



Allegheny County Department of Human Services

Request for Proposals

Youth Homelessness Demonstration Program (YHDP)

RFP Posting:

Wednesday, April 1, 2020

Deadline for Questions:

3 p.m. Eastern Time on Friday, April 24, 2020

Submission Deadline:

3 p.m. Eastern Time on Friday, May 1, 2020

Estimated Award Decision/Notification:

June 2020

Allegheny County Department of Human Services
One Smithfield Street Pittsburgh, PA 15222

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Acronyms and Definitions

Unless the context indicates otherwise, the following capitalized words are defined as follows for purposes of this RFP:

1. Agreement: A contract negotiated between Allegheny County and the Successful Proposer to provide the Contract Services
2. Allegheny County: A home rule county and political subdivision of the Commonwealth of Pennsylvania
3. CoC: Continuum of Care, which is a geographically-based group of representatives that carries out the planning responsibilities of the HUD Continuum of Care Program
4. CoC Regulations: HUD's rules and regulations under the Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act). The rules and regulations are titled "Homeless Emergency Assistance and Rapid Transition to Housing: Continuum of Care Program; Interim Final Rule" and can be found at 24 CFR Part 578 or by visiting: <https://www.ecfr.gov/cgi-bin/text-idx?rgn=div5;node=24%3A3.1.1.3.9> .
5. CoC Program Competition: A competitive process through which CoCs apply for funding from HUD
6. Contract Services: The specific services that the Successful Proposer agrees to provide to the County in response to this RFP as described in the Scope of Services in the Agreement
7. Coordinated Community Plan (CCP): Coordinated Community Plan to Prevent and End Youth Homelessness, also referred to as the Coordinated Community Plan. CCP is a youth and community-led strategic plan to dramatically reduce youth homelessness. All YHDP communities are required to develop a CCP that includes a shared community vision, guiding principles, needs assessment, goals and strategies.
8. Coordinated Entry: A standardized method for connecting individuals and families experiencing homelessness to the resources available in a given geographic area
9. DHS: [Allegheny County] Department of Human Services
10. LGBTQIA+: Lesbian, Gay, Bisexual, Transgender, Queer, Intersex and/or Asexual
11. HAB: [Allegheny County] Homeless Advisory Board, a public/private partnership formed to assist Allegheny County, the City of Pittsburgh, the City of McKeesport and the Municipality of Penn Hills in efforts that will eliminate homelessness and improve the well-being of homeless individuals and families

12. HEARTH Act: Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009
13. HMIS: Homeless Management Information System, an information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and people at risk of homelessness
14. Host Home: A private home associated with a Host Home Program that volunteers to host youth in need of temporary housing. Host homes offer youth a safe alternative to shelters on either a short- or long-term basis and are paired with supportive services provided by a service agency.
15. Housing First: A homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need basic necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues. Additionally, Housing First is based on the theory that client choice is valuable in housing selection and supportive service participation, and that exercising that choice is likely to make clients more successful in remaining housed and improving their life.
16. HUD: [United States Department of] Housing and Urban Development
17. Mobile Prevention and Diversion Program: Mobile, flexible and individualized services that result in youth obtaining safe, stable housing
18. Motivational Interviewing: A clinical approach that helps people with mental health and substance use disorders and other chronic conditions make positive behavioral changes to support better health
19. MOU: Memorandum of Understanding
20. NOFA: Notice of Funding Availability
21. Participant: An individual or family served by a proposed YHDP program
22. PYD: Positive Youth Development, an intentional, prosocial approach that engages youth within their communities, schools, organizations, peer groups and families in a manner that is productive and constructive; recognizes, utilizes and enhances young people's strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships and furnishing the support needed to build on their leadership strengths. See the page titled "Positive Youth Development" at: <http://youth.gov/youth-topics/positive-youth-development>.

23. Pregnant or Parenting Youth: Individuals, age 24 or younger, who are pregnant or the parent or legal guardian of one or more children who are present with or sleeping in the same place as that youth parent, and where there is no person over age 24 in the household
24. Proposal: A completed Response Form, with specified attachments, submitted in response to this RFP
25. Proposer: The individual, nonprofit organization, or for-profit organization or business submitting a Proposal in response to this RFP
26. PSH: Permanent Supportive Housing, long-term housing with supportive services for homeless individuals with disabilities
27. Response Form: The Word document in which Proposers respond to requested information about this RFP
28. RFP: Request for Proposals
29. RRH: Rapid Re-Housing, a program model that assists individuals or families who are experiencing homelessness to move as quickly as possible into permanent housing and to achieve stability in that housing through a combination of rental assistance, housing search and supportive services. “Extended RRH” refers to more flexible approaches to RRH made possible by YHDP waivers, including longer rental assistance and the ability to move in and out of housing and services until the age of 25.
30. Shared Housing: Long term living arrangement between two unrelated people who choose to live together as a way of sharing costs and building a community of support
31. Successful Proposer: The Proposer(s) selected by the County and approved by HUD to provide the Contract Services
32. Supportive Services: Services designed to prepare a Participant to make a successful transition from homelessness to independence
33. Transition Age Youth: Individuals ages 18 through 24
34. TIC: Trauma-Informed Care, an approach that recognizes the widespread impact of trauma and understands potential paths for recovery; recognizes the signs and symptoms of trauma in clients, families, staff and others; responds by fully integrating knowledge about trauma into policies, procedures and practices; and seeks to actively resist re-traumatization
35. Unaccompanied Youth: Individuals age 24 or younger, who are not part of a family with children and who are not accompanied by their parent or guardian during their episode of

homelessness. This also includes two or more youth age 24 or younger who are presenting together as a family without children.

36. YAB: Youth Action Board, a group of youth included in CoC decisions, particularly on policies that relate to preventing and ending youth homelessness. Each YAB member is age 24 or younger and at least two-thirds of the YAB members are homeless or formerly homeless.
37. YHDP: Youth Homelessness Demonstration Program, a HUD initiative to help communities drastically reduce youth homelessness through innovative strategies
38. Youth: For the purposes of this RFP, the term “youth” will refer to individuals ages 18 through 24 (have not reached their 25th birthday).

The RFP at a Glance

Purpose

In 2019, the U.S. Department of Housing and Urban Development (HUD) competitively selected Allegheny County by to become a Youth Homelessness Demonstration Program (YHDP) community. As a YHDP grant recipient, the Allegheny County Department of Human Services (DHS) was provisionally awarded \$3.49 million in grant funding to deliver new and innovative programs aimed at dramatically reducing youth homelessness in Allegheny County.

On behalf of the Allegheny County Continuum of Care (CoC), DHS is seeking Proposals from qualified Proposers to provide housing, housing assistance and supportive services to youth experiencing homelessness through the following specific programs: the Mobile Prevention and Diversion Program, the Host Home Program and/or Rapid Re-housing (RRH) Program (hereinafter referred to collectively as the Programs). For purposes of this RFP, youth are defined as either individuals or heads of household who are ages 18 through 24 (i.e., have not reached their 25th birthday). Individuals receiving Program services under one or several or all of the Program types listed above will hereinafter be referred to as Participants.

Award Details

DHS will include Successful Proposers' Programs in federal project applications for HUD review in Summer 2020, with an anticipated start date on or before October 1, 2020 (pending HUD approval). Proposers may submit a Proposal for one of the abovementioned Program types (e.g., Host Home Program) or any combination of multiple Programs types (e.g., Host Home and Rapid Re-housing Programs). Contingent on HUD approval, the County expects to award Agreements for a term of two years. After the initial grant term expires, Programs may be eligible for one-year renewal terms beginning with the next CoC Program Competition.

YHDP is a youth-led initiative, meaning that young people, including those who have lived experience with homelessness, are involved in every step of YHDP decision-making. The Allegheny County Youth Action Board (YAB), along with the Homeless Advisory Board (HAB), will review and approve Successful Proposals under this RFP before DHS submits the application to HUD.

DHS expects that there will be more than one Successful Proposer. Funding will be divided among Successful Proposers according to Program size and needs, as well as to overall CoC needs. Proposers should ensure that the budgets requested will be adequate to fund each Program for the full two years.

Programs must operate in accordance with HUD Continuum of Care interim regulations (24 CFR 578) and other applicable federal, state, local and community requirements. However, HUD permits YHDP communities to request exceptions to certain non-statutory CoC regulations as necessary to test new approaches to reducing youth homelessness. The YAB and other YHDP stakeholders have identified several proposed exceptions which are noted throughout this RFP.

Upon selection, DHS will work with Successful Proposers to identify any additional exceptions that may be necessary to successfully implement its Program types. DHS will submit requests for exceptions to HUD along with federal Program applications.

Who can apply

Nonprofit organizations, states, local governments and instrumentalities of state and local governments are eligible to submit a Proposal in response to this RFP. For-profit entities are not eligible to receive YHDP grant funds.

Proposers do not need to have an existing contract with Allegheny County to apply, but Proposers must meet all of Allegheny County's contractual requirements (see Section 6: Contract Requirements for Successful Proposers) and have the programmatic, financial and staffing capability to provide the Contract Services.

