

## Coordinated Outreach Pilot Proposal: Reach Out and Connect

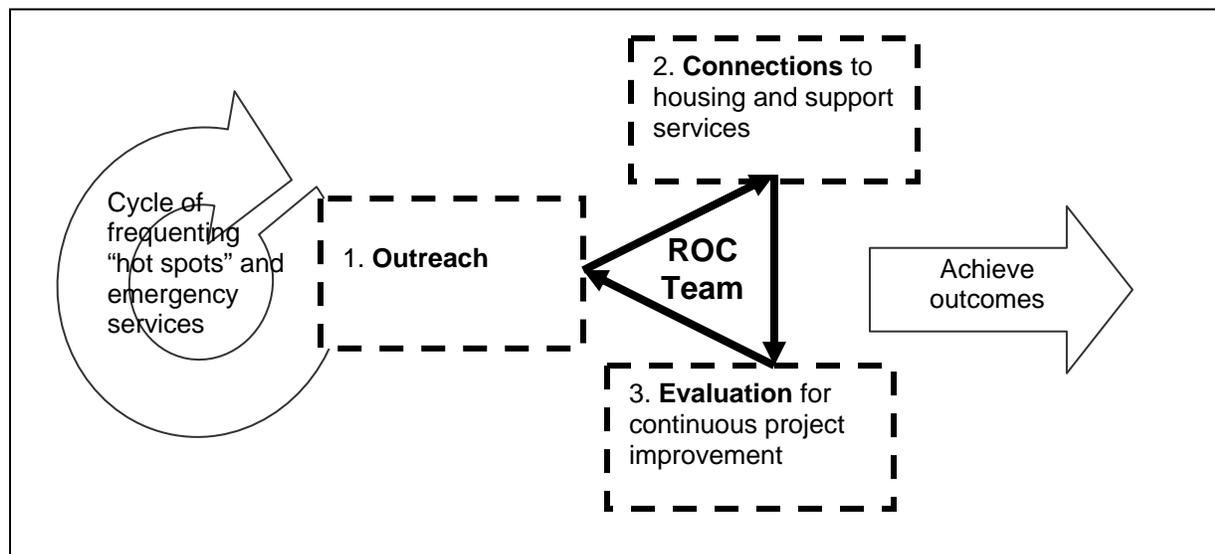
Submitted by St. Stephen's Human Services

Connecting hard-to-reach homeless individuals to housing and support services to move them off the streets is both the strength of St. Stephen's Human Services and the goal of the Coordinated Outreach Pilot. The Coordinated Outreach Pilot targets a homeless population in Hennepin County that is hard-to-reach because this group cycles erratically between living on the streets, frequenting "hot spots" and emergency services, and being incarcerated. To intercept the targeted population in this cycle, St. Stephen's Human Services proposes a coordinated, multi-agency approach that builds on new and existing programs and partnerships. The coordination point for this approach will be the Reach Out and Connect (ROC) Team, which will combine outreach, housing and support service expertise from St. Stephen's Human Services, Catholic Charities, Access Works! as well as from Hennepin County's Community Corrections.

### A. Scope of Service

The goal of the ROC Team will be to target people who frequent police-identified "hot spots" or are frequent users of emergency services and to connect them to housing opportunities and support services. Essential to achieving the pilot project's goal will be coordination between community stakeholders, including non-profit and public service providers, law enforcement and public safety officers, and businesses and residents. Coordination will occur in the three main project activities as shown in the ROC framework in Figure 1.

Figure 1. Reach Out and Connect (ROC) Framework



Each activity will be open for input and collaboration between stakeholders to maximize resources and impact. More importantly, each activity will focus on building trust between the targeted population and service providers as well as other stakeholders. These activities follow the recommendations of Dennis Culhane, a University of Pennsylvania professor who has

studied projects to end homelessness in Chicago, New York and Philadelphia. His research has led him to conclude that cities need one central, coordinated street outreach program that is connected to sufficient permanent housing to move people off the streets.<sup>1</sup> He also notes that results require commitment by government agency officials and the public. The ROC Team will employ these recommendations to build a strong framework for coordinated outreach.

St. Stephen’s will lead the ROC activities for homeless individuals frequenting “hot spots” and emergency services. Catholic Charities will be a partnering agency on the team by providing assistance with locating and engaging homeless individuals as well as by providing rooms at the Evergreen, a transitional housing residence for homeless. Access Works! and Hennepin County’s Community Corrections will also closely collaborate with the team by assisting the ROC Outreach Workers with locating and engaging individuals and connecting them to support services. Personnel in the ROC Team are described more in section D. Personnel Listing.

