

Emergency Housing Program

270 Foxon Boulevard

Executive Summary

This contract is to Continuum of Care, Inc. for the implementation of an emergency housing program at 270 Foxon Boulevard, New Haven, CT. The emergency housing program accommodates up to 112 unhoused people. Continuum will staff the facility 24 hours a day, 7 days a week, with on-site staff support, residential support, housing coordinator, and various levels of in-home case management services. Mental health clinicians on site will be responsible for assessments, counseling, and connections to mental health and/or substance use resources.

Committed to a housing first policy, Continuum will empower clients in accordance with SAMHSA's Eight Dimensions of Wellness best practices, which include the emotional, environmental, financial, intellectual, occupational, physical, social, and spiritual aspects of one's life to achieve sustainability in recovery and overall improved quality of life. To achieve this, Continuum's emergency housing program at 270 Foxon Boulevard will operate in concert with Continuum's:

1. New Haven Crisis/Respite Program;
2. Rapid Evaluation, Stabilization, and Treatment Center (REST Center);
3. Housing Resource Coordination Program;
4. Continuum Integrated Behavioral Health (Outpatient Clinic);
5. Recovery Support Services and Apprenticeship Program; and
6. Elm City COMPASS, a civilian-led crisis team, a collaboration between the City of New Haven, The Consultation Center at Yale, and Continuum of Care, Inc.

Together these programs will provide a holistic and integrated approach to ensure that clients have wrap-around support to help them become self-sufficient. Continuum will create a transformative system to care for the unhoused that offers continuity, a holistic approach, and innovation in addressing chronic homelessness. It will provide the tools and support that will help to end the revolving cycle experienced by so many. Continuum will ensure that clients don't fall through service cracks by remaining engaged with the Recovery Support Specialists (Peer Support). The Coordinated Access Network (CAN) data reports that at any given time up to 15 individuals are reported missing or unable to be contacted. If these individuals can remain engaged and be followed through the system, they can be matched to housing. This integrated approach encompasses the Eight Dimensions of Wellness providing support to each of those dimensions directly or through referrals to other community providers, including faith communities. The model that will be implemented is considered best practice nationally in providing non-congregate emergency housing intervention that fosters independence, dignity, and engagement with the above-mentioned services.

Implementation of Evidence-based Practices

All the evidence-based practices that Continuum of Care utilizes are based on the foundations of Trauma-Informed Care. The agency trains, promotes, and models the six principles of trauma-informed care: safety; trustworthiness and transparency; peer support; collaboration and mutuality; empowerment, voice, and choice; and cultural issues. An attractive and well-maintained environment is critical to recovery from trauma. All Continuum's residences are thoughtfully designed and furnished to promote a sense of hope and recovery. The emergency housing program at 270 Foxon Boulevard will be attractive, comfortable, welcoming, and offer privacy to our guests to increase self-worth, which enhances recovery from trauma.

From the available evidence, and to successfully transform New Haven's current state of institutional shelter operations, Continuum will incorporate all proven best practices in a non-congregate trauma-informed approach. Continuum will use evidence-based models to strategically promote the five keys to effective emergency shelter:

Housing First, Safe and Appropriate Diversion, Immediate and Low-Barrier Access, Housing Focused Services, and using Data to Measure Performance.

Continuum will work with the CAN to provide Coordinated Entry, Assessment, Rapid Exit, Prevention and Diversion. Guests experiencing an acute housing crisis are very different from those experiencing chronic homelessness. Continuum will evaluate and determine the best placement options. Preventing the development of future chronic patterns of homelessness is key to the operations of the shelter. The integration of behavioral health and the homeless system is essential in achieving this goal. When encountering individuals with complex needs, Continuum will utilize diversion services, including the REST Center, to transfer individuals experiencing serious untreated mental illness, developmental disabilities, and chronic medical or physical disabilities.

All employees will be trained in the areas of behavioral health, substance use, boundaries/transference, customer service, person-centered planning, stigma, and confidentiality. All employees are required to complete a full-day training focused on trauma principles. Most importantly, all employees will be certified in CPR and de-escalation, and trained in the use of Narcan. The program staff will also be trained in multiple evidence-based and peer-researched best practices, including Trauma-Informed Care, Harm Reduction, Mental Health First Aid, and Motivational Interviewing.

Given the diverse needs of the unhoused population, Continuum will leverage its other various levels of care in housing and support services funded by CT Department of Mental Health and Addiction Services (DMHAS), CT Department of Developmental Services (DDS), CT Department of Social Services (DSS), and the US Department of Veterans Affairs (VA). Continuum of Care, Inc. will leverage \$675,000 of in-kind services to support the operations of the Emergency Housing Program at 270 Foxon Boulevard, New Haven, CT over two years, six months.

Contract Period: December 1, 2023 to June 30, 2026

Contract Cost (City share): \$3,500,000

Continuum of Care in-kind services: \$675,000

Note: See Appendix A for the detailed yearly budget.

Communications with the public

Continuum of Care, Inc. is committed to being a good neighbor and has a proven track record of successfully managing properties, and mitigating negative impacts in the neighborhoods where they support people with acute mental illness. The contractor will be required to:

- Manage a responsive and timely grievances process for community members, preferably with an outside committee to review grievances. Upon execution of this contract, the Contractor shall submit two points of contact who will act as community liaison, and will also be responsible for receiving feedback and complaints from neighbors and community members.
- The Contractor operating the shelter will ensure they are a good neighbor by:
 - a. Hosting monthly meetings with Ross-Woodward School administration.
 - b. Working closely with host Alder and Alders in contiguous wards.
 - c. Hosting monthly check-ins with the NHPD District Manager.
 - d. Conducting canvasses and door-knocking in the immediate neighborhood to engage neighbors.

Key Performance Indicators

The Contractor will implement the programs and services described to ensure the following yearly outcomes on behalf of Clients. Such outcomes shall be measured in the manner described here and documented by the

Contractor in its Client's records. The Department of Community Resilience, shall, at its option, monitor results achieved pursuant to these terms and conditions.

Outcome: Client obtains permanent housing and/or accesses support and/or treatment services. Support services include but are not limited to domestic violence abuse counseling, family counseling, educational and employment and financial counseling, childcare, security deposit and rental assistance programs. Treatment services include, but are not limited to, residential and outpatient mental health and substance abuse treatment and medical treatment.

Measure 1 - No more than 15% of Clients are discharged to homelessness.

Measure 2 - 100 % of Clients were provided with information on health, education, housing, budgeting, and/or other services, in order to enable them to make informed decisions. on meeting their needs.

Measure 3 - 100% of Clients have come into the program through the coordinated access network (CAN or through City designated staff and contractor(s).

Measure 4 - At least 40 % of Clients access permanent housing upon discharge.

Measure 5 - the monthly shelter utilization rate, as reported in the Monthly Shelter Utilization Report shall be at or above 80%. If the monthly shelter utilization rate falls under 80% for more than 3 months consistently during this Contract period, the Contractor will communicate with DCR to explain the reasons for the low utilization rate.