Agencies that currently receive HUD CoC funding may submit Proposals; however, the Programs proposed must be totally new. Per HUD guidelines, YHDP funding may not be used to increase the capacity of current HUD CoC-funded projects even when this results in more youth being served.

Collaborative Proposals are strongly encouraged. For example, a Successful Proposer may subcontract with another agency that has experience conducting outreach to a specific subpopulation of youth experiencing homelessness or delivering a component of service. Collaborative applicants must identify a lead organization to apply for funds and include MOUs with proposed subcontractors.

What's important to us

DHS is looking for partners that:

- Offer new approaches to connect youth experiencing homelessness to stable housing, with an emphasis on youth choice.
- Demonstrate both optimism (high expectations of what youth can achieve) and open-mindedness (the ability to meet youth where they are today, free of judgement).
- Are flexible, eager to grow and unafraid to make changes based on youth feedback.
- Focus on solving problems *with* youth, not *for* youth.
- Provide services that are Trauma-Informed and demonstrate deep understanding of the social and developmental characteristics of transition age youth.
- Attract and retain diverse staff with outstanding youth engagement abilities.
- Have well-defined community partnerships across multiple domains, including but not limited to housing, healthcare, education and workforce development.
- Actively practice inclusion and consider the unique strengths and characteristics of different subpopulations, including youth of color, LGBTQIA+ youth, pregnant and parenting youth, youth with justice system-involvement, youth transitioning out of foster care, survivors of violence or sexual exploitation, and others.
- Have a positive reputation among youth in Allegheny County.

What we don't want

DHS is not interested in Programs that:

- Do not align with Housing First principles or the housing models outlined in this RFP.
- Offer highly prescriptive or “one-size-fits-all” services.
- Treat youth as children or limit their ability to make decisions about their housing.
- Are unable or unwilling to incorporate youth feedback into program design.
- Lack clear strategies or partnerships to advance equity and inclusion.
- Are limited to serving youth in just one part of Allegheny County.

Timeline

Proposals must be submitted by 3 p.m. Eastern on Friday, May 1, 2020.

The deadline to submit questions about this RFP is 3 p.m. Eastern on Friday, April 24, 2020.

The Evaluation Committee may recommend that some Proposals be shortlisted for further consideration. If so, the Committee may invite those Proposers to give a presentation in early June 2020. We expect presentations will be remote and we will be flexible as necessary.

We expect to notify Proposers of the County's decision to include Successful Proposers in the application to HUD in June 2020.

DHS must submit selected proposals to HUD for approval on July 1, 2020. Upon notification of HUD's approval, Selected Proposer(s) will receive notification and enter into an agreement per the terms and conditions of DHS. Programs are expected to begin on or before October 1, 2020.

Who we are

On behalf of Allegheny County, DHS is the issuing office for this RFP.

DHS is the largest department of Allegheny County government and provides publicly funded services to more than 200,000 people annually, in areas including child welfare, behavioral health, aging, intellectual disability, homelessness and community services.

More information about DHS is available at <http://www.alleghenycounty.us/human-services/index.aspx>

Section 1: Why We Are Issuing this RFP

1.1 National Context: HUD Youth Homelessness Demonstration Program

HUD, its federal partners and youth with lived experience of homelessness designed the Youth Homelessness Demonstration Program (YHDP) to drastically reduce the number of youth

experiencing homelessness in selected communities across the country. YHDP brings together a wide variety of stakeholders, including youth who have lived experience with homelessness, to create a Coordinated Community Plan to Prevent and End Youth Homelessness (CCP) that addresses the local needs of youth at risk of and experiencing homelessness.

YHDP communities are encouraged to propose innovative Programs to address youth homelessness, especially those that focus on eliminating disparate access to services or on outcomes for populations that are traditionally at higher risk of homelessness, including but not limited to LGBTQIA+ youth, youth transitioning out of foster care, youth who are being trafficked or sexually exploited, and those with justice system involvement.

YHDP provides communities with greater flexibility to test new approaches by offering opportunities to apply for exceptions to certain HUD CoC regulations when that community has determined that those exceptions will make it possible to better serve young adults experiencing homelessness. This flexibility creates an opportunity for shared learning across YHDP communities.

Additional information about YHDP is available at <https://www.hudexchange.info/programs/yhdp/> and Appendix 2 of this RFP.

1.2 Local Context: YHDP Planning in Allegheny County

Over the last six months, DHS has partnered closely with the System Improvement Through Youth (SITY) Advisory Board, which serves as the YAB for Allegheny County's YHDP initiative, to ensure that youth voice and leadership are at the center of YHDP planning and decision-making. The YAB members include nine young adults, ages 16 through 24, who have past or current involvement in one or more human service systems including the homeless system.

Additionally, DHS has convened a YHDP Leadership Council, comprised of representatives from homeless service programs, street outreach, secondary and post-secondary institutions, child welfare, behavioral health, family support, community agencies, philanthropy and other sectors, to provide guidance to shape the CCP. Through numerous stakeholder meetings, these partners developed a shared vision for Allegheny County as a community where all young people are stably housed and have access to the support they need to thrive in their transition to adulthood. The vision and guiding principles are included in Appendix 1.

Programs selected through this RFP process will be included in Allegheny County's final CCP and YHDP Project Proposal submissions to HUD.

1.3 Youth Homelessness in Allegheny County

Allegheny County identified 343 youth ages 18 through 24 as literally homeless (using HUD's definition) between December 1, 2018 and November 30, 2019. This includes youth who were living on the streets, in a shelter or in a place not meant for human habitation. During the same time period, 573 youth were identified as at risk of homelessness, including youth who were

unstably housed or assessed as eligible for homeless prevention services. A significant number of the youth were pregnant or parenting, including 23% of youth experiencing homelessness and 46% of youth at risk of homelessness.¹

Additionally, Allegheny County school districts, which define homelessness more broadly than HUD's literally homeless definition, identified at least 412 unaccompanied homeless youth during the 2017-18 school year.² Within local post-secondary institutions, a 2018 survey indicated that 12% of respondents (221 students out of 1,815 total students surveyed) reported experiencing housing instability at some point since starting post-secondary education.³

There are many reasons why a young person may become homeless, including but not limited to family conflict, lack of income due to unemployment or underemployment, barriers to accessing affordable housing or finding landlords willing to rent to them, fleeing from intimate partner violence or being trafficked, or a combination of different situations. Black youth experience disproportionately higher rates of homelessness in Allegheny County, and local surveys conducted within the last five years suggest that LGBTQIA+ youth are also at greater risk of becoming homeless in Allegheny County. A local cross-system data analysis also demonstrated that a significant portion of young adults who experience homelessness have a history of involvement in the child welfare system, either as minors or as parents.

Allegheny County currently offers a variety of programs, services and resources designed to identify youth experiencing homelessness and support them to become stably housed. These range from youth-focused homeless services – including street outreach, emergency shelter, Rapid Re-housing (RRH) and Permanent Supportive Housing (PSH) programs – to cross-system initiatives such as the 412 Youth Zone and housing choice vouchers designed to prevent child welfare-involved youth from becoming homeless. Young adults ages 18 through 24 may also access homeless housing programs and services designed for the general adult population. Finally, there are a number of community-based programs, operated independently of the CoC, that offer transitional housing and other resources to young adults experiencing a housing crisis.

However, the current supply and configuration of homeless services available to youth is not enough to meet the local demand. RRH programs typically have waiting lists for enrollment and PSH programs have infrequent turnover because they are not time limited. Many young adults report that they avoid emergency shelters, especially those that serve older and more chronically homeless adults. The longer a young person is without safe and stable housing, the greater the risk of experiencing injury, exploitation or other traumatic events associated with homelessness.

DHS seeks to significantly increase the number of youth-dedicated units within the CoC in order to provide faster connections to permanent housing. Additionally, DHS seeks to pilot new types of homeless service Programs that are co-designed by youth and that align with the guiding principles of the CCP, with a clear commitment to Equity and Inclusion, Positive Youth Development and Trauma-Informed Care.

¹ Allegheny County Department of Human Services, HMIS and Allegheny Link

² Pennsylvania Education for Children and Youth Experiencing Homelessness Annual Report, 2017-18.

³ "Examining Housing Insecurity Among Pittsburgh Area College Students," Point Park University, 2018.

Section 2: What We Are Looking For

As a condition of award, Successful Proposers must participate in a local YHDP Community of Practice, a collaborative process including DHS, the YAB, YHDP-funded providers and other key stakeholders. The YHDP Community of Practice is meant to ensure that Program design, implementation and continuous improvement activities are established in authentic partnership with young adults who have lived experience with homelessness. Successful Proposers will be expected to implement YAB feedback to the extent that it is feasible within statutory and regulatory guidelines.

2.1 Target Population

The target population for Allegheny County's YHDP Programs are youth ages 18 through 24 who are unaccompanied, including those who are pregnant and/or parenting. The following categories of youth experiencing or at imminent risk of homelessness are eligible for YHDP-funded Programs. Specific eligibility requirements are described below in the individual Program descriptions.

