City of Fort Wayne

REQUEST FOR PROPOSALS

OPERATION OF HOMELESS SERVICES CENTER

2025

Summary:

- The intent of this Request for Proposal (RFP) is to obtain proposals from qualified nonprofit organizations to operate a Homeless Services Center. The Homeless Services Center will contain multiple programs within one (1) facility in Fort Wayne, Indiana. These programs will include Day-Shelter services, Emergency Shelter Overflow, Safe Parking and Interim Shelter.

- Technical Assistance: October 21, 2025 at 2:00 pm, Citizen Square, Conference Room 324 | 200 E. Berry Street, Fort Wayne IN 46802

Office of Housing & Neighborhood Services
ohns@cityoffortwayne.org
200 E. Berry Street, Suite 320, Fort Wayne IN 46802

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Operation of Homeless Services Center

Part I Scope of this Request

1.0 Purpose

The intent of this Request for Proposal (RFP) is to obtain proposals from qualified nonprofit organizations to operate a Homeless Services Center. The Homeless Services Center will contain multiple programs within one (1) facility in Fort Wayne, Indiana. These programs will include Day-Shelter services and Safe Parking. Each of these programs, although within the same contract, is distinctly different and client populations and records will remain separate. The City of Fort Wayne will retain ownership of the building throughout its operation. The City welcomes collaborative applications with operating partnerships clearly outlined. The City of Fort Wayne will assist the selected provider (here forth referred to as Contractor) in identifying potential sources of funding to cover the first three years of operation costs.

2.0 Competition Intended

It is the City's intent that this RFP permits competition. It shall be the Contractor's responsibility to advise the City of Fort Wayne in writing if any language, requirement, specification, etc., or any combination thereof, inadvertently restricts or limits the requirements stated in this RFP. Such notification must be received by the City of Fort Wayne no later than fifteen days prior to the date set for acceptance of proposals.

3.0 Background Information

To better meet the needs of those who are homeless in our community the City of Fort Wayne is creating the Homeless Services Center. This center will include programs to fill current gaps with the Continuum of Care.

- **Programming Vision**:
  The Homeless Services Center aims to provide a comprehensive, low-barrier response to homelessness in Fort Wayne through a coordinated array of services that address immediate needs and support pathways to permanent housing. The following programs will operate at the center:

  - Day Shelter: Currently, Fort Wayne lacks a true low-barrier day shelter that operates daily and serves individuals experiencing homelessness.

        - This new low-barrier Day Shelter will operate **seven days a week 24 hours a day** and will primarily serve unsheltered men and women. Core services will include:
            - Access to food
            - Showers and laundry facilities
            - Phone access
            - Housing navigation support
            - Assistance in obtaining vital documents
            - All guests will be required to develop and maintain a Housing Plan in collaboration with a Housing Stability Coordinator.
            - The program will work closely with community partners to provide supportive services and referrals tailored to each guest's needs.
            - All participants must be active on the Coordinated Entry (CE) List or complete a CE assessment to become eligible.
    - Safe Parking: Currently, Fort Wayne does not have any designated Safe Parking areas, despite clear evidence that some individuals are living in their vehicles. This program will offer a safer, more dignified alternative by providing access to hygiene facilities, laundry, and a secure place to park overnight. The facility will offer designated parking spaces for a Safe Parking Program, serving individuals living in their vehicles. The program will operate nightly from 7:00 PM to 7:00 AM and provide a secure, managed environment for overnight parking.
        - Participation requirements include:
        - An active Housing Plan with a Housing Stability Coordinator
        - CE assessment completion or current CE List status
        - Agreement to behavior expectations and terms of stay with staff
    - Program Management: The selected Contractor will oversee the daily operations of programs. Responsibilities include:
        - Employing and managing all facility staff
        - Supervising volunteers and subcontractors
        - Coordinating with community partners under formal Memoranda of Understanding aligned with this RFP
        - Actively participating in the Regional Planning Council quarterly meetings
        - Serving on relevant committees supporting the Everyone Home Community Plan to End Homelessness

