

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



1. Name of Applicant: St. Patrick Center
2. Name of Program: Rapid Re-Housing Program
3. Program Address: 800 N. Tucker Blvd., St. Louis, MO 63101
4. Phone: (314) 802-5437 Fax: (314) 802-1982 E-mail: jbliss@stpatrickcenter.org
5. Contact Person & Title: Judson Bliss, Chief Program Officer

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

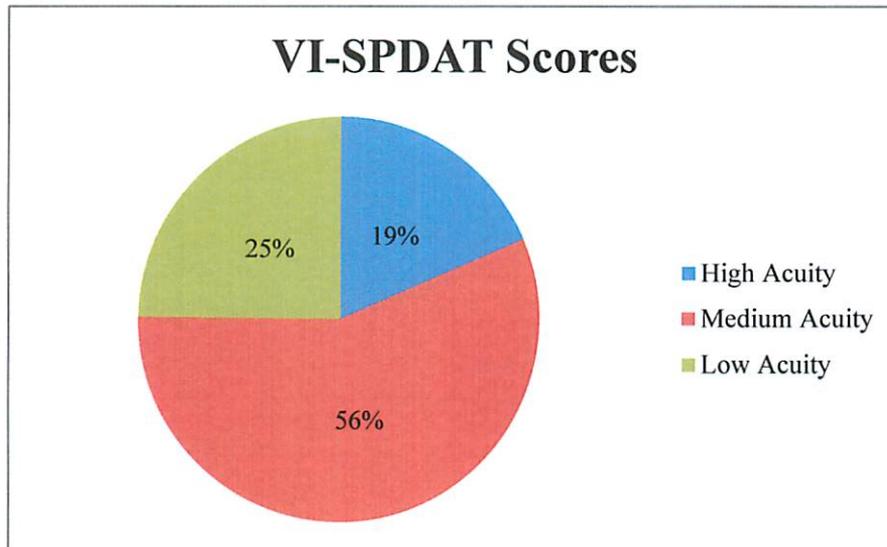
9. Requested amount reflects: 48 % of the program/project budget of \$ 903,541
Requested amount reflects: 3 % of the total agency's budget of \$ 15,376,262
Is this program/project currently in existence? Yes How many years? _____ No
Annual amount of funds received from other City Department/Agencies? \$ _____

Project Proposal

Narrative

Homelessness often results from a complex set of circumstances that require people to choose between food, shelter and other basic needs.¹ People who experience homelessness are in a constant state of crisis, and it is difficult for them to rebuild their lives without the stability of permanent housing. Moving people quickly into housing and providing a modest amount of time-limited assistance can: (1) reduce the length of time that families stay in shelter; and (2) minimize the destructive impacts of homelessness and related stress.² Indeed, ending homelessness and its associated health concerns requires that homeless and at-risk individuals and families in St. Louis have access to proven interventions that combine housing assistance and supportive services.

One year ago – beginning in mid-August 2014 – St. Patrick Center and The Bridge conducted a six-week pilot of the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT) for all individuals served by the two organizations. During the pilot period, a total of 335 single adults and 22 families were assessed to determine their level of acuity related to housing instability. The data revealed the following:



By conducting this pilot, St. Patrick Center and The Bridge were able to utilize a standardized assessment tool to determine how to best meet the needs of the population being served utilizing national best practices for homeless service provision. As the chart above demonstrates, the majority of the population served by these two organizations – nearly 60% of the homeless and at-risk individuals and families served during the pilot period – fall within the medium acuity range. The recommended housing intervention for individuals with medium acuity is rapid re-housing. Unfortunately, the only large-scale rapid re-housing program currently operating in St. Louis is the Supportive Services for Veterans Families (SSVF) program at St. Patrick Center, which is specifically for veterans and their families. This means that there is a large population

¹ National Coalition for the Homeless. Why Are People Homeless? Fact Sheet (July 2009). Retrieved August 11, 2015 from <http://nationalhomeless.org/wp-content/uploads/2014/06/Why-Fact-Sheet.pdf>.

² United States Interagency Council on Homelessness, The Solutions Database, Rapid Re-Housing. Retrieved August 11, 2015 from http://usich.gov/usich_resources/solutions/explore/rapid_re_housing.

Project Proposal

of non-veteran homeless individuals and families in St. Louis that need access to a service that does not currently exist.

The individuals and families that fall within the medium acuity range are those with moderate health, mental health and/or behavioral health issues who would likely be able to achieve housing stability over a short time period with short- or medium-term subsidies and access to supportive services. The proposed rapid re-housing program will serve this group of homeless individuals and families in St. Louis in the following ways:

- Assessment of appropriateness for referral to a rapid re-housing intervention using a standardized and evidence-based assessment tool;
- Immediate assistance locating and moving into affordable and suitable housing based on each individual or family's needs;
- Provision of up to six months of direct financial assistance on a decreasing scale based on each individual or family's needs; and
- Meaningful connection to community services, resources and supports that will help to maintain stability for all members of the household.

