



## Request for Proposals

### Start-up Support Grants Available for FUSE Initiatives Targeting Frequent Users of Local Jails and Homeless Systems

This grant program will offer catalytic support to spur new FUSE replication efforts in 3-5 communities. Funds up to \$15,000 per community are available for communities to develop a FUSE supportive housing pilot that targets frequent users of the criminal justice and homeless systems.

#### **I. Introduction to CSH and the FUSE Model**

CSH's mission is to advance solutions that use housing as a platform to deliver services to improve the lives of the most vulnerable people, maximize public resources, and build strong, healthy communities. We envision a future in which high-quality supportive housing is at the forefront of how our nation serves its most needy denizens. CSH believes in the power of supportive housing as it provides a stable foundation and allows for the delivery of more effective services that help people to live with stability, autonomy, and dignity.

Through the generous support of the Open Society Foundations and Capital One, CSH has funding available to support planning and implementation of the evidence-based Frequent User Systems Engagement, or FUSE, model. FUSE is a CSH signature initiative that helps communities identify and engage high utilizers of public systems and place them into supportive housing to break the cycle of repeated use of costly crisis services, shelters, and the criminal justice system. It provides a double win for communities, allowing public systems to cut costs while improving outcomes for some of their most vulnerable community members. The model represents an opportunity to transform both the homeless and criminal justice systems to increase housing stability, reduce recidivism and break the cycle of multiple crisis service use, resulting in public cost offsets. As a comprehensive, systems-change approach to tackling the frequent user problem, successful implementation of FUSE requires not only significant local investment - time, energy and resources – but also strong political and civic will. Through this funding opportunity, CSH seeks to further transform how communities respond to vulnerable, high need frequent users of the criminal justice system.

#### **II. Purpose of the RFP**

CSH is currently looking to expand the scope and the reach of the FUSE model through the replication of this innovative model in additional communities. Through this RFP, CSH is looking for communities posed to launch FUSE efforts with the infusion of targeted financial start up support and technical assistance.

This grant program will offer catalytic support to spur new FUSE replication efforts in 3-5 communities. Funds up to \$15,000 per community are available for communities with demonstrated interest, capacity and local support in developing a FUSE initiative that targets frequent users of local jails and other components of the criminal justice system, and the homeless system.

#### **III. FUSE Background, Model, and Evidence**

In communities across the country, there is a cohort of people who cycle between emergency rooms, hospitals, jails, detox facilities and homeless shelters, at enormous expense to these systems. Through administrative data integration and analysis, the highest utilizers can be identified and targeted for supportive housing. There is ample evidence that

this strategy not only promotes better outcomes for individuals and communities but that it also dramatically reduces costs to public crisis systems. Nationally, there has been a proliferation of initiatives to promote successful re-integration and prevent recidivism. However, frequent users persist, as the complexity and breadth of their needs exceed the scope of conventional approaches. Diversion funds are often directed at court programs that may address behavioral health or employment needs but rarely seek to ameliorate an offender's need for stable, secure housing and ongoing support services. Furthermore, many programs operate within silos and do not feature a cross-system approach that would allow policymakers and service providers to identify and address the systemic failures that create the frequent user problem. Given that 80% of inmates are incarcerated for less than a month and that thousands of individuals often come through the system in a given year, jails and court systems have limited capacity to address the deep-rooted and often overlapping issues facing frequent users.

In 2003, CSH proposed a simple yet novel idea: match NYC Departments of Corrections (DOC) and Homeless Services (DHS) data to understand the size of the overlap between the shelter and jail populations. The data analysis revealed a pattern of cycling between jail, shelter, and other systems, and showed that a small cohort was responsible for most of this cycling. Over 1000 individuals had four or more stays in both systems over five years, for a collective cost of \$11.8MM annually. In response, CSH developed the FUSE pilot in New York City. Working with nonprofit providers and local City agencies, we used an inter-agency data match to identify the highest cost, homeless individuals and placed them into supportive housing. The model features in-reach into jails and shelters. Columbia University tracked FUSE's impact on housing stability, jail and shelter usage, and impact on health outcomes and health system costs. Columbia's rigorous evaluation, released in 2013, and found that FUSE produced cost savings for crisis services – through reduced usage of jails, health services, and shelters, each individual housed through FUSE generated \$15,000 annually in public savings, paying for over two thirds of the intervention cost.

Nationally, there has been tremendous interest in replicating this model, and over 16 jurisdictions across the country have implemented FUSE pilots with CSH's technical assistance and other support. These include the States of Connecticut and Rhode Island; Hennepin County, MN; Mecklenburg County, NC; and Columbus, OH. Through this work, CSH has relationships with a wide network of FUSE providers and stakeholders and facilitates peer learning opportunities for these groups. CSH has also developed a "Blueprint" for development of FUSE initiatives to help guide the planning and implementation process. This Blueprint has three essential elements, described below; for more on the Blueprint, visit our website: [http://www.csh.org/wp-content/uploads/2013/07/CSH\\_FUSE\\_Blueprint\\_New.pdf](http://www.csh.org/wp-content/uploads/2013/07/CSH_FUSE_Blueprint_New.pdf).