4.0 Scope of Services

All proposals must meet or exceed the requirements outlined in the scope of services. Offerors must demonstrate the capacity to provide the following:

- Objectives
    - To provide a decent, safe, sanitary and low barrier services for homeless individuals and families in accordance with federal, state and local guidelines.
    - To provide services delivery across programs that accentuate the importance of treating persons experiencing homelessness with respect, displaying sensitivity, acknowledging the trauma and state of crisis being experienced by those who are homeless.
    - To admit guests in a fair and non-discriminatory manner twenty-four hours a day, 365 days a year.
    - Provide case management services that promote self-sufficiency through connections to appropriate agencies, benefits, and supportive services.
    - To operate these services in a manner that will limit disturbances to the surrounding neighborhood.
- **Services/Daily Operations**

  The Homeless Services Center should be designed to provide immediate, equitable, and client-centered access to shelter and services, grounded in Housing First principles. The following programming and services should be provided or facilitated:
- **Core Program Principles and Operations**
    - Ensure 24/7 Access & Low-Barrier Entry
        - Operate day services continuously (24 hours/day, 7 days/week).
        - Remove entry barriers such as sobriety, income, or documentation requirements.
        - Allow for re-entry and avoid punitive bans when possible.
    - Align with Housing First Principles
        - Prioritize permanent housing as the primary goal.
        - Accept participants regardless of substance use, income, or criminal history (within legal constraints).
        - Maintain a trauma-informed and person-centered environment.
    - Streamline Program Eligibility & Intake
        - Ensure all guests complete or update a Coordinated Entry (CE) assessment.
        - Prioritize services based on vulnerability and housing readiness, not compliance.
    - Housing-Focused Service Delivery

        - Provide Housing Stability Coordination to develop and update individual Housing Plans.
        - Offer diversion support to help participants avoid emergency shelter when safe alternatives exist.
        - Actively assist with housing navigation, applications, and landlord engagement.
    - Continuous Quality Improvement
        - Track and evaluate key performance metrics:
            - Percentage of exits to permanent housing
            - Percentage of exits to shelter
            - Percentage of exits to transitional housing
            - Number of people served daily at day shelter
            - Percentage of clients engaging in voluntary services
        - Use data to drive improvements in programming and outcomes.

- **<u>Direct Services to Be Provided or Facilitated by the Contractor</u>**
    - Housing-Focused Services
        - Housing Stability Coordination
        - Case Management (including benefits enrollment, employment navigation, etc.)
        - CE Assessments and Reassessments
        - Diversion and housing navigation
    - Basic Needs and Dignity Services
        - Showers and hygiene supplies
        - Laundry facilities
        - Secure storage for personal belongings
        - Mail and phone access
    - Vital Records and Documentation
        - Assistance obtaining identification, birth certificates, and other vital documents
        - Notary access (as needed for housing or benefits applications)
    - Outreach and Engagement
        - Coordination with street outreach teams
        - In-reach to local hospitals, jails, and encampments
        - Outreach to surrounding neighborhood to address issues and resolve concerns
        - Engagement with underserved populations (e.g., LGBTQ+, youth, seniors)

- **Recommended Additional Programming *(to strengthen service quality and housing outcomes)***
    - Behavioral Health and Wellness Services
        - On-site or co-located mental health and substance use services
        - Peer support and recovery coaching
        - Referrals for primary care and behavioral healthcare
    - Employment and Income Support
        - Workforce development services and job readiness workshops
        - Connections to income benefits (SSI/SSDI, SNAP, TANF, etc.)
    - Guest Advisory Council or Lived Experience Input
        - Create a mechanism for participants to give feedback and help guide service improvements.
    - Conflict Resolution and Mediation Support
        - Provide non-punitive tools for addressing interpersonal conflicts and supporting guest re-engagement.

