



**THE BRIDGE**  
*Guiding the way home.*

CITY OF ST. LOUIS  
DEPARTMENT OF HUMAN SERVICES  
**HOMELESS SERVICES DIVISION**

**2015**

**REQUEST FOR PROPOSALS  
(RFP)**

**SUPPORTIVE SERVICES ONLY (SSO) FOR COORDINATED  
FRONT DOOR TO HOMELESS SERVICES**



TO: [Illegible]

FROM: [Illegible]

SUBJECT: [Illegible]

[Illegible text]

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

1. Name of Applicant: The Bridge Outreach
2. Name of Program: The Bridge Outreach: Coordinated Entry
3. Program Address: 1610 Olive St., St. Louis MO 63103
4. Phone: 314-421-3136 Fax: 314-421-4625 E-mail: slux@bridgestl.org
5. Contact Person & Title: Sara Lux, Director of Development

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

8. Housing:

- |  |  |  |   |
|--|--|--|---|
| <input type="checkbox"/> Barracks          | <input 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: 36.5 % of the program/project budget of \$ 127,238  
Requested amount reflects: 3.1 % of the total agency's budget of \$ 1481,670  
Is this program/project currently in existence?  Yes How many years? 6 years  No  
Annual amount of funds received from other City Department/Agencies? \$ 351,000

## **Narrative**

The mission of The Bridge Outreach is to end homelessness and meeting that goal will require the entire community of St. Louis to provide a full set of proven interventions that combine housing assistance and supportive services to individuals and families experiencing homelessness. As the City of St. Louis and the St. Louis City Continuum of Care (CoC) work to develop long-term solutions, The Bridge will serve as a coordinated entry site to streamline access to the homeless services, which will enable persons experiencing housing loss quick access to services needed and for which they are eligible without having to call multiple social service programs.

Over the last year, The Bridge Outreach has incorporated intake and assessment model that not only meet the needs of the individuals and families experiencing crisis, but also quickly and decisively respond with services that address their issues with homelessness. In accordance to the strategies being developed by the St. Louis City Continuum of Care, The Bridge has focused on the following three important functions: 1) Providing access to emergency shelter for individuals experiencing homelessness, 2) assessing individuals to provide appropriate support services based on their level and severity of need, and 3) to provide case management to rapidly connect individuals to housing.

## **Scope of the Project**

The cost of the proposed activities is \$46,448. While The Bridge Outreach is a coordinated entry site for all populations, these funds will be focused on serving women and women with children. The following services will be provided through this project:

- Women and women with children that are experiencing housing crisis will get connected to the intake process in order to be referred to the appropriate services.
- The intake process will include a diversion screening to determine if entering into the homeless service system is the appropriate intervention
- If the individual is not homeless, she will be referred to a Diversion Coordinator, who will help the individual/family maintain housing and prevent homelessness.
- If the individual/family is experiencing homelessness, she will be provided with the appropriate emergency services (i.e. shelter, meals, showers, clothing, etc.) and assessments to determine her level of need.

## **Client Population**

According to the 2014 St. Louis Point in Time Homeless Census, 1,354 of Missouri's nearly 10,000 homeless individuals reside in the City of St. Louis. Additionally, approximately 40% of calls coming to The Bridge Outreach are consumers seeking shelter or assistance needed to maintain their current housing. Of the 459 people registered at The Bridge since March 2015, 26% are women and women with children.

Shortage of affordable housing, poverty, an unstable job market, a decline in public assistance, undiagnosed or untreated mental health issues, lack of education and drug addiction are some of the issues that individuals and families face in the St. Louis community. Regardless the factors that contribute to homelessness, the reason some fall harder than others is because they lack a network of supports needed to overcome their challenges.

This project will serve women and women with children who are identified as being homeless or without intervention could become homeless. Both a screening tool for diversion/prevention and the

Vulnerability Index Service Prioritization Data Assistance Tool (VI-SPDAT) will be used to identify individual's unique need and help provide them with social services in a more targeted manner. The Bridge is utilizing the VI-SPDAT because it is a U.S. Department of Housing and Urban Development (HUD) approved assessment tool and this tool issued in informed case management. Based on a pilot assessment conducted in August 2014, The Bridge estimates that approximately 25% of the guest population will need very little social service assistance (i.e. eligible for affordable housing); approximately 55% will need assistance with housing and support services for three to six months (i.e. Rapid Rehousing); and approximately 20% will need long-term housing and support services (i.e. Permanent Supportive Housing).

