

Request for proposals

Consultant to lead the development of a Plan to Prevent and End Homelessness in Allegheny County, PA

Deadline for proposals:	March 18, 2016, 5:00 p.m.
Deadline for questions:	March 11, 2016, 5:00 p.m.
RFP release date:	February 12, 2016

The Pittsburgh Foundation
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Pittsburgh, PA 15222

Coordinated on behalf of:
Allegheny County Homeless Advisory Board

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A. Summary

The Homeless Advisory Board (HAB), is the “working board acting on behalf of the Allegheny County Continuum of Care” that, under the Hearth Act, has ultimate authority for all of the duties assigned to the Continuum of Care (CoC), including designating an Infrastructure Organization, an operator for the Homeless Management Information system (HMIS), and for planning (See the Governance Charter as well as the 2014 submission to HUD at:

<http://alleghenycounty.us/Human-Services/About/Advisory-Bodies/Homeless-Advisory-Board.aspx>).

On behalf of Allegheny County’s CoC, the HAB seeks the services of an experienced consultant to lead a community planning process that will result in a clear and strategic plan for preventing homelessness and, when homelessness does occur, rendering it “rare, brief, and non-recurring” (Laura Green Zeilinger, U.S. Interagency Council on Homelessness, 2014).

This RFP articulates the HAB’s aims for the plan, the planning process, and the qualifications of the consultant:

- *The plan* will set the direction for our community to follow in building a system that prevents homelessness, responds to crises compassionately and with high-quality, effective services, and

that dramatically reduces the length of time that any individual or family in the county experiences homelessness.

- *The planning process* not only will deepen partnerships and understanding among agencies in the homeless services and affordable housing system, it will engage people who are not traditionally part of local planning for the Continuum of Care. This includes: people who have experienced homelessness; employers, other business people and school representatives; and institutions (child welfare, health, behavioral health, and criminal justice institutions) from which families, youth, and adults too often are discharged without a place to live.
- *The consultant* who is selected will possess a strong understanding of the systems that are critical to preventing and resolving homelessness, of ways that traditional and other sources of funding can be integrated (so that all available resources can be applied to implementing the plan), and will possess a proven ability to frame key decisions and guide local leaders in selecting priorities for action and setting measures of accountability.

The consultant will report to the co-chairs of a high-level, ad hoc HAB planning committee. The HAB anticipates that the consulting engagement will begin in April 2016 and extend for up to nine months. The Pittsburgh Foundation, which is issuing this RFP on behalf of the HAB, will serve as the fiscal agent for this planning project.

B. Background

Need for a plan

Allegheny County, which includes the City of Pittsburgh, is part of a metro region with one of the lowest rates of homelessness per capita,¹ but it has recently begun to experience increases in its poverty rate, a decline in the stock of subsidized housing, and pressure on the private market from new city dwellers with higher incomes. The result is an affordable housing crisis that is on a path to getting much worse. “More very low-income renters spend more than half their income on housing in Pittsburgh (66 percent) than anywhere else” in Pennsylvania, New Jersey, or Delaware, the three states studied by the region’s Federal Reserve (2012 Affordability Analysis).

Housing providers already are seeing the effects of this shortage of housing in their lengthening waiting lists; and homeless services providers are finding that individuals and families are experiencing longer periods of homelessness and longer stays in shelters, as they wait for housing and services. Services are critical to pair with housing because, as in the rest of the country, homelessness in Allegheny County is tied not just to income but also to medical debt, health, behavioral health, and social needs:

- Of those who entered permanent supportive housing in Allegheny County, 14 percent were entering directly from a psychiatric hospital, de-tox or hospital.
- Of those who entered transitional housing, 10 percent were entering from a juvenile or criminal justice facility.

¹ Among the top 100 metro areas in the U.S, Pittsburgh is 82nd in the number of people who are homeless per 10,000 population. The rate is 9 per 10,000 individuals (Pittsburgh Metro), compared with cities like Los Angeles (44), Tampa (56) or Philadelphia (20) (National Alliance to End Homelessness, 2012).

- 35 percent of individuals who are homeless report that they have a physical or behavioral health-related disability (Allegheny County Department of Human Services (DHS)).

Unfortunately, the county currently has funding to provide housing-plus-services to only a share of those who need this form of housing, so homeless assistance has become critical for them. Within the homeless system, however, there can be variability in quality and in the experience of consumers. (Interviews with people who have used the system showed positive experiences, but at least some have found the homeless system difficult to manage or understand, to have program criteria that created barriers to their participation, and who expressed that they did not feel respected by some providers (Horn, Whitehill and Yonas: Homeless in Allegheny County: The Client Experience, January 2015).