HUD Category 1: Youth considered literally homeless include those who are:

- In shelter including emergency shelter, transitional housing, or hotel or motel paid by government or charity; OR
- On the street or another place not meant for human habitation (e.g., car, garage, park, abandoned building); OR
- In an institution (e.g., jail, hospital, juvenile detention) that the youth is exiting and where youth was a resident for 90 days or less AND the youth resided in emergency shelter or a place not meant for human habitation immediately prior to entering that institution.

HUD Category 2: Youth considered at imminent risk of homelessness include those who are:

- In own housing, but being evicted within 14 days; OR
- In a hotel or motel paid for by the youth, family or friends and cannot stay for more than 14 days (often due to lack of ability to continue paying); OR
- With family or friends and being asked to leave within 14 days; AND
- Have no safe alternative housing, resources or support networks to maintain or obtain permanent housing.

HUD Category 4⁴: Youth considered homeless and fleeing domestic violence include those who are fleeing or attempting to flee their housing or the place they are staying because of domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions related to violence that has taken place in the house or has made them afraid to return to the house, including:

- Trading sex for housing
- Trafficking
- Physical abuse

⁴ The target population for Programs solicited through this RFP does not include HUD Category 3.

- Violence (or perceived threat of violence) because of the youth’s sexual orientation
- Additionally, the youth must have no safe, alternative housing, resources or support networks to maintain or obtain permanent housing.

All Programs proposed should be designed, with expertise and compassion, to serve a diverse population. Successful Proposer(s) must have thoughtful strategies for sensitively and respectfully engaging sub-populations of youth that may have greater exposure to homelessness and other forms of trauma, such as LGBTQIA+ youth, youth with past involvement with juvenile justice and child welfare systems, and survivors of sex trafficking and exploitation. Programs must follow a Housing First model and serve Participants without regard to previous criminal history, clean time, employment, credit worthiness or other barriers.

2.2 Mobile Prevention and Diversion Program

Overview

DHS seeks one or more Successful Proposer(s) to provide mobile, flexible and individualized services that result in youth obtaining safe, stable housing (the Mobile Prevention and Diversion Program). The goal of this Program is to prevent housing crises from escalating and resulting in homelessness (referred to as *Prevention*) and to support youth in accessing community resources and other safe alternatives without having to enter shelter or experience unsheltered living (referred to as *Diversion*). Federal guidance on Prevention and Diversion is available at: https://www.usich.gov/resources/uploads/asset_library/Prevention-Diversion-Rapid-Exit-July-2019.pdf

The Mobile Prevention and Diversion Program is meant to build a rapid-response system to support youth who are facing imminent risk of homelessness, offering services that are highly accessible by utilizing a variety of communication methods as well as physically meeting youth wherever they are. (Note: for this RFP, “mobile” means delivering services in a variety of locations across the County. Successful Proposer(s) are not required to transport Participants using an agency vehicle.) Strategies are designed to engage Participants in open-ended problem-solving conversations to understand their strengths, identify existing support networks and offer support with accessing appropriate interventions. Services provided through the Mobile Prevention and Diversion Program are meant to be short-term (e.g., securing housing within a few days of initial contact) and targeted to specific youth who can be successfully housed with minimal assistance. The Mobile Prevention and Diversion Program will offer Participants up to six months of follow-up services to help them maintain permanent housing.

A secondary and closely related goal of the Mobile Prevention and Diversion Program is to expand the “front porch” of the homeless system (i.e., opportunities for Participants to engage with a Program and receive services) to more locations throughout community, especially in communities of color, LGBTQIA+ ally spaces, and spaces serving single parents. For this reason, DHS is especially interested in funding collaborative Proposals that include participation from multiple agencies with expertise engaging or serving targeted sub-populations of youth experiencing or at risk of homelessness.

DHS anticipates serving approximately 200 youth per year in the Mobile Prevention and Diversion Program during the two-year YHDP grant period (a total of 400 youth).

Target Population

The target population for the Mobile Prevention and Diversion Program includes youth ages 18 through 24 who are considered at imminent risk of homelessness (HUD Category 2), as well as those experiencing homelessness (HUD Categories 1 and 4), and whose individual circumstances (e.g., risk assessment score, ability to safely reconnect with natural supports,, employment status) enable them find stable housing without requiring more intensive services such as RRH or PSH.

The following scenarios demonstrate examples of youth who may be eligible for services under the Mobile Prevention and Diversion Program:

- Scenario 1: A 19-year-old is working part-time and living doubled-up with a relative who is being evicted next week. The youth moved to Pittsburgh recently and doesn't have other nearby friends or family who can offer safe, stable housing.
- Scenario 2: A 22-year-old youth who is enrolled at community college informed a faculty member that they are unsure about where they will sleep tonight. After having a falling out with a partner with whom they shared housing, the youth is considering sleeping in their car but is looking for other options.

Outreach, Recruitment and Intake

The Successful Proposer(s) will utilize a variety of creative strategies to identify Participants. Strategies may include peer-to-peer outreach and partnerships with street outreach workers, drop-in centers, schools and post-secondary institutions, public libraries and other community spaces utilized by youth. DHS expects that Participants will be identified and referred to the service both by the Successful Proposer(s) and by Allegheny Link, Allegheny County's coordinated entry system for individuals experiencing homelessness. Upon selection, the Successful Proposer(s) will work closely with DHS and the Allegheny Link to develop seamless business processes for Participant screening, assessment and referrals and to ensure that youth with higher service needs are connected to the appropriate interventions. The Successful Proposer(s) will be expected to maintain regular and frequent coordination with the Allegheny Link throughout the grant period.

The Successful Proposer(s) will provide rapid response to Participants (e.g., at a minimum, an immediate text or phone communication and a face-to-face meeting within 24 hours of referral) to initiate services. Staff will meet with Participants at a safe, public and mutually agreed-upon location that is near a bus line or otherwise easily accessible for Participants. Successful Proposer(s) will offer alternative solutions when transportation is a barrier to accessing services, such as subsidizing a rideshare.

Supportive Services

Services as part of the Mobile Prevention and Diversion Program will begin with a strengths-based problem-solving conversation to understand the Participant's current housing situation

(including factors that led to housing instability), any existing support networks, and any steps the Participant has taken to attempt to find stable housing. The Successful Proposer(s) will use Motivational Interviewing to help Participants set goals and identify clear, simple action steps for achieving them.

Case management will look different for each Participant. Successful Proposer(s) will have flexibility to tailor the type and intensity of services to each Participant depending on such factors as age, the nature of their housing situation and the availability of natural supports. For example, one youth may need help obtaining an ID or completing housing applications, while another may need more intensive support to resolve a conflict with a family member. Given the wide range of situations Participants may be dealing with, it is critical that the Successful Proposer(s) have a strong network of reliable, youth-friendly community partners that can complement the services and resources offered by the Successful Proposer(s).

The “toolkit” of potential services is the same for both prevention and diversion under the Mobile Prevention and Diversion Program, and can include various problem-solving strategies and supportive services such as:

- Housing search and placement services (e.g., preparing housing applications, credit counseling, communicating with landlords, attending appointments)
- Connections to education, employment and other mainstream services
- Eligible legal costs
- Transportation assistance
- Short-term financial assistance, such as a one-time utility deposit, moving costs and other allowed costs under the HUD CoC Program Interim Rule

Proposer(s) should refer to the HUD CoC Program Interim Rule, Subpart D for a complete list of eligible costs for supportive services, available at <https://www.ecfr.gov/cgi-bin/text-idx?rgn=div5;node=24%3A3.1.1.3.9>.

Per HUD regulations, rental assistance is not currently an allowable expense for this Program type. Successful Proposer(s) will coordinate with the Allegheny Link to support Participants in accessing rental assistance through other sources when possible.

While the Mobile Prevention and Diversion Program is housing-focused, Successful Proposer(s) will also incorporate strategies to help youth connect to other supports needed to remain stably housed, including peer and community supports, education, employment, and health and wellness resources.

Follow-up services may be provided for up to six months after stable housing is achieved. Participants whose housing instability cannot be resolved through prevention or diversion services must be referred to Allegheny Link to reassess for more intensive services.

Successful Proposer(s) must have the capacity to provide services across Allegheny County. Should DHS select more than one Successful Proposer for Prevention and Diversion Programs, the Successful Proposers will be expected to work with DHS and the other Successful Proposer(s) to establish a coordinated service delivery model that avoids duplication of services; this may include designating geographical zones.

The Successful Proposer(s) will play an active role in DHS Youth Homelessness Case Conferencing Meetings and the YHDP Community of Practice.

2.3 Host Home Program

Overview

DHS seeks one Successful Proposer to provide a Host Home Program. Host Homes are private homes that volunteer to host youth in need of temporary placement and are associated with an agency that oversees programming. Host Homes offer youth a safe alternative to shelter on a short-term basis and are paired with supportive services provided by the agency. Host Homes may provide short-term respite for youth who choose to participate in family mediation with the intention of returning to live with family. They can also serve as a place to stabilize and connect to permanent housing options within the community or the Continuum of Care. Examples of Host Home programs and promising practices in other communities can be found on Point Source Youth's website at <https://www.pointsourceyouth.org/host-homes>.