### **Organizational Capacity and Experience**

Over the past six years, The Bridge has demonstrated its ability to successfully provide day shelter, emergency services and act as an efficient location to administer emergency triage services through 60+ service partners through St. Louis City's Continuum of Care (CoC). During this time, The Bridge expanded from a staff of less than 10 to a total of 17 staff members.

Through its partnership with the City of St. Louis Affordable Housing Commission, The Bridge was awarded a grant in August 2014 to expand its operations to a full 7-day, 80-hour week. Previously, The Bridge was only open Monday through Friday. The services offered and daily operations reflect that the expansion was a success as fewer people go hungry and find much needed resource referral support that they would not find elsewhere.

### **Staff Leadership**

The Bridge's Senior Executive Team includes Char Pfeiffer, Interim Director; Chad Rulo, Director of Emergency Services; Sara Lux, Director of Development and Katie Wiseman, Director of Program. The Senior Executive Team brings passion for helping vulnerable populations, experience in emergency services and are advocates for implementing effective best practices and long-term solutions for ending homelessness in St. Louis. All Senior Executive Team members actively participate in the St. Louis City CoC committees and are also active in the community by participating with groups such as Downtown STL and St. Louis Downtown Neighborhood Association.

### **Financial Management**

The Bridge contracts with RubinBrown and work with our Interim Director to oversee ongoing financial reporting processes. The Director of Programs turns in monthly outcome reports for programs to reflect number of services rendered and number of partner services rendered in our building, such as medical care or resume building classes. The Board of Directors reviews and approves the overall budget, as well as any program modifications.

Stewarding in-kind donations has helped The Bridge provide 2,500+ meals per seek and our ongoing relationships with the City of St. Louis CoC, Operation Food Search and St. Louis Area Food Bank has helped The Bridge to meet these needs. Operation Food Search and St. Louis Area Food Bank donate nearly 85 percent of food distributed at The Bridge. The other 15 percent of food donations are received from generous individual donors and restaurants such as Pizza Hut, Pappy's BBQ and Starbucks. The value of all incoming food donations is valued at \$456,000. The Bridge organizes food distribution and logistics, itemizes and documents resources received, and reports those receipts to the Director of Business Operations. Strong financial internal controls are observed by staff and the Board of Directors through careful recording our accounts receivable and payable.

### Partnerships

Coordinated entry is an essential component of housing first and partnerships are vital to its success. The Bridge has continued to foster key connections to social services through partnerships with other agencies in St. Louis's Continuum of Care. Through these partnerships, our Guests (i.e. our clients) may receive: basic medical care from Affinia nurses, assistance acquiring new or replacement IDs from the Department of Human Services, mental health care through BJC Hospital and free HIV/AIDS education, counseling and testing from St. Louis Effort for AIDS—all in one place of resource triage, at The Bridge Outreach. As well as being a place of triage for residents of St. Louis who are currently homeless, The Bridge (working with Travelers' Aid) provides, assistance for those who have become stranded in the city, helping them to return to their families and/or place of employment. The Bridge will continue to effectively address our guests' needs through strategic partnerships with other agencies in St. Louis City's Continuum of Care in order to create an effective point of coordinated entry.

### **Service Plan**

The proposed coordinated intake and assessment process (coordinated entry) has numerous components, which are consistent with HUD's priorities to ensure, "That people with the greatest needs receive priority for any type of housing and homeless assistance available in the CoC." The process therefore reduces rather than creates barriers to housing and other supportive services.

The Bridge's core program has always been to provide a place of sanctuary to individuals and family who are experiencing the crisis of homelessness. The Bridge refers to individuals and families as guests to create a welcoming atmosphere and to build trust which is needed for guests to engage in services.

Guests that state they are homeless and in need of shelter will be met by an Intake Specialist. The Intake Specialist will first screen for diversion; if the guest has alternative options than shelter, they will be referred to a Diversion Coordinator who will work with the guest to avoid entering into the homeless services system. If the individual is unable to be diverted, the Intake Specialist will work with the guest to obtain proof of homelessness. Once verified, the Intake Specialist will collect all consumer confidentiality documentation and will enter the consumer into the Homeless Management Information System (HMIS). Intake Specialists will ask additional questions related to shelter eligibility and/or preference and make referrals to appropriate shelter options and provide information to the individual about their next steps to access entry into the shelter.