- **Recommended Policies and Procedures**

  To ensure a safe, inclusive, and effective service environment, the following policies and procedures should be implemented and regularly reviewed by City and agency staff:
    - Safety and Security
        - Emergency response protocols (fire, medical, severe weather, etc.)
        - De-escalation procedures and staff training
        - Incident reporting and review process
        - Weapons policy and storage/ban procedures
        - Facility monitoring (indoor and outdoor common areas)
        - Locking/unlocking protocols for entrances and exits
    - Program Access and admission
        - Low barrier admission criteria and process
        - Documentation policy (no id requirement at entry)
        - Fair and equitable triage/intake process
        - Coordination with CE and outreach teams
    - Conduct and Consequences
        - Code of conduct emphasizing respect, safety, and personal responsibility - See sample templates in Exhibit A

        - Clear consequences for serious policy violations (e.g., temporary "breaks" or discharge from services) - See sample templates in Exhibit B
        - Behavioral agreements that prioritize restoration and re-engagement over punitive discharge
    - Housing Focused Services
        - Housing stability plan development and review procedures
        - Case management expectations and frequency of client engagement
        - Coordination with external housing and support service providers
    - Animal Policy
        - Guidelines for service animals and companion pets in accordance with ADA and HUD regulations
        - Care expectations and designated pet relief areas
    - Data, Confidentiality, and Records Management
        - Provider will be responsible to input client-level data, program services/activities, unduplicated numbers of individuals assisted and program outcomes in HMIS.
        - Compliance with HMIS standards
        - Guest confidentiality and consent procedures
        - Data-sharing protocols with partner agencies
    - Good Neighbor Agreements – See Sample template in Exhibit C
        - Defined mutual commitments between the shelter and surrounding community
        - Strategies for mitigating community concerns (e.g., loitering, trash)
        - Regular community engagement and feedback opportunities
        - Regular reports to the City including accomplishment data and barriers to providing services
    - Guest Grievance and Appeals
        - Process for guests to submit complaints or appeal decisions
        - Timely review and resolution process to support transparency and fairness
- **<u>Compliance Mandates</u>**
    - Fair Housing, non-discrimination, and equal access
        - Must provide programming without discriminating on the basis of race, color, national origin, ancestry, religion, disability, familial status, gender identity, sexual orientation, marital status, or status as a survivor of domestic violence, dating violence, sexual assault, stalking, or human trafficking.

- Accessibility for persons with disabilities
    - Program space is designed and constructed to ADA and other applicable code standards to ensure accessibility for persons with disabilities. Contractor must allow reasonable accommodations in program operations and provision of services to ensure equal access for persons with disabilities.

Part II

Request for Proposals Process

1.0 Selection Process

Evaluation of all proposals will be completed by City staff. Selection is at the sole discretion of the City. Respondent must be deemed responsive and responsible as described in Part II Sections 2.0 and 3.0 below. If a Respondent is found to be non-responsive or non-responsible, a written determination shall be prepared and included in the official file for this RFP and the Respondent shall be advised of the reasons for the determination.

2.0 Responsive Respondent Requirements

Complete Compliant Proposal

Respondent must submit a complete proposal which addresses all applicable questions listed in Part II Section 4.0 and includes the submission and receipt by the City of all items requested in Part II Section 6.0 of this RFP.

Commitment

By submitting a proposal, Respondent agrees to participate in any mandatory program trainings and meetings required by the City.

3.0 Responsible Respondent Requirements

- ***General Requirements***

  The City shall not award any contract until the selected Respondent has been determined to be responsible. A responsible Respondent must:

  - Have adequate financial resources to perform the project, or the ability to obtain them;
  - Be able to comply with the required or proposed delivery or performance schedule, taking into consideration all the Respondent's existing commercial and governmental business commitments;
  - Have a satisfactory performance record with the City;
  - Have a satisfactory record of integrity and business ethics;
  - Have the necessary organization, experience, accounting and operational controls, and technical skills, or the ability to obtain them;
  - Have supplied all requested information;

- Be legally qualified to contract in the State of Indiana. If it is an entity described in IC Title 23, it must be registered, and owe no outstanding reports to the Indiana Secretary of State (There is a fee to register with the Secretary of State); and
- Be otherwise qualified and eligible to receive an award under applicable laws and regulations, including not being suspended or debarred in the local, state or federal levels.