DHS anticipates serving 10-15 youth per year in the Host Home Program during the two-year YHDP grant period.

Target Population

The target population for the Host Home Program is youth ages 18 through 24 who are experiencing homelessness or are at imminent risk of homelessness and need a safe, temporary and welcoming place to stay while they identify and secure permanent housing options. Host Homes may include families that are related to the Participant (referred to by HUD as Kinship Host Homes), families that are already known to the Participant or families that are unrelated to the Participant.

Recruitment and Intake

The Successful Proposer will outline a proposed plan for Participant recruitment and intake. (Note: As of the date of the issuance of this RFP, DHS has not yet determined Participant screening and referral requirements for the Host Home Program.) The Successful Proposer must be open to working with DHS upon selection to determine an appropriate strategy for coordinating with the Allegheny Link and to adjusting its proposed recruitment and intake process accordingly. For example, the Successful Proposer must be prepared to source and assess all Participants directly, to accept all Participant referrals from the Allegheny Link, or some combination of both approaches.

Any youth who is either a) under the age of 18, or b) age 18 through 21 and active with child welfare (for example, youth who have resumed care) must be referred to Allegheny County's child welfare office. Additionally, DHS may require the Successful Proposer to coordinate with child welfare in instances in which a formerly foster care-involved youth is age 18 through 21 and eligible to resume care but wishes to pursue participation in a Host Home.

Housing Services

The Successful Proposer will be responsible for securing short-term housing (up to six months) for Participants. The Successful Proposer must have a comprehensive strategy to recruit, screen and train families to serve as hosts. Host screening must be rigorous, including but not limited to: conducting background checks for all applicable household members (state and federal criminal background, child abuse and sexual offender registry), conducting interviews, collecting references, conducting home inspections and verifying that homeowners have all necessary forms of insurance. Host Home residences must provide a private bedroom with a locking door for the Participant. The Successful Proposer must ensure that all Host Homes are safe, welcoming, inclusive and affirming of young adults of all backgrounds, especially youth of color and LGBTQIA+ youth. Host Home training activities must include content related to Racial Equity, LGBTQIA+/SOGIE Standards of Practice, Trauma-Informed Care, Positive Youth Development and Mentoring.

The Successful Proposer must have a comprehensive and youth-centered process for matching Participants with appropriate Host Homes, facilitating introductions and getting-acquainted activities, establishing clear rules and expectations through Host Home Agreements, and assisting Participants with move-in costs (such as a Youth Welcome Kit). “Youth-centered” means that Participants have the final say in whether they will accept an offer to stay with a given Host Home. The Successful Proposer must make a good faith effort to find suitable Host Homes for each potential Participant.

Supportive Services

The Successful Proposer must provide ongoing, flexible support to all Participants throughout their stay in a Host Home. Core supportive services will include client-driven case management, transition planning, service coordination and follow-up services to ensure Participant’s exit to safe, stable housing. It is critical that case management and supportive services be provided by a professional staff member employed by the Host Home Program.

The Successful Proposer must include strategies to support Participants in the Host Home Program⁵ in achieving the following outcomes:

- Permanent connections to caring adults, peers, community networks or other natural supports (friends or chosen family)
- Progress toward education and/or employment goals
- Improved health and social-emotional well-being
- Development of life skills

Supportive services will begin with a strengths-based conversation at the time of enrollment. The Successful Proposer will use Motivational Interviewing to help Participants set goals and identify clear, simple action steps for achieving them. Case management will look different for each

⁵ As noted below, all requirements for Host Home Supportive Services also apply to RRH Supportive Services.

Participant, and the Successful Proposer will have the flexibility to tailor the type and intensity of services to each Participant.

The Successful Proposer will work with all Participants in the Host Home Program throughout their participation in the Program to reassess Participant strengths and goals, monitor progress toward goals, and assist Participants in identifying and connecting to interventions that support Participants' goals.

Eligible supportive services may include the following:

- Assessment of service needs
- Assistance with moving costs
- Case management, including family mediation and reconnections that increase housing stability
- Childcare
- Education services
- Employment assistance and job training
- Food assistance
- Housing search and counseling services
- Legal services related to securing/maintaining rental housing
- Life skills training
- Mental health services
- Outpatient health services
- Outreach services
- Substance use disorder treatment
- Transportation assistance
- Utility deposits

Proposer(s) should refer to the HUD CoC Program Interim Rule, Subpart D for a complete list of eligible costs for supportive services, available at <https://www.ecfr.gov/cgi-bin/text-idx?rgn=div5;node=24%3A3.1.1.3.9>

Proposers must clearly indicate which services will be provided directly by the Successful Proposer, by another agency under contract with the Successful Proposer through a referral to outside partners.

Support for Host Homes

The Successful Proposer will provide ongoing assistance for all Host Homes to problem-solve any challenges that arise and to support retention of successful volunteers. An important area of focus is establishing and reinforcing the role of Host Home volunteers; volunteers should be supported in their role as mentors and never be expected to substitute for professional case managers. Additionally, DHS is interested in Proposals that include peer-to-peer support for Host Homes, such as meet-up groups, mentoring or engaging current Host Homes in recruiting new volunteers.

2.4 Rapid Re-housing Program

Overview

DHS seeks one or more Successful Proposer(s) to provide a youth-dedicated Rapid Re-housing (RRH) Program, with the goal of helping youth experiencing homelessness to move as quickly as possible into permanent housing and achieve stability in that housing through a combination of rental assistance and supportive services. DHS is interested in funding new RRH Programs that incorporate several innovations proposed in the YHDP CCP:

- Building system capacity to support youth who wish to share housing with others
- Expanding collaboration between RRH providers and key education, workforce and community partners to increase youths' access to and participation in opportunities that support their learning and employment goals
- Creating intentional opportunities for peer-to-peer support and community-building
- Offering extended RRH rental assistance and supportive services when – based on demonstrated need – additional time will enable a youth to remain permanently housed

DHS anticipates funding 50-60 new, youth-dedicated RRH units each year during the two-year YHDP grant period, with approximately half of the units serving households with children and half serving single adults or households without children.

Target Population

The target population for the desired RRH Programs is youth ages 18 through 24 who are experiencing homelessness (HUD Categories 1 and 4) and whose risk assessment score indicates that RRH is the best strategy to help them achieve and maintain permanent housing.

Recruitment and Intake

All referrals to an RRH Program will be coordinated through the Allegheny Link based on the Participant's housing status and level of assessed risk. Successful Proposer(s) will be responsible for accepting a referral and quickly securing the Participant's appropriate housing placement. The average time from Participant enrollment to move-in will be 14 days or less.

Upon enrollment in an RRH Program, Selected Proposer(s) will conduct an initial intake assessment to identify Participant strengths, needs and goals.

Housing Services

As part of its proposed RRH program, Successful Proposer(s) will be responsible for providing housing and rental assistance for Participants. Successful Proposer(s) will have well-defined strategies for each of the following:

- a. Recruiting and working with landlords who are willing to rent to young people
- b. Identifying appropriate scattered site units and ensuring that rents are reasonable
- c. Assessing the suitability of scattered site units for habitation by RRH Participants

- d. Working with landlords and other service providers to ensure that Participants remain successfully housed and to facilitate their transition out of the RRH Program

All rental assistance will be for tenant-based scattered site units, meaning that Participants may locate the housing of their choice in the private rental market. If a Participant later moves into another suitable unit, the rental assistance may be applied to the new unit.

All RRH Program units must: 1) pass a housing quality inspection; 2) meet all requirements identified in the HEARTH Act, CoC regulations and the Fair Housing Act; and 3) meet Fair Market Rent and rent reasonableness standards. The Successful Proposer(s) must follow the rental assistance regulations for RRH, including having all leases in the name of the Participant. Further, the Successful Proposer(s) must ensure timely and accurate payment to the landlord on behalf of the Participant.

Length of Participation

To remain in an RRH Program, Participants must demonstrate that they continue to lack sufficient resources and support networks to retain housing without assistance. If Participants no longer require assistance through an RRH Program, they must be permitted to remain in the housing unit (if they choose) and assume full responsibility for payment of rent and utilities.

Per HUD guidelines, participation in an RRH Program may not exceed 24 months. However, local YHDP stakeholders recognize that some youth may be better served in an extended-length RRH Program. For example, a parenting youth who is working and attending school part-time may require rental assistance for a longer period of time to complete their education and find a job with livable wages. DHS will request an exception from HUD to extend the maximum length of stay to 36 months for YHDP-funded RRH Programs.

Should HUD approve this exception, Successful Proposer(s) may extend programming (including both rental assistance and supportive services) for certain Participants based on their need. Successful Proposer(s) must outline a thoughtful strategy for determining when a Participant requires additional rental assistance beyond 24 months. DHS expects that extended rental assistance will be limited to a small number of Participants so that RRH programs can serve as many youth as possible.

