

Emergency Shelter Operations Program Proposal Instructions 2019 – 2021 Grant Term

Section 1: Proposal Background

Introduction

The City of Wenatchee is seeking proposals for the operation of emergency shelter programs in Chelan and Douglas counties. Approximately \$129,000 is available for staffing, facility support, and other program costs for a two-year grant period beginning on July 1, 2019.

Program Description

Emergency shelters are facilities that provide safe, temporary shelter for the homeless population in general or for specific segments of the homeless population (i.e. men, women, families, individuals fleeing domestic violence).

The goal of an emergency shelter program is to ensure a household's experience with homelessness is as brief as possible. Therefore, the length of a client's stay should be short-term (ideally 90 days or less) and should be housing-focused with case management services targeted to helping clients transition to permanent housing as quickly as possible.

Ideally, emergency shelters should be designed to be low-barrier by having minimal barriers to program entry. Low-barrier shelters operate differently from traditional emergency shelters in that they are designed to serve the hardest-to-house clients who may have extensive behavioral or medical issues, and as a result, may face significant barriers to housing. As a result, low-barrier shelters require more extensive staffing than traditional shelters especially in regards to general management, case management, and security services.

The City recognizes that many existing emergency shelters in the community currently do not meet the criteria for low-barrier shelter. Therefore, this RFP does not require the applicant to operate fully as a low-barrier facility. However, it is expected that any selected applicant will review their program intake criteria and begin incorporating elements of low-barrier shelters into their programs during the grant term. If awarded grant funding, applicants will be required to participate in a program entry criteria/rules review process with the City of Wenatchee within 90 days of contract award.

Note:

- *If you currently are seeking funding to construct a new low-barrier shelter facility or are interested in renovating an existing facility to accommodate low-barrier services, please refer to the Capital Low-Barrier Emergency Shelter RFP.*
- *If you currently operate a low-barrier program or plan to establish a new low-barrier shelter, please refer to the Low-Barrier Emergency Shelter RFP.*

- *If you are requesting funding for a traditional emergency shelter but are also seeking funding to expand your current program to include a low-barrier component, please complete this RFP as well as the Low-Barrier Emergency Shelter RFP. These two RFPs may be combined into a single proposal as long as all requested information from both RFPs is provided.*
- *If you are requesting funding for emergency hotel/motel vouchers, please refer to the Emergency Hotel Voucher Program RFP.*

These additional program RFPs are available on the City’s website at www.wenatcheewa.gov (under Government/Community & Economic Development/Community & Neighborhood Programs).

Section 2: Program Components

Target Client Population

Eligible clients must be homeless (i.e. unsheltered or fleeing domestic violence).

In addition, the selected applicant agrees not to accept clients into their shelter until clients have completed a coordinated entry intake/assessment interview through the Community Housing Network. If the client approaches the shelter when the Community Housing Network office is closed (i.e. evenings/nights, weekends, holidays), the shelter may accept the client into shelter but must ensure the client completes a coordinated entry assessment as soon as the Community Housing Network office reopens.

Shelters may serve all homeless individuals or may specialize in certain subpopulations (i.e. men, women, families, domestic violence survivors). It is anticipated that approximately 600 individuals per year will require emergency shelter services. Of those 600 individuals, it is estimated that approximately:

- 75% will be single men
- 9% will be women or women with children fleeing domestic violence
- 16% will be women or women with children

In order to meet the client demand, these services may be provided by multiple service providers in Chelan and Douglas counties. However, if multiple providers are selected, it is expected that these providers will form partnerships in order to maximize service effectiveness and avoid duplication of services.

Program Elements

The proposed program will meet the following criteria which are based on best evidence-based practices for emergency shelter programs:

- The shelter’s primary focus is to assist clients to move to permanent housing as quickly as possible. Providers will facilitate and support progress and activities that support housing and housing stability for clients. Services are client-centered and organized to quickly route clients into housing or other long-term placement through supportive services, case management, and housing placement services.