- ***Past City Award Performance (if applicable)***
  Past award performance will be considered, including history of complying with federal, state, and local guidelines, meeting benchmarks, and quality of work performed. Applicants are not required to submit documentation to attest to past award performance. The City will review documentation from previous awards to evaluate Respondent's past award performance, if applicable.

  Any entity currently suspended or debarred by the City or the United States Department of Housing and Urban Development will not be eligible for consideration.

4.0 Evaluation Criteria

The following factors will serve as the City's primary consideration in the selection process.

Proposal Narrative (Includes Program Statement, Organizational Experience & Capacity, Program Design, Services Approach, Collaboration/Leveraged Services and Budget).

Sections to the Proposal Narrative are as follows:

- **Problem Statement/Unmet Need (5 points):** Submit a narrative (not to exceed 3 pages) describing the unmet need in the community which the proposed homeless services center will address. Respondent must provide relevant data and define the extent to which the unmet need impacts the community and how current resources do not address the unmet need.

- **Organizational Experience & Capacity (15 Points):** A responsive proposal must include a summary of the respondent's experience and capacity to develop and operate a 24/7 homeless services center consistent with this RFP. If this is a

collaborative application, each provider must clearly outline operational responsibilities of each partner. At a minimum, include the following:

- **Purpose/Mission:** Give a brief overview of your organization's history and describe how your proposed program fits within your organization's mission and current program configuration.
- **Experience:** Describe your organization's experience, including the number of years and funding partners providing services for individuals experiencing or at imminent risk of homelessness, particularly persons with high vulnerability such as those with disabilities, mental illness, substance use disorders, history of trauma and victimization, etc. History of incorporating feedback and guidance from those with lived experience.
- **Capacity:** Describe your organization's ability to operate all programs services with the service approach and meet the outlined objectives. Include:
  - Job descriptions and minimum qualifications for all staff positions.
  - Organizational charts for the proposed programs must be attached.
  - Resumes for individuals for key staff who will be directly administering the program.
  - For key staff, describe current or planned training to ensure highest quality service to program participants.
  - Describe a recent training opportunity provided to staff
  - Describe how your organization currently tracks and measures program outcomes for homeless services delivery? Describe what indicators are currently tracked, how they are measured and include the most recent data, if available.

- **Program Design (30 Points):**
  - Please describe how your organization currently administers services for individuals experiencing homelessness or if not currently administering a program, describe your proposed service program.
  - What are your entry requirements and how do/will you implement a low barrier approach to entry?
  - Describe program rules for ongoing participation and how your organization will re-evaluate rules and requirements for clients regularly. See sample templates in Exhibit D
  - Plan to solicit feedback from persons with lived experience both upfront for program design as well as on an ongoing basis to make program improvements. If applicable, include a summary of any feedback already received and how it has been incorporated in Applicant's current programing.

- Describe all basic onsite services and how the services will meet or exceed the needs of the clients it serves. Be sure to include:
    - How your organization will ensure your facility is safe, sanitary and well-maintained, in-general and in relation to the target population.
    - Assessing client needs.
    - Case management to client ratio that your budget supports and coordinating supportive services.
    - Indicate whether rehousing services will be delivered directly or subcontracted. Describe approach in delivering (or subcontracting for) re-housing services.
- Service Plan: Describe the planned scope of case management and supportive services to be made available onsite at the shelter. Include a description of how services will focus on assisting people with accessing permanent housing as quickly as possible through housing navigation and connections to appropriate housing programs.
- Operations Plan: Describe the plan for operating the services center 24/7, including staffing structure for each shift, property management, maintenance and security. Include a description of who will provide these services.
- Low-Barrier Plan: Describe how the shelter will be operated as a low-barrier facility. Include a discussion of the following key areas:
    - Policies addressing personal property and pets in the shelter
    - Intake screening process and requirements for entry
    - Policies addressing code of conduct and consequences for violation
    - Availability of gender neutral/family restroom and shower facilities
    - Strategies and tools for overdose prevention
- Diversion Strategy: Describe planned diversion services to find immediate safe and appropriate housing options as an alternative to entering shelter when possible.