Shared Housing Considerations

DHS is interested in funding RRH Programs that offer Participants the choice to pursue single occupancy or shared housing depending on their individual needs and preferences. Shared housing refers to long-term living arrangements between two or more unrelated people who choose to live together as a way of sharing costs and building a community of support. Shared housing offers numerous advantages for younger adults, including increasing affordability of housing, built-in support from peers, buy-in from landlords and the ability to solve housing issues for multiple people at a time. Examples of shared housing strategies being implemented in other CoCs can be found here: <http://endhomelessness.org/wp-content/uploads/2016/07/shared-housing-as-a-solution-slides.pdf>

For the purposes of CoC Program eligibility, each household receiving rental assistance in a Shared Housing situation must have its own, separate lease with the property owner in order to be considered a separate household. Per the HUD NOFA for Programs receiving YHDP funding, rental assistance *cannot* be provided to a youth to reside in a unit occupied by its owner or occupied by a person with any interest in the unit if the youth is an immediate family member, defined by HUD as a parent, grandparent, sibling or legal guardian. YHDP rental assistance may be provided to a youth in a shared housing unit leased by a family if both the family and the youth are unrelated to the property owner or landlord.

Successful Proposer(s) must have clear strategies and the necessary infrastructure in place to facilitate shared housing, including but not limited to: identifying Participants' interest in shared housing and assessing whether it is a strong fit based on Participant preferences and needs; assisting Participants with identifying potential shared housing partners, either within or outside their existing social networks; assisting Participants with finding housing; helping Participants to establish clear rules and expectations through shared housing agreements; and offering mediation and support to Participants, shared housing partners and landlords when issues arise.

Supportive Services

As part of its Proposal for providing a RRH program, Successful Proposer(s) must describe how they will provide ongoing, flexible support to Participants for the duration of their time in the RRH Program, including offering client-driven case management, goal-setting, transition planning and supportive services to Participants.

The RRH Program and the Host Home Program have the same requirements for Supportive Services. Please refer to the "Supportive Services" subsection of Section 2.4, Host Home Program, above.

2.5 Performance Outcomes

As part of the provision of Program services described herein, Successful Proposer(s) will be responsible for tracking outcomes and meeting CoC performance standards. DHS's proposed performance standards for YHDP-funded Programs are listed below. These standards will be finalized by the YAB and YHDP Continuous Quality Improvement Committee before being included in the Agreement(s) with Successful Proposer(s). In addition to performance standards tracked in HMIS, Successful Proposer(s) will be evaluated based on Participant feedback.

Performance standards for all Programs:

- Program serves special populations including LGBTQIA+ youth (specific benchmarks TBD).
- 90% of Participants will exit to Permanent Housing Destinations⁶.

⁶ HUD-defined Permanent Housing Destinations (as defined by HUD System Performance Measures and Annual Performance Report specifications): 1) Owned by client, no ongoing housing subsidy; 2) Owned by client, with ongoing housing subsidy; 3) Permanent housing (other than RRH) for formerly homeless persons; 4) Rental by client, no ongoing housing subsidy; 5) Rental by client, with RRH or equivalent subsidy; 6) Rental by client, with Veterans Affairs Supportive Housing (VASH) housing

- 95% of Participants will identify permanent connections to caring adults, peers, community networks or other natural supports at time of exit from the Program.
- Fewer than 5% of Participants that exit from the Program to Permanent Housing Destinations will return to the homeless system within 6 months.

Additional performance standards for the Mobile Prevention and Diversion Program:

- 95% of Participants will have immediate access to prevention/diversion services (services initiated within 24 hours of referral)

Additional performance standards for the Host Home Program:

- Average time from enrollment to move-in date will be 30 days or less.
- 75% of Participants will maintain or increase employment, obtain a degree or credential, or be working toward a degree or credential.
- 85% of Participants will maintain or increase their income.
- 85% of non-employed Participants will maintain or increase non-cash benefits.
- 95% of Participants (and their children if applicable) will have health insurance.

Additional performance standards for the RRH Program:

- Utilization rate of units will reach or surpass 85%.
- Average time from enrollment to move-in date will be 14 days or less.
- 85% of Participants will maintain or increase employment, obtain a degree or credential, or be working toward a degree or credential.
- 85% of Participants will maintain or increase their income.
- 85% of non-employed Participants will maintain or increase non-cash benefits.
- 95% of Participants (and their children if applicable) will have health insurance.

2.6 Homeless Information Management System (HMIS)

Successful Proposer(s) will be responsible for participating in the Allegheny Link process and for entering all data into HMIS in a timely manner. All data must be submitted within three days for entry, annual and exit assessments. Victim services providers are not required to participate in HMIS, per HMIS regulations. However, victim services providers must have a comparable database to produce the required reports to HUD on an annual basis, per HUD 2016, 2017 and 2019 data specifications.

Successful Proposer(s)' HMIS data will be monitored for data quality and program performance on an ongoing basis. Additionally, data for all CoC-funded Programs are reported publicly on a quarterly basis in the CoC Performance Management Plan.

Successful Proposer(s) will be responsible for meeting the following data quality standards:

subsidy; 7) Rental by client, with Grant and Per Diem Transition in Place (GPD TIP) subsidy; 8) Rental by client, with other ongoing housing subsidy; 9) Staying or living with friends, permanent tenure; 10) Staying or living with family, permanent tenure

Completeness (# of fields less than 5% error/# fields)	100%
Timeliness for program entries	90%
Timeliness for program exits	85%

2.7 Budget

A 25% match from the Successful Proposer(s) is required to be documented for all line items except leasing. The match may be cash, through additionally raised funds, or in-kind. Match may not include CoC funding that a Proposer currently receives. If in-kind services are secured from another organization for this match, the organization must have a memorandum of understanding in place prior to the executed contract.

No more than 3.5% of HUD funds may be used for a Successful Proposer’s administrative expenses (e.g. staffing, computers, office supplies). Matching funds, cash and in-kind resources may be used for additional administrative costs.

Special Budget Considerations for the Host Home Program:

YHDP funds may be used to subsidize the increased costs to the Host Home that are attributable to housing the youth. Host Home subsidies are most commonly provided as a stipend paid by the agency to the host. The subsidies may be used to help offset the additional cost of food or transportation, or other eligible costs of the CoC Program under 24 CFR 578.53(e)(7). Utility costs are not a permitted program cost under the YHDP. Successful Proposer(s) must describe how subsidy costs will be determined.

Special Budget Considerations for an RRH program with Shared Housing

For Shared Housing provided under an RRH program, Fair Market Rate (FMR) will be adjusted to the Participant’s pro-rata share of the FMR for the shared housing unit size. For example, in the case of a single Participant who will occupy one bedroom in a four-bedroom house, the FMR used would be the Participant’s pro-rata share of the four-bedroom FMR (i.e.. ¼ of the four-bedroom FMR).

2.8 Staff Qualifications and Training

Successful Proposer(s) will provide highly qualified staff who have a deep understanding of youth development and can apply this knowledge to deliver effective strategies for youth-centered outreach, engagement, problem-solving, case management, service coordination and housing stabilization. The ability to cultivate positive relationships with youth is an essential competency for all staff who interact with youth. Successful Proposer(s) will hire diverse staff including individuals with lived experience with homelessness.

Successful Proposer(s) will have an organizational culture that embraces diversity and demonstrates cultural humility, respects youth voice and choice, and adopts a “do whatever it

takes” mentality to help young people overcome barriers. Additionally, Successful Proposer(s) will provide a supervision model that ensures that staff receive reflective supervision and offer empathetic and client-centered services.

Successful Proposer(s) must ensure that all paid and volunteer workers are trained on the core competencies of youth workers necessary to carry out the objectives and activities of the Program. These include but are not limited to:

- Assessment and Case Management
- Education and Employment Pathways
- Community Resources for Well-Being and Self-Sufficiency
- Harm Reduction
- Housing First
- Human Trafficking and Sexual Exploitation
- LGBTQIA+/SOGIE Standards of Practice
- Motivational Interviewing
- Positive Youth Development
- Racial Equity
- Safe and Ethical Practices
- Street Outreach and Intervention
- Trauma-Informed Care
- Worker Safety

Training elements can be delivered by DHS, by the Successful Proposer(s) or by a combination of the two, depending on the strengths and capacity of the Successful Proposer(s). Successful Proposer(s) will ensure staff participation in ongoing professional development.

2.9 Partnerships

DHS strongly encourages Proposals that demonstrate collaboration with partners to enhance or complement the Proposer’s ability to meet Program goals. This may include subcontracting with agencies that offer a key service component in which the Successful Proposer lacks expertise (such as family mediation) or establishing MOUs with referral partners that will provide services using other funding streams (such as employment training or childcare services).

Additionally, DHS and YHDP stakeholders recognize the critical importance of expanding homeless outreach and service efforts within communities of color, spaces led by LGBTQIA+ individuals and grassroots organizations that engage youth populations that experience disproportionate rates of homelessness. Proposers that do not have organizational expertise serving one or more priority youth sub-populations should ensure that their proposed staffing and/or subcontracting plan addresses these gaps.