Outcomes for the project will ultimately be the specific benchmarks in Heading Home Hennepin for 2008, which are listed in the annual outcomes of the Logic Model in Appendix A. The Logic Model also outlines how the activities align with outputs and outcomes. Below are the interim outcomes by activity and the key milestones for the 12-month pilot period. The following sections describe the activities in more detail.

Interim Outcomes	Key Milestones
<ol style="list-style-type: none"> <li>1. Outreach               <ul style="list-style-type: none"> <li>• Increased outreach to individuals frequenting “hot spots”</li> <li>• Increased outreach to individuals frequenting emergency public services</li> <li>• Increased awareness of homelessness and project activities</li> </ul> </li> <li>2. Connections to housing and support services               <ul style="list-style-type: none"> <li>• Individuals maintain stable housing and decrease use of emergency public services</li> </ul> </li> <li>3. Evaluation for continuous project improvement               <ul style="list-style-type: none"> <li>• Increased understanding about homeless outreach</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>• By the end of the first month of the pilot, new staff will be hired, the ROC Team will outline coordination strategies in a Team Memorandum of Understanding, and the “hot spot” outreach schedule will be agreed upon.</li> <li>• Activities will begin by the second month of the pilot.</li> <li>• Quarterly project update reports will be distributed to all stakeholders.</li> <li>• A final evaluation will be completed within two months of the pilot project’s completion.</li> </ul>

### **A.1 Targeted outreach involving community stakeholders**

The ROC team will use a variety of methods for engaging homeless individuals frequenting “hot spots” and emergency services. For engaging individuals in “hot spots,” the ROC Team, the Minneapolis Police Department (MPD) and the Project Oversight Committee will agree to an outreach schedule for these areas in Minneapolis. The outreach schedule will outline days and

<sup>1</sup> Fagan, Kevin. “Success in the City of Brotherly Love,” *San Francisco Chronicle*, June 11, 2004.

times for conducting outreach as well as affirming a commitment to a harm reduction model of outreach. The harm reduction model seeks not to blame the individual for their problems but to use skills and approaches to reduce harm to the individual. The outreach schedule will also state that the objective of the “hot spot” outreach is to reinforce patterns of behavior that move the population away from the “hot spot.” Reinforcing other patterns of behavior will be achieved by connecting them to scattered-site permanent housing and building relationships with support service staff so the individuals have other activities and places to be instead of the “hot spots.”

For engaging frequent users of emergency services, the ROC Team will use three main methods of engagement. First, the team will review the list of frequent users and identify individuals with which they already have relationships. Second, the team will use the Sheriff’s Jail Roster and coordinate with the Sheriff’s Adult Detention Center to identify and engage frequent users as they process through the court system. Third, the team will use existing relationships at other non-profit and public service providers to locate and engage frequent users.

The ROC Team and the MPD will also work together to educate businesses and residents surrounding the “hot spots” about homelessness and the pilot project. An outreach information contact card will be distributed to stakeholders and a minimum of 12 meetings will be held during the pilot to educate the surrounding communities about the project. Strengthening the coordination between community stakeholders will be important for building a strong outreach framework.

## **A.2 Timely, reliable connection to housing and support services**

After locating and engaging the targeted population, relationships will be built by providing timely, reliable services. St. Stephen’s Human Services has experienced with its Collaboration on Housing Resources (COHR) partnership that long-term homeless individuals will seek-out a program if they see others receiving housing and other services as promised. The team will triage housing needs, participant eligibility, and program bed or unit availability to connect an individual to their best housing and support service options. The ROC team will provide timely, reliable service by offering immediate access to services with one of several programs and partnerships with which St. Stephen’s already works. In addition, the team will distribute the information contact cards to targeted homeless individuals so they can quickly reach an advocate if they need assistance with accessing services. The primary housing and support services partnerships to which the ROC team will connect clients follow:

- Immediate needs for housing will be filled by Catholic Charities, which will hold three rooms at the *Evergreen*, a transitional housing residence for homeless individuals.
- Longer-term housing needs will be met through a new initiative, the *Frequent Users (FUSE) Group Residential Housing (GRH) Program*, between St. Stephen’s Human Services and Hennepin County Community Corrections. GRH is a program that provides housing subsidies and support service funding for long-term homeless individuals. The goal of FUSE GRH is to reduce the number of frequent users of shelter and jail by providing long-term supportive housing for 50 homeless ex-offenders.