- **<u>Services Approach (15 Points)</u>**
  All services should directly support the goal of stabilization and re-housing. Case management should facilitate connection to mainstream and community-based services that improve health, income and advancement towards housing placement and ongoing stability.
    - The core values of Office of Housing and Neighborhood Services are: compassion, integrity, trust and innovation; describe how your organizational

values align with OHNS's and how you will ensure these values are integrated into daily services for shelter participants.

- Describe how your organization is skilled at providing strength-based supportive services. Describe the training that staff currently receives, including evidenced-based training (e.g, motivational interviewing, trauma informed care). Be as specific as possible.

- **<u>Collaboration/Leveraged Services (20 Points)</u>**

  The primary focus of this program is homeless services operations, including addressing the immediate needs of individuals and families experiencing homelessness. However, the provider must also offer, either directly or through partnerships, services that support permanent housing placement, promote housing stability, and provide the necessary referrals and assistance to help individuals achieve self-sufficiency.

  - Describe and identify your organization's experience and knowledge of programs and resources across the county that are specific to homeless individuals and families and how the proposer plans to leverage or collaborate with those entities. Please include any MOUs or letter of support from any of the proposer's partner organization serving the homeless population locally.

    NOTE: Any community service provider named in this section must provide a letter of reference.

- **<u>Budget (15 Points)</u>**

  Use Exhibit E from this packet to provide information for your proposed budget. Proposers must submit a complete organizational operating budget, as well as a complete budget for the proposed program. Evaluation criteria include feasibility, cost effectiveness, and accuracy of the budget.

  - Please also describe what is included in each line item on the budget
  - Please describe how calculations were completed to arrive at each budget item in a narrative form. For example, .5 FTE for program manager is necessary due to the oversight and supervisory needs of the program staff.

    If your proposal includes funding from an outside source (such as private donations or in-kind services), they must be clearly identified and described

and include the dollar amount and salient funding parameters associated with each outside funding source.

- Describe fundraising experience, including both grants and special events.
    - Current fundraising capacity
    - Future expanded fundraising capacity to assist in this endeavor

5.0 Scoring Matrix

Scoring Area	**Points**
Problem Statement	5
Organizational Experience and Capacity	15
Program Design	30
Service Approach	15
Collaboration/Leverage Services	20
Budget	15
Total Points	100

6.0 RFP Submission Items

Respondent must submit documentation in response to the requirements listed in each category heading summarized below. Each of these requirements are more fully described in Part 2 Sections 2, 4, and 5 of this RFP. The Respondent must also submit the Proposal Coversheet and the Certification of Respondent using the templates located at the end of this RFP document.

Checklist of Submission Requirements:

A. Proposal Coversheet: Proposal Coversheet (required template included at end of this RFP packet).
B. Certification of Respondent: Certification of Respondent (required template included at end of this RFP packet.
C. Narratives addressing all applicable questions in Part II Section 4.0 of this RFP: Submit each narrative as a separate PDF, labeled as described above
    - Narrative 1: Program Statement
    - Narrative 2: Organizational Experience & Capacity
    - Narrative 3: Program Design
    - Narrative 4: Services Approach

- Narrative 5: Collaboration/Leveraged Services
- Narrative 6: Budget
    - Operating budget (Excel format)
    - Commitment letters for committed operating sources
    - Narratives for any uncommitted operating sources

7.0 Format for Submission and Due Date

Written questions regarding this RFP will be accepted until 5:00 PM Eastern Time on December 5, 2025. All questions must be submitted to OHNS via ohns@cityoffortwayne.org.

RFP Technical Assistance
A Technical Assistance covering this Request for Proposals will be held as follows:
October 21, 2025 | 2:00 pm
Citizens Square, Conference Room 324
200 E. Berry Street, Fort Wayne IN 46802
Join Virtually here:
https://us06web.zoom.us/j/88688199493?pwd=eQOd8dPzVmOpz9wAF3F19kR2ZEm5kj.1
Passcode: 687921

James Atz
Community Development Administrator
City of Fort Wayne | Office of Housing & Neighborhood Services
James.Atz@cityoffortwayne.org

The deadline for submission is December 5, 2025 at 5:00 PM Eastern Time. Applications that are submitted after this deadline will not be accepted. Applications that do not contain all required forms/documents as listed in this RFP may be determined ineligible for further consideration upon discretion from the City.