Section 3: Proposal Requirements and Evaluation Criteria

Proposers are evaluated based upon the evaluation criteria described in detail below. Proposers must address their qualifications by responding to the specifically-requested items or questions in the Response Forms. For this RFP, multiple Response Forms are provided: one Main YHDP Response Form to be completed by all Proposers, and four separate Program Response Forms (one for each Program included in this RFP). All Proposers must submit one Main Response Form regardless of how many Programs are proposed, along with the specific Program Response Form for each Program proposed (i.e., if you are proposing only the Mobile Prevention and Diversion Program, you will submit the Main YHDP Response Form along with the Mobile Prevention and Diversion Program Response Form). If you are proposing RRH and Host Home, you will submit one Main YHDP Response Form, the RRH Program Response Form and the Host Home Program Response Form.

Proposers should download and type their responses directly into the relevant Response Forms available on the Active Solicitations webpage at www.alleghenycounty.us/dhs/solicitations.

Each Program will be evaluated and scored separately; please refer to each Response Form for further detail on scoring. The maximum score that a Proposal can receive is 135 points for each Program proposed: 45 points for the Requirements for All Programs and 90 for each proposed Program.

3.1 Requirements for All Programs (45 points)

Commitment to YHDP Vision and Principles (15 points)

- Unique qualifications to provide services to youth experiencing homelessness, including evidence of a positive track record in helping transition-age youth experiencing homelessness obtain safe, stable and reliable housing (5 points)
- An organizational culture that engages youth as leaders and decision-makers, including specific strategies that promote youth voice (5 points)
- A plan to ensure that the proposed Programs are delivered in ways that reflect the principles of Trauma-Informed Care, Positive Youth Development, Equity and Inclusion, and Housing First (5 points)

Organizational Experience and Staffing (30 points)

- An organizational and management structure that can support the proposed Program(s), including evidence of effective internal communication, external coordination and an adequate accounting system (5 points)
- Established crisis response systems, including the ability to provide compassionate and appropriate supports to youth experiencing a behavioral health crisis, violence or sexual exploitation (5 points)
- A reflective self-assessment of areas for organizational growth or improvement, including how Proposer plans to address them (5 points)

- Experience and demonstrated success in meeting standards for managing data with HMIS (or similar data management systems for Proposers who have not previously received CoC funding or who are victim services providers) (5 points)
- A strategy for hiring, training and retaining high quality, diverse staff with exceptional youth engagement skills (5 points)
- DHS Housing Analysts will perform a review of HMIS data to evaluate Proposers' data quality and performance outcomes, including an absence of any unresolved monitoring or audit findings for any HUD grants. Strong past performance and complete, accurate data entry are worth a total of five possible points (5 points)

3.2 Requirements for Mobile Prevention and Diversion Program (90 points)

Mobile Prevention and Diversion Program Strategy (50 points)

- A strategy for conducting outreach to identify youth at risk of or experiencing homelessness, including key partners and communication strategies (10 points)
- A strategy for ensuring rapid mobile response to youth once identified or referred for services, including appropriate locations for service provision and strategies to mitigate transportation barriers for youth (10 points)
- A strategy for assessing youth strengths and needs and providing direct services and referrals to help youth secure safe, stable housing. Additionally, a strategy for appropriate follow-up services to ensure youth remain stably housed (10 points)
- Strategies, including any relevant community partnerships and programming, to help youth achieve the following outcomes:
 - Permanent connections to caring adults, peers, community networks or other natural supports (5 points)
 - Progress toward education and/or employment goals (5 points)
 - Improved health and social-emotional well-being (5 points)
- An appropriate schedule for the proposed Program activities and a plan for effective and timely implementation of all Program activities (5 points)

Mobile Prevention and Diversion Program Staffing (10 points)

- A staffing plan for the Mobile Prevention and Diversion Program, including brief job descriptions and qualifications (10 points)

Mobile Prevention and Diversion Program Partnerships (15 points)

- A detailed plan for achieving Program goals through collaboration with partners, including collaborations with one or more grassroots and/or community-based nonprofit agencies that have expertise serving youth whose identities are often marginalized, or an explanation of how your organization fulfills these requirements. For partnerships, a clear indication of what role each partner will play, including services to be provided and the nature of your relationship with the partner (e.g., subcontract, MOU, referral partner) (15 points)

Mobile Prevention and Diversion Program Budget (10 points)

- A budget and accompanying narrative that reflects a realistic estimate of the costs associated with implementing the Program over a two-year period, including how the Proposer will effectively use funds to perform the scope of services within funding and time specifications. Additionally, completion of HUD budget charts and accompanying questions in Response Form (10 points)

Mobile Prevention and Diversion Program Match (5 points)

- A narrative identifying planned sources of required match, which may include in-kind or additional raised funds (25% match required for all line items except leasing), and completion of HUD Match Summary Chart in Response Form (5 points)

3.3 Requirements for Host Home Program (90 points)

Host Home Program Standards (50 points)

- An appropriate strategy for recruitment and intake of Participants (5 points)
- A strategy for recruiting, screening and training an adequate number of diverse Host Home volunteers to meet Host Home Program goals (10 points)
- A strategy for facilitating youth-centered matches between Participants and Host Homes, ensuring the mutual safety and comfort of Participants and Host Home volunteers and establishing clear expectations (5 points)
- A strategy for providing case management, support, transition planning and follow-up services to Participants (5 points)
- A strategy for providing support, technical assistance and financial assistance to Host Home volunteers (5 points)
- Strategies, including any relevant community partnerships and programming, to help youth achieve the following outcomes:
 - Permanent connections to caring adults, peers, community networks or other natural supports (5 points)
 - Progress toward education and/or employment goals (5 points)
 - Improved health and social-emotional well-being (5 points)
- An appropriate schedule for the proposed Program activities and a plan for effective and timely implementation of all Program activities (5 points)

Host Home Program Staffing (10 points)

- A staffing plan for the Host Home Program, including brief job descriptions and qualifications (10 points)

Host Home Program Supportive Services/Partnerships (15 points)

- A detailed plan for achieving Program goals through collaboration with partners, including with one or more grassroots and/or community-based nonprofit agencies that have expertise serving youth whose identities are often marginalized, or an explanation of how your organization fulfills these requirements. For partnerships, a clear indication of what role each partner will play, including services to be provided and the nature of your relationship with the partner (e.g., subcontract, MOU, referral partner) (15 points)

Host Home Program Budget (10 points)

- A budget and accompanying narrative that reflects a realistic estimate of the costs associated with implementing the Program over a two-year period, including how the Proposer will effectively use funds to perform the scope of services within funding and time specifications. Additionally, completion of HUD budget charts and accompanying questions in Response Form (10 points)

Host Home Program Match (5 points)

- A narrative identifying planned sources of match, which may include in-kind or additionally raised funds (25% match required for all line items except leasing), and completion of HUD Match Summary Chart in Response Form (5 points)

3.4 Requirements for Rapid Re-Housing (RRH) Program (90 points)**RRH Program Standards (50 points)**

- A plan for managing referrals from the Allegheny Link and ensuring participants are quickly connected to housing (5 points)
- A housing plan that supports Participants in identifying housing and eliminating housing-related barriers, including all service components described in the Rapid Re-Housing section of this RFP (10 points)
- A description of how Proposer will support Participants seeking to share housing with others, and how Proposer's organizational structure supports this (10 points)
- A plan for providing individualized case management, transition planning and follow-up services to Participants, including a rationale for determining which Participants qualify for extended program participation (5 points)
- Strategies, including any relevant community partnerships and programming, to help youth achieve the following outcomes:
 - Permanent connections to caring adults, peers, community networks or other natural supports (5 points)
 - Progress toward education and/or employment goals (5 points)
 - Improved health and social-emotional well-being (5 points)
- An appropriate schedule for the proposed Program activities and a plan for effective and timely implementation of all Program activities (5 points)

RRH Program Staffing (10 points)

- A staffing plan for the RRH Program, including brief job descriptions and qualifications (10 points)

RRH Program Supportive Services/Partnerships (15 points)

- A detailed plan for achieving Program goals through collaboration with partners, including with one or more grassroots and/or community-based nonprofit agencies that have expertise serving youth whose identities are often marginalized, or an explanation of how your organization fulfills these requirements. For partnerships, a clear indication of

what role each partner will play, including services to be provided and the nature of your relationship with the partner (e.g., subcontract, MOU, referral partner) (15 points)

RRH Program Budget (10 points)

- A budget and accompanying narrative that reflects a realistic estimate of the costs associated with implementing the Program over a two-year period, including how the Proposer will effectively use funds to perform the scope of services within funding and time specifications. Additionally, completion of HUD budget charts and accompanying questions in the Response Form (10 points)

RRH Program Match (5 points)

- A narrative identifying planned sources of match, which may include in-kind or additionally raised funds (25% match required for all line items except leasing), and completion of HUD Match Summary Chart in Response Form (5 points)