- FUSE GRH will also apply for *Housing Trust Fund Long-term Homeless subsidies from Minnesota Housing* to assist homeless individuals for whom GRH might not be the best option. The team will also be able to use units in St. Stephen's Ex-offender Housing Program, which has three houses dedicated for men recently released from jail or prison. The program participants pay rent and receive support services through funding from the Otto Bremer Foundation and Hennepin County Community Corrections.
- The ROC team can access other housing and support services as appropriate, such as the *Hennepin County Shelter Rapid Exit Program*, *Hennepin County Street Case Management Project*, and the *COHR GRH Team*.

The variety of methods for connecting clients to housing and support services will be essential to changing patterns of behavior and reducing homeless individuals frequenting “hot spots” and emergency services.

### **A.3 Evaluating for continuous project improvement**

Evaluating the project throughout the 12-month pilot period is important to inform procedural changes, advise the expansion of the team, establish appropriate outputs for the project's continuation, and track progress toward outcomes. As the project progresses, new partnerships with other non-profit and government agencies will develop. For example, integrating the team into Project Homeless Connect events may be appropriate. This evaluation activity would allow critical thinking around how best to combine efforts.

To facilitate monitoring and evaluating the project, the ROC Team will lead a Lessons Learned Meeting each month with the MPD and the Project Oversight Committee. A Program Evaluation Specialist at St. Stephen's Human Services will assist the team with a Monitoring and Evaluation Plan to identify data to collect and how to analyze and report outputs, outcomes and lessons learned. Quarterly project update reports will be distributed to all stakeholders, and a final evaluation will be completed within two months of the pilot project's completion. Evaluating the project's progress and documenting lessons learned will assist in identifying how best to construct a 24/7 outreach system, which is an objective in Heading Home Hennepin.

### **B. Experience and Capacity**

The ROC collaboration brings together agencies committed to ending homelessness and that have a history of working together and successfully helping hard-to-serve homeless individuals. Staff at St. Stephen's Human Services who have worked on the development of this proposal will continue to add their expertise to developing and implementing the pilot project. St. Stephen's Human Services will have the ROC team staff in place by the end of the first month of the pilot. Personnel in the ROC Team are described more in section D. Personnel Listing.

### St. Stephen's Human Services

Ending homelessness is a mission shared by the City of Minneapolis, Hennepin County and St. Stephen's Human Services. St. Stephen's Human Services began thirty years ago and today serves over 4,000 families and individuals each year who are either homeless or precariously housed. St. Stephen's Human Services also has experience managing both Hennepin County and City of Minneapolis contracts, which are listed in the next section C. References. The power behind St. Stephen's programs and partnerships is our dedicated staff, all of whom have cultural competency with diverse, low-income and homeless families and individuals. Many staff also have experienced homelessness or have overcome barriers similar to their clients'.

- An example of our programming is the Rapid Exit Program with Hennepin County that quickly moves families and individuals in County shelters into stable housing. St. Stephen's is known in the community for innovative programming like Rapid Exit, which is a nationally recognized "best practice" for working with homeless individuals.
- An example of our partnerships is the Collaboration on Housing Resources (COHR). COHR partnering agencies have successfully been helping long-term homeless adults obtain and maintain housing for over two years. COHR partnering agencies currently have 73 long-term homeless individuals in housing and the average length of homelessness is 11 years. COHR partnering agencies include St. Stephen's Human Services, Spectrum Community Mental Health, Simpson Housing Services, and the American Indian Community Development Corporation. COHR is currently made up of three teams: 1) Single Adult Housing Program managed by Mary Gallini at Simpson Housing, 2) Hearth Connection Program managed by Susie Kennely at Spectrum Mental Health, and 3) GRH Program managed by Kristin Brown at St. Stephen's Human Services. Each team has staff from the other collaborating organizations on the team.

### Catholic Charities

Catholic Charities is one of the Twin Cities' largest private providers of social services, working to strengthen families and reduce poverty in the Minneapolis and St. Paul metropolitan area. With a diverse range of programs, Catholic Charities helps tens of thousands of people annually.