- *Data-Driven Problem-Solving*: Data is used to identify a specific target population of high-cost, high-need individuals who are shared clients of multiple systems (jails, homeless shelters and crisis health services) and whose persistent cycling indicates the failure of traditional approaches. Data is also used to develop a new shared definition of success that takes into account both human and public costs, and where the focus is on avoiding institutions altogether, as opposed to simply offloading clients from one system to another.
- *Policy and Systems Reform*: Public systems and policymakers are engaged in a collective effort to address the needs of shared clients and to shift resources away from costly crisis services and towards a more cost-effective and humane solution: permanent housing and supportive services.
- *Targeted Housing and Services*: Supportive housing—permanent housing linked to individualized supportive services—is enhanced with targeted and assertive recruitment through in-reach into jails, shelters, hospitals and other settings, in order to help clients obtain housing stability and avoid returns to costly crisis services and institutions.

#### IV. Eligible Funding Activities

- **Start up support.** Eligible activities include:
  - Payment for a one time data match
  - Staff time for project management

- Planning activities, including stakeholder engagement/meeting facilitation
- Other activities may be eligible for support, please specify how you plan to use the funds in your application
- **In-depth, on-site technical assistance from CSH.** Beyond the \$15,000 grant for uses stated above, each recipient will receive time-limited technical assistance from CSH for up to six months after the award is made, which will include at least one in-person site visit in addition to off-site consultation, participation in a CSH FUSE peer learning network, access to templates, resources, online trainings offered by CSH, and other resources.

## V. Requirements of Applicants

- a. Multi-agency collaborations are highly encouraged. At least one lead applicant *must* be a government entity or a non-profit. If the lead applicant is a non-profit, letter(s) of support must be included from a local government entity, such as the county jail system, homeless system, and/or governing body (like county supervisors or Mayor's office, criminal justice task force, etc.)
- b. Demonstrated support from both local criminal justice and homeless system stakeholders
- c. Evidence of supportive housing capacity in region to operate a FUSE pilot or initiative
- d. Demonstrated potential in the community to access funding for operating (rent) and supportive services for supportive housing for a FUSE initiative (note that funding need not be secured at the time of application)
- e. Availability/Willingness to participate in the following activities: a CSH FUSE peer learning network, sharing data with CSH on the target population (note that this is an area where CSH can provide technical assistance, and need not be ready at the time of application), submitting progress reports, and participation in regular technical assistance calls/meetings
- f. Available technology to receive long-distance technical assistance, including at a minimum, a conference call phone set up with microphones and/or speaker phones to facilitate large group stakeholder meetings. Video conference capability is appreciated, but not required.
- g. Demonstrated capacity to access, analyze and utilize administrative data (e.g., HMIS, jail data, court data, etc.) to identify high utilizers of correctional services experiencing homelessness

## **VI. Format of Proposal**

Please fill out the below form, providing responses of appropriate length to the questions posed. If for some reason you cannot fill out the form, you may create an identical Word document with responses of the requested length.

- a. Introduction
  - i. Describe lead applicant – whether public or non-profit entity, mission and primary programs. (200 words)

- ii. Describe why community is seeking funding – what is the “spark” or motivation for FUSE in the community? Examples could include: formation of new re-entry task force; local leaders dedicated to initiatives that reduce jail crowding; or simply interested and engaged stakeholders wanting to try an evidence-based, tested model. Describe community and engaged stakeholders. At a minimum please include progress and support from the corrections/criminal justice and homeless stakeholders in the community. (500 words)

b. Community Need

- i. What is the need in your community for a FUSE initiative? Please describe the target population of interest. For example, what systems do frequent users touch, what is the size of the frequent user population (if known), what are the local costs of frequent system use (if known), what are the current outcomes of the population. (200 words)

c. Project Description

- i. Provide a short description of the proposed project as you see it today. CSH acknowledges that there may be significant technical assistance needs to develop a full project description. What do you anticipate will be the greatest opportunities and challenges in replicating FUSE in your community? Include at least 3 outcomes that can be accomplished in 6 months after receipt of this award.(700 words)

- ii. Describe at least two key staff who will be working on the project including their agency affiliation, role and approximate amount of time dedicated to the project.

- 1.
- 2.



- f. Support Requested
  - i. Describe the support being requested from CSH - Why is it needed? What are the expected outcomes of the support? (200 words)

- g. Appendices – please submit separately from this form.
  - i. Proposed Project Budget, [using the provided budget template](#)
  - ii. Budget Narrative (max 1 page)
  - iii. Application cover page (signed)
  - iv. Letters of Support
  - v. 501c3 letter

## **VII. Proposal submission logistics**

- a. Proposal Timeline:
  - i. Due date: Friday, May 15, 2015, no later than 5pm Pacific Time.
  - ii. Selection process:
    - 1. Proposals reviewed by Friday, May 29, 2015
    - 2. Interviews with top candidates scheduled for week of June 1, 2015
    - 3. Final decision made by week of June 8, 2015
    - 4. Recipients notified no later than June 19, 2015
- b. Proposals should be emailed to [Dominique.fludd@csh.org](mailto:Dominique.fludd@csh.org), Emails will have no more than 3 attachments: FUISE RFP Form, Budget, and one attachment with all appendices combined.
- c. Questions, email [kim.keaton@csh.org](mailto:kim.keaton@csh.org)

## **FUSE Replication Application Cover Page**

AGENCY NAME:

Address:

Contact Person for this application:

Phone:

Email:

Executive Director:

Year of Incorporation:

Number of full-time staff:

Number of part-time staff:

Other pertinent information:

### **Signatures (may use e-signature software to sign):**

Executive Director/CEO: \_\_\_\_\_

Date:

### **Team Leader and Primary Team Contact**

The Team Leader/Team Contact is to be chosen by the team, and should have the ability to act as the primary contact for all FUSE activities and communications.

Name:

Title:

Agency:

Phone:

Email: