling Director. The service plan begins with the VI-Spdat, establishing the clients' acuity level. From there, a partnership is formed giving the client a framework to use in helping the adult or family on their path to housing.

Gateway180 Housing Placement Services: All residential shelter clients come to the agency through the current "front door" entry system called the HRC Hotline. Each client is offered enrollment into the 90-day program for housing referral and placement and receive housing counseling from client support staff. If clients do not have income, they work on their resumes and computer skills and are given job referrals. Clients without high school diplomas are referred to GED classes. The objective of the program is to prepare clients for transitional, rapid rehousing and independent housing or to facilitate referral and placement into permanent supportive housing, depending on the head of household's acuity level.

Once a client is housed, each client works one-on-one with our Counseling Director and client Support Workers (case managers) to create a tailor-made service plan for the single adult clients or women and their families. All client data is entered into the CoC's HMIS system, currently called CompassRose.

Programs for Clients in Shelter, Rapid Rehousing and Permanent Housing:

Skills 4 Success: An umbrella program, Skills 4 Success offers five, two-hour workshops focusing on all "life skills" areas clients need in order to become employed and successfully re-housed: housekeeping and home maintenance, landlord/tenant rights, nutrition classes, job readiness training and financial literacy. The program is open to all residents of our emergency shelter and all clients in our various housing programs. As part of their service plan, each adult client in the emergency shelter is required to attend each session of the Skills 4 Success workshops. Clients in housing are asked to participate in skill areas that they may be struggling with, such as financial literacy.

Empowerment Workshops: An additional element of a client's service plan is to attend one Saturday Empowerment Workshop each month. Workshops are three hours long and focus on such areas as health education, financial literacy, family planning, anti-bullying classes and education on identifying and correcting abuse. Empowerment workshops are conducted by skilled volunteers from area not-for-profits such as BJC Mental Health, Planned Parenthood, Alive and local universities such as St. Louis University, Brown School of Social Work at Washington University, UMSL and SIUE.

Youth Services: As an integral part of the agency's menu of offerings, Gateway180 collaborates with the St. Louis Public Schools to insure that children are in school and receiving appropriate educational support. Gateway180 offers after-school tutoring, sports mentoring and psycho-educational classes provided by our Children's Activities and Counseling Department in cooperation with the St. Louis Science Center, the YMCA, The St. Louis Public Schools, volunteers from Washington University and St. Louis University, faith organizations, school districts and civic organizations.

In 2014, Gateway180 began four programs offered to all agency clients 1) Counseling assessments, referrals and group/individual counseling 2) Education enrichment classes, tutoring and group STEM classes for children 3) Psycho-educational groups focusing on each child's emotional journey 3) "Respite Care" for babies and toddlers, giving mothers much needed personal time and 4) 12-week all-day, educational summer camp including all transportation services to and from clients' housing units.

Participant Tracking and Reporting:

Gateway180's housing specialists meet bi-weekly with clients to assess the client's progress in the following areas:

- **Educational Attainment:** does the client need GED classes? Do their children need tutoring?
- **Academic Skills:** what skills does the client need to improve in order to get employed? Is the head of household literate? Do they need basic educational classes?
- **Income:** is the client dependent on TANF or SSI? If the client is physically and mentally/emotionally able, what is the client's plan for earning money?
- **Employment:** What resume assistance/employment search skills do they need in order to become employed? Does client require transportation to job fairs and interviews?
- **Health Insurance:** Does the client/family qualify for Medicaid? Do they fall into the income gap? Do they need assistance with applications?
- **Physical Health:** is the client healthy; are they and their children current on shots and physicals? Do the clients need assistance with making health related appointments and being transported?
- **Mental Health & Substance Abuse:** Does the client need substance abuse classes/counseling, and are they attending sessions? Do they need transportation assistance?
- **Housing:** What assistance does the client need to access and maintain housing?
- **Food:** does the client have a plan for creating inexpensive, nutritious meals for themselves and their families, within their budget?
- **Child Care:** in the case of women with children, do they have child care currently? If not, what is their plan so that they can access/maintain employment?
 - **Transportation:** how do they get to work, how do their children get to school? How will this change with a change in housing?
- **Psychosocial & Environmental Stressors:** does the client indicate a need for psychological assessments, referrals or counseling in order to move their life forward? What is their progress in these areas? Will family counseling help the family prepare for housing permanency? Is the client working to stay sober?
- **Success:** Length of time client remains housed; percentage of people in program that stay housed.