- Adheres to Housing First principles (or has a plan in place to incorporate Housing First components as soon as feasible in the future):
 - Access to a program is not contingent on sobriety, minimum income requirements, lack of a criminal record, completion of treatment, participation in services, or other unnecessary conditions.
 - Support services are available but are voluntary, client-driven, individualized, and flexible.
 - Services are informed by a harm-reduction philosophy that recognizes that drug and alcohol use are a part of some clients' lives. Clients are engaged in non-judgmental communication regarding drug and alcohol use and are offered education regarding how to avoid risky behaviors and engage in safer practices.

- Hours of operation: At a minimum, overnight shelter is required. Priority will be given to shelters with 24/7 support or, if not 24/7, then some degree of enhanced hours. This can be achieved by providing overnight shelter and day shelter services together (either directly or through partnerships).

- Utilizes strong partnerships with community organizations that deal frequently with chronically homeless individuals (i.e. homeless outreach programs, law enforcement, mental health providers, hospitals) in order to identify and target potential shelter clients.

Facility Layout Options

There is no single facility layout design required. The shelter may utilize dorm rooms, shared rooms, single rooms, or a combination of all.

Scope of Work

The description outlined above in the *Program Elements* section identifies the key program elements and services the selected applicant should provide. Applicants should consider this description when developing their proposals. However, applicants may suggest modifications and/or additions that will in their estimation make the program more feasible or effective. In addition, applicants should indicate if they will be able to offer all the required program components to the estimated total number of clients listed above. If not, applicants should describe what level of service they will be able to provide while also maintaining the highest level of program quality.

Partnerships and Collaborations

The establishment of community collaborations and partnerships (both formal and informal) are a critical and required component of the program. Applicants are encouraged to plan creatively to utilize existing community resources to provide program services. Applicants must be able to demonstrate partnerships with existing services, both internal to their own organization and within the broader community to best maximize the use of existing resources, avoid duplication of services, and expand options for those served. In particular, partnerships to identify potential clients (i.e. homeless outreach programs, law enforcement) and to increase

referrals/access to support services for physical health and disabilities, trauma support, mental health treatment, and substance abuse treatment are required. Additional partnerships to assist with meeting basic client needs (i.e. government benefit applications, food support, transportation, clothing and toiletries) are also encouraged.

Performance Metrics

The selected applicant will develop a program evaluation plan that, at a minimum, includes the following performance targets:

- At least 50% of program participants will exit to permanent housing.

Additional performance targets and metrics may be used.

Funding & Eligible Activities

Approximately \$129,000 is available for the operation of emergency shelters for a two-year grant period beginning on July 1, 2019. The funding may be allocated between the following categories: Facility support, program operations, and administration. For a complete description of these eligible categories, please refer to Page 3 of the *Homeless Grant Proposal Guidelines*.

Preferred Qualifications

Successful applicants will preferably demonstrate experience/knowledge of the following areas:

1. Providing services to homeless individuals or families in an emergency shelter setting with an emphasis on reducing barriers to securing and retaining permanent housing.
2. Providing housing and case management services to the target population.
3. Demonstrated capacity to serve individuals with medical conditions, developmental/physical disabilities, behavioral health issues, or substance abuse issues and to make referrals to a diverse team of medical professionals in the community.
4. Demonstrated partnerships with providers of mainstream resources, services, and benefits.
5. Accounting for public/grant funds and complying with federal, state, and local funding requirements.
6. Familiarity with the Washington State Homeless Management Information System (HMIS).
7. Familiarity with the Chelan-Douglas Community Housing Network coordinated entry system.

Program Staffing

- Applicants should propose a staffing structure/level that best meets the requirements of the proposal. However, it should include some type of 24/7 support or oversight to best serve this vulnerable population.
- All program staff should be trained in Housing First principles. Program case managers should be trained in and actively employ evidence-based practices for client engagement such as trauma-informed care and motivational interviewing.

Section 3: Proposal Questions

Please provide a proposal narrative in response to the questions contained in this section. All questions must be answered for a proposal to be considered complete. Incomplete proposals will not be considered.