If the shelter does not have adequate case management staff, The Bridge would offer case management services to the woman and/or family through The Bridge Outreach. If agreed upon by the guest, The Bridge would assign a case manager who will conduct the VI-SPDAT<sup>1</sup> within **seven days** of shelter entry, and will enter the data into HMIS. The case manager will utilize the VI-SPDAT to better assess the level of housing intervention need of each guest. This tool will be used to: (1) better guide and expedite women to housing options (2) open discussion of resources from which the consumer might benefit and (3) guide the development of a personalized housing and service plan.

Once a service plan and timelines are developed, case managers will work one-on-one with Guests to assure progress in reaching goals. Guests will work with case managers to receive referrals to community service providers to help meet their immediate needs. The central focus of referrals will be for housing, but additional referrals may also include services for mental health, substance use,

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<sup>1</sup> <http://100khomes.org/resources/the-vi-spdatt>

employment, government benefits, medical access, and others. Case managers will remain in regular contact with guests and will attempt to seek out any client that becomes inactive.

Case managers will work with guests for a limited amount of time, while they are in the shelter; and once they are placed into housing, case managers will provide aftercare services and support for 30 days, during which they will work collaboratively with other community service providers to advocate for the client and help them continue working on any unmet goals.

Case managers will document all services and referrals in HMIS.

### **Participant Tracking and Reporting**

Consistent with the U.S. Department of Housing and Urban Development (HUD) (Program interim rule 24 CFR 578) a homeless management information system (HMIS) facilitates the effective and efficient transition of persons experiencing homelessness into permanent housing. HMIS also enables the service system community to effectively and efficiently coordinate supportive services needed by individuals in order to help them to maintain permanent housing. Both of these goals are achieved through rapid information sharing, which reduces the duplication of information gathered and duplication of services, thereby eliminating these barriers to housing. The result is improved outcomes for vulnerable people and at a reduced cost for the community.

*Tracking Participants:* The Bridge will utilize a common HMIS and/or a comparable database (or data warehouse referred to throughout this document as HMIS) to meet all of the HUD requirements for data collection and analysis (as noted in the 2014 HMIS Data Standards). Staff will record data in real-time or near real-time so that personal characteristics, service use, referral information, and outcome data are accurate and reliable. Data will also be subject to quality evaluation on a regular basis and in accordance with St. Louis City CoC data quality plan.

*Assessing Progress toward Personal Goals:* Staff providing case management, diversion, or other support service will develop case plans, which are consistent with the housing first focus of the Coc. Staff will also work with clients to develop personalized goals. Encouraging and empowering clients and respecting their choices are key tenets of the Housing First philosophy. Case management staff will monitor the progress of each client as they attain their goals. Management staff will monitor program level accomplishments

*Evaluating Effectiveness of Services and Achievement of Programs Goals:* Management staff will monitor program level accomplishments through HMIS reports. These activities will include monitoring client characteristics, referrals, services, and expenditures. Managers will compare actual results with program goals.

*Reporting:* The data collected will be those elements stipulated in the federal universal data standards manual Version 2.1, released August 2014, by the U.S. Department of Housing and Urban Development. These data include client characteristics and service use. Additionally, reports will include information regarding financial assistance and other expenditures relevant to the project.

*Client Characteristics:* The required characteristics of individuals served will be collected at entry and entered into HMIS. The manual also requires some of these characteristics to be re-entered at other time intervals. The entry requirements will be followed by appropriate staff members. Examples of

these are financial status and housing status. Elements that change over time give client-change information, such as increases in income or improvements in housing status, which are vital to the purpose of this proposal. Evaluation of client characteristics will be conducted at least quarterly by the management staff, and annually by management staff, St. Louis City Homeless Services Division, and the CoCs HMIS Lead.

In a fashion similar to the entry and evaluation of individual characteristics, key staff members will enter services into HMIS as they occur. Management staff will evaluate service use at least quarterly. Finally, management staff will evaluate service use at least quarterly, and annually by management staff, St. Louis City Homeless Services Division, and the CoCs HMIS Lead.