City of Fort Wayne

REQUEST FOR PROPOSALS

EXHIBITS

Contents:

- Code of Conduct
- Consequences for Code of Conduct Violations
- Good Neighbor Agreement Example
- Budget Exhibit Example

Office of Housing & Neighborhood Services
ohns@cityoffortwayne.org
200 E. Berry Street, Suite 320, Fort Wayne IN 46802

Code of Conduct Expectations

- Be a good neighbor and use the space in a respectful manner
    - Pick up your trash and place in trash cans
    - Don't leave belongings unattended, provider is not responsible for lost or stolen items
    - Do not yell, curse, or threaten other guests, provider staff or volunteers
    - No stealing or damaging provider or guests' property
    - Keep tables clean and personal belongings stored in bags/containers
    - No hair cutting, inside or outside
    - All hygiene activities must be done in a bathroom
- Wear appropriate clothing: shirts, pants, and shoes must be worn at all times inside and outside. Undergarments and bathing suits are NOT considered appropriate clothing
- Smoking is allowed outside in designated areas (smoking patio). The parking lot is not a designated smoking section. Please put butts in the cigarette containers
- Illegal drugs and alcohol use are not allowed on the property or properties in the surrounding neighborhood.
- Weapons are not allowed in the facility, and nothing may be used as a weapon.
- No fighting, physical violence, or threatening behavior on the property or surrounding neighborhood.
- Treat everyone with dignity and respect.
- No loitering or lingering in the surrounding neighborhood, including sidewalks, parking lots, and adjacent properties.
- This includes no sitting, lying, or sleeping on the grass or sidewalks.
- Gathering is not permitted near or on the properties of any of the neighboring businesses or private homes.
- Sleeping or setting up camp on sidewalks or public areas in the vicinity is not allowed.
- We expect our guests to be respectful members of the neighborhood and to contribute positively to the surrounding community
- Only trained service animals are allowed inside Homeless Service Center. You must meet with a staff member to determine if your animal is eligible.

- ****If the above expectations are not followed, staff can suspend you from services.**
- **Suspensions can be from one day up to termination of services, depending upon the severity of the actions. ****

Example Consequences for Code of Conduct Violations

Category	Description	Duration	Staff
Category 4	Violence of any kind Sexual Assault Arson Displaying a weapon	12-month Suspension	No trespass warning issued by LPD Must be Manager level or Above
Category 3	Drug Dealing Intimidation or Threats of violence	3-month Suspension	Must be Manager level or Above
Category 2	Property Damage, Theft Unwanted physical contact	2 - 4 weeks Suspension	Must be Manager level or Above
Category 1	Breaches to the conduct guidelines	1st offense- 1-day suspension 2nd offense- 3-day suspension 3rd+ offense- 7-day suspension	Can be from any staff person
**Drug & Alcohol Protocol	**ALCOHOL** If guest disposes of beverage they may stay If they leave with beverage there is no penalty If they refuse to dispose or leave, they will have a 3-day suspension – each incident	**DRUGS** 1st Offense – 3-day suspension 2nd Offense – 5-day suspension 3rd Offense – 7-day suspension ** Guest must talk with a member of leadership ***whenever*** there is a drug offense on-site ** Additional offenses should be escalated to supervisor	

Good Neighbor Agreement (GNA)
Between:

- [Services Operator Name] ("Homeless Services Center")
- [Neighborhood Association/Business Association Name]
- Local residents and business owners within [geographic area]

Purpose:
To create a shared understanding and commitment to ensure the success of a 24/7 low-barrier homeless services center at [address] while maintaining a safe, clean, and respectful neighborhood for all.

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1. Mutual Goals
We agree to work together to:

- Support individuals experiencing homelessness through low-barrier services.
- Maintain neighborhood quality of life, public safety, and cleanliness.
- Communicate openly and resolve concerns collaboratively.