Proposal narratives must be organized and formatted as follows:

- Please respond to the questions in this section from a **program-level perspective** (as opposed to an agency-wide perspective).
- **Responses to questions must be organized in the same order as the questions are listed below. Please use each question below as a header within your narrative and provide your responses in a paragraph format below each header.**
- Responses should be concise and specific and should be limited to the questions listed below.
- The proposal narrative and attachments should be submitted on 8 ½" X 11" **single-sided** paper and should be paper clipped (not stapled or bound).
- The proposal narrative should be limited to a maximum of ten (10) pages single-sided in no smaller than 12-point font. The ten page maximum does not include the agency application form or any of the required attachments listed in the Proposal Guidelines document.

Proposal Questions

Project Overview and Target Population:

1. Program name
2. Total funds requested
3. Type of program (i.e. emergency shelter)
4. Provide a general description of your program, a description of the target population, and time limits on services (if any).
5. Describe how many people will be served each year.
6. What special populations, if any, is your program designed to serve?

7. Facility description:
 - a. Where is the facility located?
 - b. Describe the number of housing units in your facility, the types of units available (i.e. dorm rooms, private rooms, private apartments), the general layout of the building, and any special features or amenities (i.e. laundry, on-site storage, pet-friendly).
 - c. Is the facility building owned or leased by your agency?
 - d. Is the facility ADA compliant? If not, describe how you will upgrade the facility to meet ADA requirements and/or accommodate clients with disabilities within the facility.
 - e. Will the location of the facility raise any concerns or issues with neighboring businesses or property owners? If so, please describe how you will work with your neighbors to address the issues proactively.
 - f. Describe your facility management approach to ensuring safety and security within the facility.
8. Program hours:
 - a. What hours will the facility be staffed?
 - b. Are participants allowed to enter and leave the facility as needed or is there a curfew in place?
 - c. What time of the day will participants be able to enter the facility? How late may they stay in the morning?
9. Support services:
 - a. What supportive services are offered and how frequently are they offered?
 - b. How does your program support participants in the goal of transitioning to permanent housing?
 - c. Describe how clients will meet their hygiene, laundry, and nutritional needs while participating in the program.
10. Does your program have capacity to expand for severe weather and other emergencies? If so, how much additional capacity can be created?

Commitment to Housing First & Low-Barrier Principles:

Note: In addition, to the questions below, please complete a *Housing First & Low-Barrier Assessment Checklist* form and include it as an attachment to your narrative.

1. What criteria must participants meet before receiving services?

2. Why would someone experiencing homelessness want to participate in your program?
3. What would cause your agency to deny someone entry into this program?
4. What project rules do participants have to follow and what happens if a participant does not follow the rules?
5. If someone is asked to leave the program, what steps does your program take to make sure they don't exit to homelessness? Can a household who has been asked to leave your program return at another time?
6. How does your agency ensure that services are voluntary while keeping participants engaged to promote housing stability?
7. Are clients charged for services? If so, describe the program fee structure and policy if participants are unable to pay.

Program Staffing & Commitment to Housing-Focused Services:

1. Describe the staffing structure for the program:
 - a. List each program staff position including job title and FTE status.
 - b. Does your program utilize resident staffing (i.e. clients who perform staff duties in exchange for room/board) or volunteer staffing? If so, indicate the number of residents or volunteers employed, the total number of resident or volunteer hours served per year, and describe your agency's policy for managing these staff members.
2. What is the ratio of direct-service staff to participants and how does that ratio support program outcomes?
3. What responsibilities and/or tasks do program staff have when partnering with participants on resolving their housing crisis quickly and in a participant-centered way?
4. What qualifications are most important to your agency when hiring direct service staff? How do these qualifications prepare staff to serve your program's participants?

Program Partnerships:

1. Identify and describe partnerships or collaborations that would be leveraged to support the program. Identify the partner organizations and describe the specific services they would provide. Outline if you already have formal partnerships in place, or if not, describe how you would approach building and maintaining partnerships. If applicable, include copies of partnerships agreements, letters of intent to partner, or memorandums of understanding.

Program Performance Evaluation:

1. Describe how you plan to collect and track evaluation performance outcomes.
2. How does your program ask for and incorporate participant feedback about services into your program design and polices/procedures? Please provide specific examples.

Budgeting:

Note: In addition, to the questions below, please complete a *Proposed Program Budget* form and include it as an attachment to your narrative.

1. Describe how the program will be sustained long-term. How will you support the program after grant funds are expended or if your agency is not awarded funding?