Section 4: How to Submit a Proposal

4.1 Submission Process

- a. Proposers should take time to review and understand the RFP in its entirety including:
 - The background (see Section 1: Why We Are Issuing this RFP)
 - The narrative (see Section 2: What We Are Looking For)
 - The requirements (see Section 3: Proposal Requirements and Evaluation Criteria)
 - The evaluation process (see Section 5: How We Will Evaluate Your Proposal)
- b. Proposers must use the Response Form to develop their Proposal. Type responses to each requested item directly into the Response Form. It is available at our Active Solicitations website with the RFP announcement at www.alleghenycounty.us/dhs/solicitations.
- c. Proposers must submit a complete Proposal, which includes the following attachments that are available on our Active Solicitations website:
 - Main YHDP Response Form
 - Program Response Form for each Program Proposed
 - MWDBE documents
 - Allegheny County Vendor Creation Form
 - Audited financial reports for the last three years
 - W-9
- d. Proposers should not send any attachments other than those listed above and on the Response Form.
- e. If a Proposer does not have audited financial reports for the last three years, then the Proposer may submit other financial documentation that attest to the financial health of the Proposer's organization. Tax returns are the preferred alternative. Please note that providing adequate financial documentation is a requirement of contracting through Allegheny County.
- f. Make sure to complete each section of the Response Form and to stay within any word counts or page limits that may be specified in the Response Form.

- g. **Proposals must be submitted electronically to DHSProposals@alleghenycounty.us no later than 3:00 p.m. Eastern Time on Friday, May 1, 2020 to be considered for review.**
- h. Please make sure to get your Proposal in before the deadline! If your Proposal is late, it will be rejected and will not be presented to the Evaluation Committee for review and scoring, as described in Section 5 below.
- i. You will receive an email when your Proposal is received. If you do not receive this notification within 48 hours of submitting your Proposal, please contact: DHSProposals@alleghenycounty.us.

4.2 How to Contact DHS about this RFP

- a. All inquiries and questions must be submitted via email to DHSProposals@alleghenycounty.us.
- b. All information about the RFP, including answers to questions, changes and clarifications will be posted at our Active Solicitations website at www.alleghenycounty.us/dhs/solicitations.
- c. Please be sure to check this website regularly for answers to questions, additional information or changes to the RFP or the RFP process.

4.3 Other Information

- a. **The issuance of this RFP does not obligate the County to enter into an Agreement with any Proposers. The County reserves the right to reject any and all Proposals.**
- b. Any Agreement originating from this RFP is subject to all of the Terms and Conditions specified in Section 6: Contract Requirements for Successful Proposers.
- c. Proposers are responsible for all costs related to the preparation and submission of a Proposal.
- d. Proposals become the property of the County and may become part of any subsequent Agreement between the Proposer and the County.
- e. Successful Proposal(s) will be posted online in the DHS Solicitations Archive after an Agreement has been fully executed by the County and the Successful Proposer(s).

4.4 Pennsylvania's Right-to-Know Law

Proposers should be aware that all documents and materials submitted in response to this RFP may be subject to requests for access to public records made pursuant to Pennsylvania's Right-To-Know Law (RTKL). Under the RTKL, records in the possession of a public agency like the County are presumed to be public records and the County may have to make documents and materials submitted by the Proposer available to a requestor after an award of an Agreement is made.

If the Proposer includes any information within its Proposal that the Proposer asserts is either a "trade secret" or "confidential proprietary information," as those terms are defined under the RTKL, the Proposer must include with its Proposal a written statement signed by an authorized representative of the Proposer identifying those portions or parts of its Proposal that the Proposer believes constitute a "trade secret" or "confidential proprietary information" and provide contact

information to enable DHS to contact the Proposer in the event that the County receives a Right-To-Know request for the Proposal. The Proposer shall have five (5) business days from date of receipt of any notification from the County to provide a written statement signed by an authorized representative of the Proposer explaining why the Proposal or any portion thereof is exempt from disclosure as a trade secret, confidential proprietary information or other legal reason. The County shall consider this statement in either granting or denying a request for public access to the Proposal or any portion thereof. The County will notify the Proposer of its decision whether to grant or deny the request either in whole or in part.

Section 5: How We Will Evaluate Your Proposal

Proposals will be evaluated by an Evaluation Committee convened by DHS. The Evaluation Committee will assign scores based on the evaluation criteria in Section 3: Proposal Requirements and Evaluation Criteria using the scale listed in Section 5.1 b.

5.1 Evaluation Model

The evaluation process will consist of the following steps:

- a. DHS will form an Evaluation Committee including subject matter experts from DHS, representatives from the YAB and HAB, and other external representatives.
- b. All Evaluation Committee members will individually review and score each Proposal. Each Evaluation Committee member will award points for each response on a Proposer's Response Form according to their expertise and best judgment of how the Proposal submitted by that Proposer meets the evaluation criteria in Section 3 using the following scale:
 - 0 – Not addressed in Proposal
 - 1 – Poor
 - 2 – Below expectations
 - 3 – Meets expectations
 - 4 – Exceeds expectations
 - 5 – Outstanding
- c. DHS will tally the average scores of the members of the Evaluation Committee and report a list of average scores to the entire Committee. The Committee will meet, consider the average scores and arrive at a consensus on which Proposer(s) can best provide the Contract Services in response to the RFP. The Committee will have the discretion to proceed as follows: (i) to recommend to the Director of DHS that a reduced number of Proposals be shortlisted for more extensive review through a formal oral presentation to the Committee; or (ii) to recommend to the Director of DHS that DHS request authorization for the County to enter into an Agreement(s) with the Successful Proposer(s).
- d. As described in c above, DHS, on behalf of the County, shall have the exclusive discretion to shortlist a reduced number of Proposals for more extensive review. In this case, DHS may request that shortlisted Proposers make a formal oral presentation to the Evaluation Committee in early June 2020. We anticipate the oral presentation will be held remotely via video conferencing. Each Committee member will individually score the oral presentation of the shortlisted Proposers using the following criteria and the scale outlined

in 5.1b. The maximum score that a shortlisted Proposer's oral presentation can receive is 15 points:

- Presentation demonstrates Proposer's ability to implement the proposed program effectively (5 points)
 - Proposer's answers to Evaluation Committee's questions (5 points)
 - Proposer's presentation is thoughtful and professional (5 points)
- e. DHS will tally the average scores of the Evaluation Committee and report a list of average scores to the entire Committee. The Committee will meet, consider the scores, and arrive at a consensus on which Proposer(s) can best provide the Contract Services in response to the RFP.
 - f. The Committee will submit its recommendation for award of an Agreement or Agreements to the Director of DHS for approval. The Director will in turn submit a request to the HAB and the YAB for approval to include the Successful Proposals in DHS's application to HUD.
 - g. At any time during the evaluation process, DHS may contact a Proposer to discuss any areas of the Proposal needing clarification or further explanation.
 - h. As part of determining Proposers' eligibility to enter into a contract with Allegheny County, all Proposers' financial audits or other documentation will be reviewed by DHS fiscal analysts to ensure Proposers' financial stability.
 - i. The County is under no obligation to award or enter into an Agreement with a Proposer as a result of this RFP. The County reserves the right to reject any and all Proposals.**
 - j. All Proposers will be notified of the County's final decision of which Proposer(s) will be awarded an Agreement.
 - k. Proposers not awarded an Agreement who are interested in receiving feedback regarding their submission may request a phone call at DHSProposals@alleghenycounty.us.

5.2 Other Requirements

For a Proposal to be eligible for evaluation, it must be:

- a. Received by the due date/time
- b. Properly formatted and include responses to all requested information
- c. Complete with all required forms and attachments

Proposals that do not meet the above requirements will be automatically rejected and will not be presented to the Evaluation Committee.

Section 6: Contract Requirements for Successful Proposers

In order to enter into an Agreement with the County, Proposers must be willing to comply with all contract requirements listed below and all standard terms and conditions contained in a County contract for provision of services to DHS and its offices. Additional details about contracting with

Allegheny County are provided in the [DHS Contract Specifications Manual](http://www.alleghenycounty.us/dhs/solicitations), available at www.alleghenycounty.us/dhs/solicitations.

Selected Proposers must agree to enter Program data into HMIS per HUD and Allegheny County CoC terms and conditions, must provide proof of ability to secure required grant match, and must agree to cooperate with DHS to complete the necessary documents for federal project submissions to HUD. Additionally, Selected Proposers must participate in the local YHDP Community of Practice.

6.1 Minority, Women or Disadvantaged Business Enterprise (MWDBE) Requirements

Allegheny County has MWDBE goals of 13% participation for Minority Business Enterprises and 2% participation for Women Business Enterprises and expects that Successful Proposers will make a “good faith effort” in assisting the County in meeting these goals.

- a. All Proposals must include either of the following:
 - If the Proposer is able to meet the MWDBE contract goals, a completed MWDBE Participation Statement and MWDBE Contact Information form is required. You must also attach the MWDBE certifications of the firms you intend to use with the Participation Statement.
 - If the Proposer requests a waiver from participating in the MWDBE contract goals, a completed MWDBE Participation Statement, MWDBE Contact Information form and MWDBE Waiver Request are required.
- b. MWDBE forms and resources can be found at www.alleghenycounty.us/dhs/solicitations:
 - MWDBE Forms
 - [MWDBE Participation Statement](#)
 - [MWDBE Waiver Request](#)
 - [MWDBE Contact Information form](#)
 - MWDBE Resources
 - [MWDBE Contract Specifications Manual](#)
 - [MWDBE Response Checklist](#)
 - [Guide for completing the MWDBE Participation Statement](#)
 - [Sample Diversity Policy](#)
 - [MWDBE Presentation for Proposers](#)
- c. For more information about MWDBEs, visit the [Allegheny County Department of Equity and Inclusion website](#).

6.2 HIPAA Compliance

DHS is a covered entity under the Health Information Portability and Accountability Act (HIPAA). Therefore, a Successful Proposer must comply with all HIPAA requirements.

6.3 Cyber Security

- a. Successful Proposers must meet the minimum computer specifications which begin on page 14 of the [DHS Contract Specifications Manual](http://www.alleghenycounty.us/dhs/solicitations), available at www.alleghenycounty.us/dhs/solicitations.
- b. All electronic devices must have sufficient security software and settings to minimize the risk of an information breach.
- c. Successful Proposers must also have policies in place to ensure that electronic devices are physically secure when not in use (e.g., locked in a vehicle trunk, password protected).

6.4 Equal Employment Opportunity and Non-Discrimination Requirements

By submitting a Proposal, a Proposer agrees to not discriminate against any employee, applicant for employment, independent contractor, client or any other person on the basis of race, color, religion, national origin or ancestry, sex, gender identity or expression, sexual orientation, disability, marital status, familial status, age (40 or over), or use of a guide or support animal because of blindness, deafness or physical disability.

6.5 New Provider Requirements

If awarded an Agreement, Successful Proposers who do not have current Allegheny County contracts will be required to complete the [DHS New Provider Application](http://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Prospective-Providers.aspx), available at <http://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Prospective-Providers.aspx>. While not required as part of your Proposal, Proposers may wish to review the requirements of this application.

Appendix 1

Allegheny County Coordinated Community Plan to Prevent and End Youth Homelessness

Vision

Our vision is a community in which all young adults are stably housed and have access to the supports they need to thrive in their transition to adulthood. We aim to dramatically reduce youth homelessness by implementing prevention strategies that consider the root causes of housing instability, as well as by proactively addressing early warning signs to avert or quickly resolve a housing crisis. We are committed to partnering with youth to design strengths-based services that prioritize youth's safety and wellbeing, honor youth voice and choice, respect youth's individuality, and foster positive relationships with adults and peers. No single organization or entity can end youth homelessness on its own, therefore we are committed to collaborating across diverse systems and communities to build the capacity and resources needed to create holistic, effective and sustainable solutions.

Guiding Principles

The following guiding principles were developed through visioning workshops with the Allegheny County YAB and the YHDP Leadership Council.

- **Safety and Well-Being** – Our community will prioritize the safety of young adults experiencing homelessness. We will hold one another accountable for serving youth in ways that foster their physical, emotional, psychological and social well-being, including adherence to the principles of Trauma-Informed Care.
- **Accessibility** – When a young person experiences a housing crisis, our community will quickly mobilize to offer low-barrier housing options. Embracing a *Housing First* philosophy, we seek to connect youth to permanent housing with no preconditions and to offer individualized and client-driven supports to help them remain stably housed.
- **Equity and Inclusion** – Our community will act with intention to identify and understand the disparities that exist for youth who are part of different social groups and to co-design culturally competent services and interventions to eliminate disparities.
- **Youth-Centered Practices** – Our community will ensure that all systems and programs supporting unstably housed youth adopt the principals of Positive Youth Development, with an emphasis on nurturing young people's strengths and communicating our high expectations for what they can accomplish in life. We will promote protective factors that are known to help youth overcome adversity, including access to caring adults and peers, a strong sense of self, and engagement in school and community activities.
- **Youth Voice** – Youth leadership will be an integral part of community decision-making, with adults and youth working in partnership to design programs, services and systems that prevent and end youth homelessness.

- **Youth Choice** – Our community will recognize that young adults have agency and the freedom to make their own decisions. Youth will be empowered to choose their own support networks and pathways out of homelessness. Service providers will seek to understand, encourage and support youth at each step along the way.
- **Collaboration** – We will prioritize collaboration among the many different systems, programs and communities with which youth experiencing homelessness interact. Together, we will work not only to keep young adults from falling through the cracks, but to help young people thrive.

Appendix 2

HUD Principles to Be Addressed in the Coordinated Community Plan

HUD required a YHDP Coordinated Community Plan to address how the following principles would be incorporated into the community's overall approach to preventing and ending youth homelessness as well as the individual interventions that support such an approach.

U.S. Interagency Council on Homelessness (USICH) Youth Framework and the Four Core Outcomes

The Coordinated Community Plan must demonstrate a commitment to the following principles of the USICH Framework to End Youth Homelessness published in 2012 and to its four core outcomes.

1. Stable housing includes a safe and reliable place to call home.
2. Permanent connections include ongoing attachments to families, communities, schools and other positive social networks.
3. Education/employment includes high performance in and completion of educational and training activities, especially for younger youth, and starting and maintaining adequate and stable employment, particularly for older youth.
4. Social-emotional wellbeing includes the development of key competencies, attitudes and behaviors that equip a young person to succeed across multiple domains of daily life, including school, work, relationships and community.

Special Populations

USICH, together with its partner agencies, has identified several special populations that are especially vulnerable to homelessness and experience homelessness, including pathways to homelessness, in ways that are distinct from the general population of youth. For these vulnerable and often overrepresented young people, there is a need for identification methods, infrastructure considerations, housing and service delivery that are specific to their needs. The Coordinated Community Plan must identify and address the local impact of homelessness on these subpopulations and specifically address how the system will meet the needs of lesbian, gay, bisexual, transgender and questioning (LGBTQIA+) youth; minors (under the age of 18), pregnant and parenting youth; youth involved with juvenile justice and foster care systems; and victims of sexual trafficking and exploitation.

Positive Youth Development (PYD) and Trauma Informed Care (TIC)

Both PYD and TIC are accepted best practices in housing and service delivery for youth, and include principles and service frameworks endorsed by many branches of the federal government, including HUD, the US Department of Health and Human Services (HHS) and the US Department of Education (ED). The Coordinated Community Plan must address how PYD and TIC will be incorporated into all aspects of the youth crisis response system.

Family Engagement

HUD believes that the best outcome for young people is to never have to engage with crisis response resources. Further, HUD believes that the best diversion and intervention strategy is to engage families, whenever appropriate, through community partnerships with organizations such as child welfare agencies, schools, youth providers and other community human services and homeless services providers. The Coordinated Community Plan must address family engagement strategies and services designed to strengthen, stabilize and reunify families. Potential services include family counseling, conflict resolution, parenting supports, relative or kinship caregiver resources, and targeted substance abuse and mental health treatment.

Immediate Access to Housing with no Preconditions

Housing is a cornerstone for meeting a multitude of basic needs necessary for success. Young people should be provided with rapid access to safe, secure and stable housing that meets their needs as quickly as possible, without the condition that they are ‘ready’ for housing. The Coordinated Community Plan must address how all youth will be offered immediate access to safe, secure and stable housing with no preconditions.

Youth Choice

The capacity for self-determination may be a critical factor in obtaining many positive outcomes for Transition Age Youth (Carter, Lane, Pierson, & Stang, 2008),[3], and is closely related to the principles of PYD. Consistent with federal policy, allowing youth to exercise self-determination is a youth-centered approach that values youths’ expressed needs, self-awareness and community knowledge. This youth-centered approach emphasizes youth choice in terms of the kind of housing youth need and the extent and nature of supports and services they access; it promotes presenting alternative options for youth who avoid programs with barriers like sobriety or abstinence. The Coordinated Community Plan must address how youth choice will be integrated into all aspects of the youth crisis response system, as well as individualized and client-driven supports. The Coordinated Community Plan must acknowledge that the needs of the young people to be served will be unique. Housing and support packages that help prevent and end homelessness among youth must recognize and respond to individual differences to serve them appropriately and efficiently. Communities must design the system flexibly to accommodate individuals with both high and low service needs, as well as the need for short-term or long-term supports. The Coordinated Community Plan must address how the youth crisis response system will provide individualized and client-driven supports.

Social and Community Integration

The goal of youth homelessness services should be a successful transition to adulthood, including the successful integration into a community as a positive contributing member. Accomplishing this requires the community to provide socially supportive engagement and the opportunity for youth to participate in meaningful community activities.

Coordinated Entry

Coordinated Entry processes are necessary components of a high functioning crisis response system and must be developed intentionally to incorporate youth. The coordinated community plan must address how the CoC will ensure that the coordinated entry process is youth-appropriate.