- a) Clients establish personal goals when they enter the program. These goals are discussed with the client in their bi-weekly sessions.
- b) The effectiveness of the services offered is measured against the client's progress. If the client is not progressing in a timely fashion, the services are re-evaluated.
- c) Client characteristics data is entered into CompassRose (age, race, number and sex of children, household size, the client's address of origin, mental health and substance abuse issues and length of stay).
- d) Theoretically, under the current CompassRose system, agencies should be able up to track clients through the progression of services being offered. Previously, all client data was logged in the HMIS system called Rosie. Under CompassRose, there are many reporting fields missing that are now requiring data to be assembled manually. Once this is fixed, client tracking should be available agency to agency and should enable agencies to produce electronic reports.

Detailed Budget for "Gateway to Home"

Gateway180 is seeking \$200,900 in funding (spread over 12 months) to help offset the daily operational cost of creating 40 new housing units. This cost includes:

- counseling (12 months)
- case management (12 months)
- utility debt
- 3 months (average) rents, broken out by numbers/size of unit
- 3 months (average) utility assistance
- As a "match" Gateway180 will provide all furniture, moving services, food as needed, household goods, clothing, programmatic services, transportation and anything else a single women or family needs to get their life re-started in Rapid Rehousing.

Total **staffing costs** requested: **\$86,500**

Total **Operational costs** requested: **\$2,400**

Total reimbursement for **program expenses** related to rent, utilities and utility debt for 40 families/units: **\$112,000**

Total **living expenses** for clients including furniture, household goods, moving services, food, bus tickets, clothes and other programmatic costs is valued at **\$67,500**

The agency is fortunate in having more than 1,000 volunteers each year. The volunteers help offset the costs associated with the value of services not covered within this budget such as sewing new clothing for clients, conducting workshops, assisting with childcare, working one-on-one with our children in group activities, sorting and creating a system for dispersing our donated goods to clients and hosting special events for the women and families.

Through donations and program capacity, the agency is also able to provide food, furniture, household goods and moving services for each family transitioning to a new, Rapid Rehousing unit in this "Gateway to Home" program.

Attached is a detailed budget for this *new program*.

GATEWAY180, INC.
ESTIMATED BUDGET FOR RAPID REHOUSING PROJECT
Project Term: 12 months

RAPID REHOUSING	Year 1 Request	Year 1 Match
1. Staffing Costs		
a) Project Director		
0.20 FTE x (\$60,000 Salary + \$5000 Benefits)	\$13,000	
b) Case Managers		
1.5 FTE x (\$35,000 Salary + \$3500 Benefits)	\$57,000	
c) Operational Support Staff (eg. Driver, Maintenance, HMIS Coordinator)		
.5 FTE x (30,000 Salary + \$3000 Benefits)	\$16,500	
2. Rental Assistance Costs for 40 units		
a) RENTS 20, 1-bedroom units		
20 units x \$550 rent/unit x 3 months	\$33,000	
b) RENTS 10, 2-bedroom units		
10 units \$700 rent/unit x 3 months	\$21,000	
c) RENTS 10, 3-bedroom units		
10 units x \$900 rent/unit x 3 months	\$27,000	
d) UTILITIES 40 units		
40 units x \$125/unit x 3 months	\$15,000	
3) UTILITY Arrears Assistance		
40 units x \$400	\$16,000	
3. Operational Costs		
a) Staff Mileage Costs		
\$200 month x 12 months	\$2,400	
b) Food, furniture and other supplies		
\$1688/unit x 40 units		\$67,500
Sub-Total	\$200,900	\$67,500
PROGRAM TOTAL	\$268,400	

Notes: Monthly rent averages for one-bedroom units in Beach Project and Operation Reveille have been \$490 per unit for a one-bedroom unit, plus utilities. We estimate higher rents to house single women with medical issues and mobile disabilities requiring more specialized units. 1, 2 and 3 bedroom rates are below HUD FMR's due to special relationships Gateway180 has with landlords