Assessment: Data from the VI-SPDAT, which is administered during an individual or family's initial intake assessment, will be used to determine eligibility for rapid re-housing. Those whose VI-SPDAT scores place them in the medium acuity category may be referred to the rapid re-housing program, depending on the individual or family's resources and whether or not diversion from the homelessness system is possible.

Housing assistance: St. Patrick Center will work with its existing portfolio of property owners and landlords throughout the St. Louis metropolitan area to identify and secure appropriate housing units based on each individual or family's needs. Consideration will be given to issues such as preferred neighborhood/area, size of the household, access to public transportation and amenities, and more based on individual needs.

Financial assistance: Each household will receive up to six months of direct financial assistance, including rental and utility deposits, and ongoing rent and utility assistance for up to six months. The amount of financial assistance, which is anticipated at an average amount of \$4,100 per household, will be provided on a decreasing scale over the six-month period, with the expectation that the household will assume full responsibility for rent, utility and other household expenses by the end of the six-month period.

Supportive services: Ongoing in-home case management will ensure that individuals and families are connected to services, programs and resources in the community that help them attain and maintain household stability. Case management services may continue for up to nine months depending on the needs of each household.

The cost of the proposed services is \$434,392 over a one-year period. The proposed budget includes the following expenses:

- Personnel (\$124,500): Rapid Re-Housing Program Manager (1 FTE), Housing Support Specialist (0.5 FTE), and Case Managers (2 FTEs);
- Benefits (\$18,525): Taxes, health insurance and other benefits for 3.5 FTEs;

Project Proposal

- Staff Travel (\$10,192): Mileage reimbursement for the Program Manager (approximately 50 miles per month) and Case Managers (approximately 100 miles per month each);
- Program Supplies (\$3,000): General office supplies and program-specific supplies
- Staff Training (\$1,500): Costs for staff members to attend program-related training (\$500 per FTE);
- Rental Assistance (\$137,375): Monthly rental assistance for 68 individuals (average of \$1,750 household) and 7 families (average of \$2,625 per household) on a decreasing scale over a six-month period; and
- Other Direct Assistance (\$139,300): Other direct household assistance for 68 individuals (average of \$1,750 household) and 7 families (average of \$2,900 per household) for utilities, move-in expenses, household goods, etc. over a six-month period.

Client Population

The population to be served by the proposed rapid re-housing project includes 75 individuals and/or families that complete the VI-SPDAT assessment and receive scores that place them within the medium acuity range. Based on the breakdown of individual vs. family households assessed during the pilot period, St. Patrick Center anticipates that the breakdown of the total households served by the proposed rapid re-housing program will consist of 68 individuals and 7 families.

These are participants who have moderate health, mental health and/or behavioral health issues that are likely to be able to attain housing stability with moderate, short-term assistance. As a part of the Coordinated Homeless Service System Entry, these individuals will have also met with a Diversion Specialist prior to program referral to ensure that there are no other options available to them. Individuals and/or families for which a diversion is not possible will be further prioritized based on their individual VI-SPDAT scores, and placed on a Service Prioritization List that places those with higher scores at the top of the list and those with lower scores at the bottom. Thus, individuals and families with the greatest level of acuity and need will receive priority for program enrollment and housing placement.

Organizational Capacity & Experience

St. Patrick Center has been a leader in providing services for homeless and at-risk individuals in St. Louis for more than 30 years. St. Patrick Center offers tailored support in three key areas – housing, employment, and mental/behavioral health – that help individuals achieve permanent, positive change in their lives. Every year, St. Patrick Center conducts approximately 2,500 new, comprehensive intake assessments to determine clients' needs, and helps approximately 24,00 additional individuals connect with other community resources that best met their needs. During its most recent fiscal year, St. Patrick Center helped more than 700 individuals and families move into permanent housing; helped 348 individuals to secure full- or part-time employment; and provided mental and/or behavioral health treatment for 1,340 individuals.

As evident from these numbers, St. Patrick Center has experienced tremendous success in providing services for low-income, vulnerable individuals and families in St. Louis who are struggling with homelessness. St. Patrick Center's approach to assisting individuals is highly individualized and holistic to address the specific issues that have led to homelessness or housing

Project Proposal

instability for each individual and family, and to help them reduce the barriers they facing in overcoming these issues. St. Patrick Center believes that this approach promotes self-sufficiency and dignity, which helps these individuals make positive and sustainable changes that improve their quality of life.

Moreover, St. Patrick Center has a track record of success in operating and administering government grant awards and contracts throughout its history. Currently, St. Patrick Center receives funding from a number of local, state and federal government funding entities, including the City of St. Louis, St. Louis Affordable Housing Commission, the Missouri Department of Mental Health, the U.S. Veterans Administration and the U.S. Department of Labor. In total, St. Patrick Center's government grants and contracts equal approximately \$6.5 million annually. St. Patrick Center undergoes an annual audit including compliance with OMB Circular No. A-133 requiring a uniform audit for nonprofits that administer federal awards.

