

George Latiner
County Executive

Department of Social Services

Kevin M. McGuire
Commissioner

72697

Date: November 18, 2020

To: Board of Acquisition and Contract

From: Kevin M. McGuire, Commissioner
Department of Social Services

Subject: **Request for authority for the County of Westchester (“County”) to enter into an agreement with Volunteers of America-Greater New York, Inc. (“VOA”) pursuant to which VOA will provide a homeless shelter at Grasslands (“GHS”), for the period from January 1, 2020 through December 31, 2020 for an amount not to exceed \$3,975,084 to be paid monthly pursuant to an approved budget and subject to appropriations.**

The resolution, if approved by your Honorable Board, would authorize the County to enter into an agreement with VOA pursuant to which VOA will provide a homeless shelter at Grasslands, for the period from January 1, 2020 through December 31, 2020 for an amount not to exceed \$3,975,084 to be paid monthly pursuant to an approved budget and subject to appropriations.

The **public purpose** of the program is to provide twenty-four hours, seven days a week shelter for all homeless individuals placed at the GHS. The primary program goal is to engage and work collaboratively with clients, to ensure compliance with program rules and regulations, including attending all mandated treatment programs.

This goal is in the best interest of the County to ensure that homeless individuals are receiving the necessary services that will address their needs and foster stability. A secondary goal of GHS is to locate appropriate and timely permanent housing placements for clients placed in the program. Case management staff works closely with community housing providers and realtors to find eligible housing, and with clients to ensure housing readiness. Case management staff utilizes the Coordinated Entry housing system to link clients to permanent supportive and rapid rehousing opportunities. Case management staff participates fully in all County Continuum of Care housing initiatives in an effort to connect clients to all available housing opportunities. The goal of case management staff is to locate appropriate housing for each client which increases the success of the individual remaining in housing. Securing permanent housing is in the best interest of the county in terms of fiscal responsibility. It is more cost effective for the county to house a client in permanent housing than to house a client in a shelter.

GHS will provide services to all adult individuals (male, female, transgender, and married couples) aged 18 and older as approved by the County and placed at GHS. All of will referrals come from the County Department of Social Services.

VOA will provide services for all clients placed at the GHS twenty-four hours a day, seven days a week. Trained staff will provide shelter supervision, prepares three meals a day, and provides a clean and safe environment, transportation for official business, and recreational activities. A GHS resident handbook and care package (hygiene and personal needs items) are provided to all incoming clients. All clients will receive case management services while at the shelter. Case managers meet with new clients within 24 hours of arrival to offer a comprehensive shelter orientation, sign off on shelter rules, regulations, and client rights, and to complete an initial Intake and Independent Service Plan (“ILP”). Case managers will meet with residents biweekly for engagement, housing, treatment program attendance follow up, and all other case-related issues. In addition, case managers meet with residents monthly to review, update, and sign off together on the ILP document. Case managers are trained in the VOA Case Management Model. The Case Management Model is based on the developmental approach to human behavior and learning theory; it utilizes service delivery models and has measurable performance outcomes. Case managers collaborate with county agencies and other non-profits on behalf of clients for needed services. They also assist clients in securing permanent and/or special needs housing. The Grasslands Homeless Shelter is supervised by the program director. This position ensures that the quality and delivery of services to the clients meets all stated goals and standards.

Program Outcomes: The GHS program has six outcomes to be measured monthly to determine program success. The six outcomes are:

1. Unduplicated Housing Placements: clients are expected to obtain permanent housing.
2. Mental Health Program Appointments: clients are expected to attend all mental health programs/appointments, as per their independent living plans.
3. Substance Use Program Appointments: clients are expected to attend all substance use programs/appointments, as per their independent living plans.
4. Progress toward ILP goals: clients are expected to participate in and demonstrate progress towards their independent living plans.
5. Behavioral Incidents: clients are expected not to display any negative behavioral incidents at the shelter.
6. Employment Services: employable clients are expected to participate in employment services (i.e., vocational training, internships, education, employment, etc.).

The unduplicated number of clients served in FY19 thus far (January–October) is 488. In FYI 19, the GHS program staff placed 116 clients into transitional and independent living situations.

GHS will provide services to all adult individuals (male, female, transgender, and married couples) aged 18 and older as approved by the County and placed at GHS. All of will referrals come from the County Department of Social Services.

Performance Measurement Indicators: The case managers provide a monthly outcome report that measures year-to-date success, based on the above six outcomes. The reports will be reviewed monthly by the associate director of program services. Performance is evaluated to determine if any changes need to occur to ensure program success. Each target is measured by dividing the number of clients compliant with the goal by the number of clients who should be meeting the outcome goal. Each outcome is scored, and the average score should be 85% or better. If the score falls below 85%, a plan of correction will be implemented to ensure compliance.

This contract is exempt from the Westchester County Procurement Policy under Section 3 (a) (xiv) thereof. This contract is exempt from the competitive procurement requirements of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (formerly, the Grants Management Common Rule) because there is no federal funding supporting this program.

Accordingly, the County is requesting permission from your Honorable Board to enter into an agreement with VOA for the above stated purpose.

A resolution is annexed hereto, which I recommend for your favorable consideration.

APPROVED BOARD OF ACQUISITION & CONTRACT - 12/19/2019 - LISA MRIJAJ, SECRETARY

RESOLUTION

Upon a communication from the Commissioner of Social Services, be it hereby

RESOLVED, that the County of Westchester (“County”), acting by and through its Department of Social Services, is hereby authorized to enter into an agreement with Volunteers of America-Greater New York, Inc. (“VOA”) pursuant to which VOA will provide a homeless shelter at Grasslands, for the period from January 1, 2020 through December 31, 2020 for an amount not to exceed \$3,975,084 to be paid monthly pursuant to an approved budget; and be it further

RESOLVED, that the contract is subject to County appropriations; and be it further

RESOLVED, that this Agreement is also subject to further financial analysis of the impact of any New York State Budget (the “State Budget”) proposed and adopted during the term of this Agreement. The County shall retain the right, upon the occurrence of any release by the Governor of a proposed State Budget and/or the adoption of a State Budget or any amendments thereto, and for a reasonable period of time after such release(s) or adoption(s), to conduct an analysis of the impacts of any such State Budget on County finances. After such analysis, the County shall retain the right to either terminate this Agreement or to renegotiate the amounts and rates approved herein. If the County subsequently offers to pay a reduced amount to the Contractor, then the Contractor shall have the right to terminate the Agreement upon reasonable prior written notice; and be it further

RESOLVED, that the County Executive or his duly authorized designee is empowered to execute any and all documents necessary to effectuate the purposes hereof.

Account to be
Charged/Credited

| | Fund | Dept. | Major Program, Program & Phase Or Unit | Object/ Sub- Object | Trust Account | Dollars |
|------|------|-------|--|------------------------|------------------|-------------|
| 2020 | 101 | 22 | 8900 | 5860 | ----- | \$3,975,084 |
| | | | | | | |

Budget Funding Year(s):2020 Start Date: 01/01/2020 End Date: 12/31/2020
(must match resolution)

| | | |
|---------------------------|--------------|-----|
| Funding Source | Tax Dollars: | 71% |
| | State Aid: | 29% |
| <u>\$3,975,084</u> | Federal Aid: | 0% |
| (must match resolution) | Other: | |

APPROVED BOARD OF ACQUISITION & CONSTRUCTION, 12/15/2019, LISA MARIJAN, CLERK