

Elm City COMPASS

Scope of Work

This contract is to The Consultation Center at Yale University (TCC) for the development, management, implementation, and evaluation of the pilot and implementation phases of the New Haven Community Crisis Response Team (NH-CCRT), which will be called Elm City COMPASS (Compassionate Allies Serving Our Streets). Elm City COMPASS was designed in collaboration with the City of New Haven and in response to public input provided during the Planning Phase of this initiative.

The team, led by a mental health professional, will be integrated into first responder services for the City of New Haven. TCC through Yale University will subcontract with Continuum of Care, Inc. to manage and deliver Elm City COMPASS services and will work closely with TCC, the Connecticut Mental Health Center (CMHC), and the City of New Haven, including the Public Safety Access Point (PSAP), Fire Department, Police Department, Emergency Operations Management, Chief Administrative Office, Department of Community Resilience and the Community Services Administration.

1. Respond to 911 calls for service and in accordance with the standard operating procedures developed for Elm City COMPASS, and protocols established by PSAP.
2. Conduct proactive outreach in neighborhoods, hotspots, and encampments.
3. Enter data into the Elm City COMPASS data dashboard in a timely manner.
4. Create and review regular quantitative reports from the dashboard for continuous quality improvement (CQI) of Elm City COMPASS operations.
5. Update the operating procedures in collaboration with the City of New Haven as needed.
6. Track and monitor referral pathways of individuals served.
7. Coordinate training and meetings of the community advisory board and report out on a regular basis.
8. Ensure collaboration of Elm City COMPASS with the evaluation.
9. Complete a rigorous mixed-methods evaluation of the Elm City COMPASS pilot and implementation phases.

Contract Period: May 1st, 2022 to June 30, 2025

Contract Cost: \$3,513,842.

3-Years, two months Contract cost breakdown:

- \$2,712,786 costs for the field operations (77% of the total);
- \$697,556 costs for the evaluation (20%);
- \$103,500 admin costs (3%)

Contract cost per year:

- First Year Pilot: \$779,087 (*May 1, 2022 to April 30, 2023*)
- Implementation Second Year: \$1,128,183 (*May 1, 2023 to April 30, 2024*)
- Implementation Third Year: \$1,384,216 (*May 1, 2024 to April 30, 2025*)
- Implementation Fourth Year (two months only) \$222,356 (*May 1, 2025 to June 30, 2025*)

Consortium in-kind (Yale/CMHC/TCC/Continuum of Care): \$1,059,627 in total contract in-kind costs (30%) plus an additional reduced indirect cost rate of 10%. Note: The 10% indirect cost rate is applied only to the first \$25,000 of the Continuum of Care subcontract for an effective indirect rate of just under 3%.

Total Project Cost (contract cost + in-kind): \$4,590,566.

Pilot Overview

The Elm City COMPASS Pilot will be conducted from May 1, 2022, until May 1, 2023. During this phase, the team will operate 7 days a week (inclusive of holidays and weekends), initially at 8 hours per day and up to a maximum of 16 hours per day. The specific shift times will be determined in collaboration with the City of New Haven-based on data from PSAP calls.

Implementation Overview

The Elm City COMPASS implementation will be conducted from May 2, 2023, until June 30, 2025. The program will have a phased implementation, gradually scaling up services to provide 24 hours a day, seven days a week coverage (inclusive of holidays and weekends). The specific shift times will be determined in collaboration with the City of New Haven, based on data from PSAP calls.

Roles and responsibilities

- **TCC**, through close collaboration with the Connecticut Mental Health Center (CMHC), will be responsible for the leadership of the Pilot and Implementation Phases. This includes overall management of Elm City COMPASS, coordination of the Community Advisory Board, close collaboration with Continuum of Care to provide oversight of program operations, and responsibility for CQI and evaluation of Elm City COMPASS.
- **Continuum of Care, Inc** will be responsible for implementing the Elm City COMPASS program for the Pilot and Implementation Phases. This includes management and supervision of Elm City COMPASS service delivery staff and collaboration with TCC leadership, including attending regular meetings of the Elm City COMPASS leadership team, participation in essential training, completion of ongoing CQI data entry and reporting, participation in evaluation activities, and participation in regular meetings with the City of New Haven and the public as appropriate.

Communication with the public

To foster public awareness and trust, Elm City COMPASS will participate in regular community management team meetings in the city to share Elm City COMPASS progress and obtain feedback about the program. Elm City COMPASS leadership will also be available regularly to provide updates through social media, community forums, media interviews, and public announcements. Finally, Elm City COMPASS will collaborate with the City of New Haven communications and marketing contractors to communicate about the program with the public.

Key Performance Indicators

Program implementation

- 1) Completion of Elm City COMPASS Operational Procedures Manual
- 2) Recruitment, hiring, onboarding, and training of Elm City COMPASS staff.
- 3) Onboarding and training of the Community Advisory Board.
- 4) Pilot and phased implementation of Elm City COMPASS, beginning with one shift in the Pilot Phase to three shifts with 24 hours per day/7 days per week coverage by the end of the Implementation Phase.
- 5) Develop and use an Elm City COMPASS data dashboard to guide service delivery and continuous quality improvement (CQI).
- 6) Coordination of a crisis response services network that serves New Haven.
- 7) Communication with the public and community stakeholders about Elm City COMPASS.

Program evaluation

- 1) Development and field testing of a data dashboard for use by the team in continuous quality improvement.
- 2) Develop a Theory of Change and Logic Model to guide program management and evaluation.
- 3) Completion of brief interviews with individuals served by Elm City COMPASS and by First Responders to assess the timeliness, quality, and effectiveness of services provided; and collection of related administrative data on health service utilization and arrests to determine the longer-term effectiveness of services. Specific performance indicators assess the timeliness, quality, and effectiveness of services provided and whether Elm City COMPASS services reduce future emergency health services and arrests.
- 4) Completion of interviews, focus groups, and community forums with neighborhood residents and service providers to assess changes in community awareness and receptiveness to Elm City COMPASS and the coordination of crisis response services within the New Haven services network. Specific performance indicators assess community awareness and receptiveness to the use of Elm City COMPASS services for oneself, family, or friends in crisis, and increased collaboration, coordination, and integration of community crisis response services in New Haven.