St. Patrick Center also works with a variety of community partners to ensure that individuals' needs are beign met to the greatest extent possible. Partners include Affinia Health Care (formerly Grace Hill Health Centers), BJC Behavioral Health Services, The Bridge, Catholic Charities of St. Louis, Downtown STL, Gateway Greening, Greater St. Louis Dental Society, Logan Chiropractic Clinic, Missouri Career Center, St. Louis Agency on Training and Employment, the St. Louis Cardinals, St. Louis Community College, St. Louis Public Schools, the St. Louis Rams, and many more. Additionally, St. Patrick Center has cultivated relationships with hundreds of businesses throughout the metropolitan area that frequently hire clients who are seeking employment. St. Patrick Center also maintains relationships with hundreds of property owners throughout the metropolitan area who provide affordable housing options for clients.

Service Plan

Ending homelessness in St. Louis requires that individuals and families have access to a full set of proven interventions that combine housing assistance and supportive services. Improvements to the homelessness response system, in which St. Patrick Center is actively involved, will better intervene and engage individuals and families experiencing and facing homelessness, and provide them with immediate and appropriate levels of assistance and interventions to enable them avoid or exit homelessness permanently. The proposed rapid re-housing program fills a large gap in the response system in St. Louis, and provides an opportunity for a greater number of individuals and families to permanently end their struggles with homelessness and housing instability.

Housing placements for the proposed rapid re-housing program will be made based on each participant's preferred neighborhood/location, proximity to work, family and/or transportation, and the participant's ability to afford housing once rapid re-housing assistance ends. The participant will then begin working with the Housing Support Specialist, who will assist them in addressing any housing barriers such as lack of identification and/or rental arrears and ensure that they understand the expectations within their lease agreements. This process may take up to 30 days from initial assessment and determination of eligibility for the rapid re-housing program.

Within two weeks of the housing placement, each individual or family will work with an assigned Case Manager to develop a housing stability action plan, including opportunities for the

Project Proposal

Case Manager to connect with each participant in his/her community. The Case Manager will continue to provide in-home support with each household on a weekly or biweekly basis, depending on individual level of need and progress toward stated goals/objectives in their housing stability action plan. The Case Manager also links each participant/household to specific community resources that can help them to address a specific need identified in the assessment process.

Case Managers track each household's progress toward stability to help determine when financial assistance will conclude. The following questions will help to determine if the household is able to maintain stable housing without outside financial assistance:

1. Does the household have a source of income that is permanent and stable (i.e. not seasonal work, panhandling, or reliance on inconsistent child support)?
2. Does the household have an income that is high enough that housing is no more than 40% of their income and/or is the household able to meet their basic needs monthly through a combination of other means?
3. Are there any immediate health concerns that are going to jeopardize maintaining the housing?

Determining a household's readiness to transition to independence and exit the rapid re-housing program will also be based on preparedness of the individual or family to no longer receive case management services. Households may be prepared to take on the financial aspect of having an apartment before they are prepared to end case management services. In those circumstances, a household's case will remain open until they meet the following stability milestones:

- Ability to actively engage with the Case Manager;
- Engagement in harm-reduction behaviors or services;
- No concerns expressed by the landlord about lease compliance within 45 days;
- Utilization of community resources identified in a participant's housing stability action plan; and
- Decreased or no concerns reported by the community providers related to housing stability issues.

Participant Tracking & Reporting

St. Patrick Center, in partnership with The Bridge, has developed a rapid re-housing program that aims to serve a total of 120 individuals and/or families per year. The funding requested through this proposal would support 75 of those total households. Program goals include:

1. Identify and secure housing for 90% of households within seven days of program enrollment, and provide wide-ranging assistance that enables these households to move into housing within 30 days of enrollment.
2. Provide financial assistance over a period of up to six months and case management over a period of up to nine months that ensures that 85% of households are able to exit the program positively either by remaining in their current housing or successfully transferring to another permanent housing unit.
3. Of those that exit the program positively, 80% will have continued positive outcomes six months after exiting the rapid re-housing program.

Project Proposal

St. Patrick Center will utilize Compass Rose or another Homelessness Management Information System (HMIS) used by the City of St. Louis CoC to track program data and outcomes. St. Patrick Center currently utilizes a robust comparable database called CaseWorthy, which is compatible with the CoC's HMIS. St. Patrick Center shares its data in CaseWorthy with the CoC as required, and will continue to do so.

**Proposed Program Budget: Rapid Re-Housing
St. Patrick Center**

Personnel		
Program Manager	1.0 FTE	\$40,000
Housing Support Specialist	0.5 FTE	\$14,500
Case Manager	1.0 FTE	\$35,000
Case Manager	1.0 FTE	\$35,000
Total Personnel		\$124,500
Fringe Benefits		
FICA	7.65% of FTEs	\$9,525
Health Insurance & Other	\$3,000 per FTE	\$9,000
Total Fringe Benefits		\$18,525
Program Expenses		
Program Supplies		\$3,000
Rental Assistance	68 individuals/7 families	\$137,375
Other Direct Assistance	68 individuals/7 families	\$139,300
Total Program Expenses		\$279,675
Other Costs		
Staff Travel	Mileage reimbursement	\$10,192
Staff Training		\$1,500
Total Other Costs		\$11,692
Total Program Budget		\$434,392