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2. Service Operator Commitments
The Operator agrees to:

- Provide 24/7 staffing and onsite security, including trained de-escalation personnel.
- Maintain a clean and litter-free perimeter, with daily sidewalk sweeps if needed.
- Implement a Good Neighbor Hotline for residents/businesses to report issues or concerns.
- Participate in neighborhood association and downtown safety committee meetings to share updates and hear feedback.
- Coordinate with outreach, public health, and mental health services to prevent loitering and untreated crises.
- Discourage congregating outside the facility except in spaces designed for it.
- Respond to complaints within 48 hours and document all resolutions.

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3. Community Commitments
Neighbors and businesses agree to:

- Engage with the Homeless Services Center in good faith to resolve concerns directly before escalating to the city.
- Participate in community meetings, when possible.
- Avoid discrimination or stigmatization of shelter guests.
- Alert the Homeless Services Center promptly to issues observed so they can be addressed.

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4. Joint Commitments
All parties agree to:

- Treat all individuals—including homeless services center guests—with dignity and respect.
- Encourage volunteerism and business partnerships with the Homeless Services Center.

- Collaborate on initiatives that enhance community safety and well-being, such as:
    - Beautification or clean-up events
    - Shared safety training or neighborhood watch coordination
    - Job or internship opportunities for center guests

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5. Monitoring & Review

- A Community Advisory Group (CAG) will be formed with representatives from:
    - Shelter staff
    - Homeless Services Manager from the City of Fort Wayne
    - Nearby residents and businesses
    - A person with lived experience
- The CAG will meet monthly for the first 6 months, then quarterly thereafter.
- The Agreement will be reviewed annually and updated based on lessons learned.

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6. Agreement Period

This agreement is effective as of [date] and will remain in place for [1–2 years], with extensions or revisions as mutually agreed.

Signed:

Homeless Services Center Operator Representative: _____
Date: _____

Neighborhood Representative: _____
Date: _____

Business Owner Representative: _____
Date: _____

Optional Add-ons:

- **Map of service zone or patrol area**
- **Contact sheet**: key phone numbers for the Homeless Services Center, outreach teams, property managers

City of Fort Wayne
Homeless Services Center

Budget Outline

Purpose: the Homeless Services Center proposal must include a budget that includes a description line for each budget line item, a justification for how calculations were completed to arrive at each budget item in narrative form and clearly identified funding from outside sources. Evaluation criteria of the budget will include feasibility, cost effectiveness, and accuracy of the budget.

Agency Name: _____

Contact Name: _____ **Contact Phone Number:** _____

Contact Email: _____ **Unique Entity Number:** _____

Homeless Services Center Budget

Annual Operating Budget

B	D	E	F	G
Positions	**FTE's**	**Average Salary**	**Annual Cost**	**Line Description/Justification**
Shelter Director			$ -	
Operations Manager			$ -	
Behavioral Health Clinician			$ -	
Case Managers/Housing Navigators			$ -	
Shelter Support Staff			$ -	
Peer Support Specialists			$ -	
Janitorial/Maintenance			$ -	
Security			$ -	
Administrative Assistant			$ -	
Payroll Taxes			$ -	
Total Annual Operating Budgets:			$ -	

Program Operating Costs

B	D	F
Category	**Annual Estimate**	**Line Description/Justification**
Food/Snacks	$ -	
Kitchen Supplies	$ -	
Laundry Supplies/Services	$ -	
SUD Supplies & Training (i.e. naloxone, de-escalation, overdose prevention)	$ -	
Hygiene and Cleaning Supplies	$ -	
Utilities	$ -	
Internet, Phones, IT Support	$ -	
Building Maintenance	$ -	
Insurance (liability/property)	$ -	
Transportation (bus passes, vans)	$ -	
Program Supplies & Software	$ -	
Staff Training & Wellness	$ -	
Trash	$ -	
Community Outrreach/Engagement	$ -	
Replacement/Wear Allowance for Furniture	$ -	
Total Program Operating Costs:	**$ -**	

Total Annual Operating Budget: $ -