- In 2006, Catholic Charities' programs in the metropolitan area served nearly 1.2 million meals to men, women and children in need.
- Catholic Charities' 12 shelter, transitional and permanent supportive housing programs in the Twin Cities make 1,060 beds or sleeping spaces available to individuals and families every night.
- Each week, an average of two men graduated from the Pay-for-Stay shelter program and moved on to permanent housing and self-sufficiency.
- The Evergreen and Exodus Residences are transitional housing facilities that provide a step up toward self-sufficiency; on average, 49% of Evergreen residents achieve a documented rental history of one year or longer.

Other agencies that will collaborate closely with the ROC Team are Access Works! and Hennepin County Community Corrections. The mission of Access Works! is to improve the health and reduce the harm to people impacted by the use of drugs through support, intervention, education, and disease prevention. The vision of Access Works is that our community will

embrace and implement harm-reduction based services that are accessible, non-judgmental, and respectful to those affected by drug use. Services are offered within the philosophy of harm reduction, which places first priority on reducing the negative consequences of drug use and addresses any harm that may exist in a person's life.

- Access Works! through its Storefront offers syringe exchange, HIV testing, case management (for HIV and HCV clients), counseling, referrals, support groups, and many other services.
- Access Works! provides casual, informative educational presentations on: Harm Reduction, HIV/AIDS and STD Prevention, Hepatitis A, B, and C and Overdose Prevention.

Community Corrections Adult Probation serves offenders at different points as they move through the criminal justice system. Supervising probation officers are assigned after sentencing and provide direct services and referrals, with the goal of establishing responsible behavior on the part of the offender. They may place offenders in custody and recommend the restructure or revocation of their legal status in the community.

### **C. References**

St. Stephen's Human Services has extensive experience assisting long-term homeless individuals, efficiently managing government contracts, coordinating with numerous social services, government organizations, community groups and landlords. Listed below are contracts at St. Stephen's Humans Services similar in size and scope to the Coordinated Outreach Pilot.

- Collaboration on Housing Resources (COHR) Team with St. Stephen's Human Services, Spectrum Community Mental Health, Simpson Housing Services, and the American Indian Community Development Corporation and funded by Hennepin County Supportive Housing Initiative Fund (SHIF), Hearth Connection, GRH, Butler Family Foundation and Partners Fund.
- Service Agreement for homeless prevention services with Hennepin County Department of Community Corrections.
- Family Homeless Prevention and Assistance Program for Rapid Exit and homeless prevention services for families and single adults with Hennepin County Human Services and Public Health Department.
- Emergency Shelter Grant (ESG) for emergency shelter services with the State of Minnesota, Office of Economic Opportunity.
- Transitional Housing Program (THP) for transitional housing services with the State of Minnesota, Office of Economic Opportunity.

- Maternal and Child Health Special Project for maternal and child health services at St. Stephen's Kateri Supportive Living Residence with the City of Minneapolis.

#### **D. Personnel Listing**

The ROC Team will be culturally-competent and have vast experience building relationships with hard-to-reach homeless individuals and coordinating with multiple agencies to best-serve clients. The ROC Team will be comprised of a half-time Director who oversees coordination of the project's activities with the MPD, the Project Oversight Committee, other non-profit and public service providers, and community stakeholders. The ROC Team will also have a full-time Team Lead to do outreach, coordinate outreach assistance with Access Works! and Community Corrections, and to supervise other ROC Outreach Workers, which are currently budgeted at a 1.5 full-time equivalent. St. Stephen's Human Services will hire staff for the before mentioned positions, and current staff who have developed this proposal may become part of the ROC Team though staffing decisions have not been confirmed. Priority for the positions will be given to qualified applicants who have experienced homelessness themselves. Catholic Charities will also have a staff person on the ROC team to advise and assist the Director and Team Lead with locating and engaging targeted individuals.

Staff at St. Stephen's Human Services, Catholic Charities and Access Works! who have worked on the development of this proposal will continue to add their expertise to developing and implementing the pilot project. These staff and their experience include:

**Richard Amos, Housing Services Director, St. Stephen's Human Services:** over 10 years experience working with hard-to-reach homeless obtain and maintain housing; has educated nationally on strategies to house homeless individuals; has overcome homelessness and other barriers to housing and employment; regularly coordinates with Access Works! to house clients

**Allysen Hoberg, Shelter Services Director, St. Stephen's Human Services:** 12 years experience at St. Stephen's Shelter including six years as Shelter Director; Board Member of the Restorative Justice Community Action, which is the organization that partners with the City of Minneapolis, Hennepin County and its residents and businesses to do restorative justice; regularly coordinates with Catholic Charities shelter staff and Access Works! to serve shelter guests