*Expenditures:* The Bridge has accounting and reporting procedures with St. Louis City through Affordable Housing Trust Fund and will develop similar accounting procedures for this project. All expenditures will be documented through check requests, time sheets, invoices and reimbursement forms with accompanying documentation (e.g., receipts, check copies, and invoices). Each month, the Director of Business Operations will send statements with documentation to the City of St. Louis.

### ***Detailed Budget***

The Bridge Outreach is requesting \$46,448 to serve women and women with children with coordinated entry services. Attached are the completed budget sheets to reflect where funding will support this project.

The Director of Programs, Diversion Coordinator and Front Desk Coordinator listed will focus on Coordinated Entry Program assessing participants using diversion screening tool and common assessment, delivering case management, , monitoring participant progress, providing information and referrals, developing individualized housing and service plan strategy for department and individuals, working cooperatively with partners, advocating for participants with landlords and family where appropriate to prevent or end homelessness, and evaluating areas for improvement in service delivery and planning.

2015 CoC Coordinated Entry

Agency: The Bridge Outreach

Prepared By: Charneth Pfeiffer, Irene Agustin, Sara Lux

COC		Year 1 Request	Year 1 Match	Total Request	Total Match
	Acquisition/Rehabilitation/Construction				
	Leasing				
	Rental Assistance				
	Supportive Services	\$ 46,448	\$ 80,501	\$ 46,448	\$ 80,501
	Operating Services				
	HMIS				
	Administrative				
ESG					
	Emergency Shelter				
	Rapid Re-Housing				
	Homeless Prevention				
	Street Outreach				
	Data Collection				
	Sub-Total				
	<b>Program Total:</b>	<b>\$ 46,448</b>	<b>\$ 80,501</b>	<b>\$ 46,448</b>	<b>\$ 80,501</b>

The Bridge Outreach Budget for Supportive Services and Coordinated Entry in Support of Women, Children, DV Victims,

					Total Program Cost (100%)	% to Request	Total Year 1 Request (0%)	% to Match	Total Year 1 Match (100%)
<b>1. Operating Costs</b>		Gross Rate	# of months	Annual	Time (# years)				
1.	Rent	\$6,250	12.00	\$ 75,000	1	\$ 75,000	30%	\$ 22,500	70% \$ 52,500
<b>3. Case Management / 17. Direct Provision of Services</b>		Gross Salary	% Time	Taxes & Fringe (15%)	Time (# years)				
1	Director of Programs	\$42,000	30%	115%	1	\$14,490	24%	\$3,478	74% \$10,723
2	Diversion Coordinator/Manager	\$35,000	30%	115%	1	\$12,075	75%	\$9,056	25% \$3,019
3	Front Desk Coordinator	\$27,000	30%	115%	1	\$9,315	75%	\$6,986	25% \$2,329

<b>7. Food</b>		Estimated cost per	Total # of meals per.	# of meals	Cost of 30% to target pop*	Total Program Cost	Total Year 1 Request (0%)	Total Year 1 Match (100%)
Cost of providing Meals to Program Participants		\$ 3.67	10836	3250.8	\$ 11,930	\$ 11,930	0	100% \$ 11,930

\*Target population is women, families, DV victims, and youth

SUBTOTALS:				
Sub-Total Program Cost		Sub-Total Year 1 Request		Sub-Total Year 1 Match
\$ 122,810	67.8%	\$ 42,020	32.2%	\$ 80,501

<b>Administration: An amount equal to 10% of grant program funds will be utilized to subsidize expenses</b>		Gross Salary	% Time	Taxes & Fringe (15%)	Time (# years)	Total Program Cost	Total Year 1 Request (100%)	Total Year 1 Match (0%)
1	Director of Development	\$38,500	10%	115%	1	\$4,428	\$ 4,428	\$ -

<b>Grand Total:</b>	Total Program Cost	Total Year 1 Request	Total Year 1 Match
	\$ 127,238	36.5%	\$ 46,448 63.3% \$ 80,501

Staffing Summary under Case Management/Direct Provision of Services:

The three staff members listed will focus on Coordinated Entry Program oversight, delivering case management, assessing participants using comm- assessment, monitoring participant progress, providing information and referrals, developing individualized housing and service plan strategy for departme

The Bridge Outreach Budget for Supportive Services and Coordinated Entry in Support of Women, Children, DV Victims,

individuals, working cooperatively with partners, advocating for participants with landlords and family where appropriate to prevent or end homelessness  
evaluating areas for improvement in service delivery and planning.