**Gino Nelson, Housing Advocate, St. Stephen's Human Services:** over 10 years experience working with chronically homeless adults to help them obtain and maintain housing; previously managed the Catholic Charities Family Service Center in Maplewood; experience working as a probation officer and doing housing and landlord-relations trainings in jails and prisons

**Jake Reynolds, Ex-Offender Advocate, St. Stephen's Human Services:** manages three houses owned by St. Stephen's that are rented to ex-offenders; does in-reach at jails and prisons; has overcome barriers similar to those his clients face

**Karin Bolwahn, Contract Manager and Evaluation Specialist, St. Stephen's Human Services:** evaluated community-level programs as an Analyst at the Government Accountability Office (GAO); earned Master in Public Policy at the Humphrey Institute, University of Minnesota

**John Petraskas, Case Manager, Catholic Charities:** manages housing program to permanently house the top 100 users of Catholic Charities' shelter

**Brandon Sanford, Access Works!, Case Manager:** assists many homeless individuals who live primarily on the streets rather than in shelters; experienced doing outreach and education for homeless

## **E. Cost**

St. Stephen's Human Services is requesting \$232,378 for the 12-month Coordinated Outreach Pilot. Since the Request for Proposal stated a minimum of \$100,000 was available, the amount requested represents the staff and funds anticipated to successfully develop, coordinate and execute a pilot project. The amount requested also includes costs for office space and equipment, but St. Stephen's Human Services would seek equipment and facility space donations from other organizations. Below is the budget, and Appendix B has the complete budget details and justification.

Total Staff Costs	\$173,251
Other Expenses	\$177,571
Office Start-up Costs	\$16,940
Housing Costs	<u>\$18,680</u>
Total Direct Expenses	\$213,191
Admin	<u>\$19,187</u>
<b>Total Project Costs</b>	<b>\$232,378</b>

## **F. Insurance**

Insurance secured by St. Stephen's Human Services and sub-contractors will meet the insurance requirements set by Hennepin County and the City of Minneapolis. St. Stephen's Human

Services has insurance secured for its current contracts with Hennepin County and the City of Minneapolis.

**G. Grant-fund Services**

The most recent audit report and management letter for St. Stephen's Human Services is included in the proposal package.

## Appendix A. Logic Model

Project Name: Coordinated Outreach Pilot: Reach Out and Connect				
Project Goal: Provide coordinated outreach and connection to supportive services and housing opportunities for people on the streets who frequent police-identified “hot spots” and are frequent users of emergency services				
Project Timeline: 12 months				
Resources/Inputs	Activities	Outputs	Outcomes	
<i>What will it take to make the project happen?</i>	<i>What will you do?</i>	<i>What will the quantifiable results be?</i>	Quarterly	Annually
			<i>What are the benchmarks of the project?</i>	
Director (0.5 FTE) Team Leader (1.0 FTE) Outreach Workers (1.5 FTE) Evaluator (0.10 FTE) Three rooms at Evergreen Client transition funds for housing-related costs Office space, utilities, equipment and supplies Cell phone Mileage Refreshments for community stakeholder meetings	1a. Outreach to individuals in “hot spots” and coordinate with MPD and Oversight Committee  1b. Locate and engage with specific individuals on the list of most frequent users of emergency services  1c. Educate stakeholders about the project  2. Connect individuals to housing opportunities and supportive services  3. Evaluate project to improve outreach and systems and expand collaboration	1a. Design and implement “hot spot” outreach schedule coordinated with MPD  1b. Frequent users located and engaged; use pilot period to determine appropriate output number  1c. Outreach information card designed and distributed; 12 educational meetings about project for stakeholders  2. Frequent users connected to housing and support services; use pilot period to determine appropriate output number  3. Quarterly evaluation meetings and final report with recommendations produced	1a. Increased outreach to individuals frequenting “hot spots”  1b. Increased outreach to individuals frequenting emergency public services  1c. Increased awareness of homelessness and project activities  2. Individuals maintain stable housing and decrease use of emergency public services  3. Increased understanding about homeless outreach	15% Reduction in street homelessness  25% Reduction in police time and unnecessary arrests  25% Reduction in homeless victims of crime  10% Increase in cases diverted to Restorative Justice  Continuous project improvement