None of these issues—affordable housing, homelessness system weaknesses, or ensuring quality—can be solved in isolation. Understanding what this community can do to prevent and quickly resolve homelessness requires a strategic planning effort that uses information and guidance to understand the current systems, choose priorities, set bold goals, and then align our resources to take the system in a better direction.

Local system

A number of government organizations, authorities, and nonprofit groups in Allegheny County receive funding to prevent homelessness, provide homelessness assistance, and expand affordable housing. Table 1 lists many of these providers. (It is not all-inclusive—for example, it does not encompass the funding for housing that is available through the behavioral health system, foster care/independent living, jail, or hospitals.)

Table 1. Homelessness and housing agencies in Allegheny County

Homelessness		
<i>Source</i>	<i>Program</i>	<i>Agency</i>
HUD	Continuum of Care (detailed in the section that follows)	DHS
HUD	Emergency Solutions Grant (ESG) <ul style="list-style-type: none"> • Street outreach • Emergency Shelter • Homeless prevention and Rapid Re-housing 	Allegheny County Department of Economic Development; City of Pittsburgh
HHS (ACF)	Runaway and Homeless: <ul style="list-style-type: none"> • Street Outreach • Transitional Living Project 	FamilyLinks
HHS (SAMHSA)	Projects in Assistance to Homelessness (PATH)	DHS, Operation Safety Net, Bethlehem Haven, Community Human Services, Three Rivers Youth
FEMA	Emergency Food and Shelter program	United Way
PA DHS	Homeless Assistance Program	DHS
VA	Grants in per diem	Veterans Place, Shepherd’s Heart
VA	Supportive Services for Veterans’ Families	Soldier On, Veterans Leadership Program of Western PA
HUD/VA	HUD/VASH Vouchers	Housing Authority of the City of Pittsburgh (HACP), Allegheny County Housing Authority (ACHA)

DOJ	Domestic violence shelters	Center for Victims, AlleKiski Hope Center, and Womens Center and Shelter
DOE	Homeless children in schools	Allegheny Intermediate Unit
HUD	Housing Opportunities for People With AIDS (HOPWA)	City of Pittsburgh, Jewish Healthcare Foundation
Affordable housing		
<i>Source</i>	<i>Program</i>	<i>Agency</i>
HUD	Public Housing; Section 8 Vouchers	HACP, ACHA, McKeesport Housing Authority
PHFA	Low Income Housing Tax Credits	DHS
PA DHS	Deep Rent Subsidies (through PA Human Services Block Grant)	DHS
HUD	Community Development Block Grant	City of Pittsburgh, Allegheny County

About the local Continuum of Care (CoC)

When people in Allegheny County need housing because of homelessness, they can call the coordinated intake number at the Allegheny Link that is part of DHS (or they may be directed to the Link by another organization, including the region’s hotline for human services, PA 2-1-1 Southwest). The Allegheny Link staff began providing coordinated intake for the homeless/housing system in March 2015 and they now use the VI-SPDAT² to conduct assessments of the callers’ risks, needs, and potential for diversion (e.g., living with family and friends or mediation with landlords). They then help callers access the most appropriate resources from within the local continuum of care, based on the urgency of their need for housing/shelter. The Link connects people with resources including prevention and diversion, permanent housing, permanent supportive housing, transitional housing, and shelter by referring clients directly to providers through an automated system. It also maintains waiting lists of people by the types of services they need and it calls clients when they are nearing the top of the waiting list. Although it is disheartening to know that, on any given day, the county’s waiting list for emergency shelters exceeds 190 people, the content of the Link’s waiting list (number of people, by vulnerability/need, by type of service they need) is valuable in understanding the largest gaps in the system.

Appendix 1 provides information for each of the general categories of CoC services and the “flow” of individuals and families across the continuum. The table that follows provides a general sense of the capacity of the homeless system’s services:

² This is the Vulnerability Index-Service Prioritization Data Assistance Tool, a validated instrument for determining the severity of clients’ needs and triaging them to the most appropriate levels of care, which may include rapid rehousing, permanent supportive housing or shelter. Applying this tool during clients’ calls to coordinated intake helps make sure that people with the highest needs are getting services before those with lower needs.

Table 2. Subset of Indicators of CoC capacity

Emergency shelter	384 beds (singles and families) 2,235 people used these beds 81% average annual utilization rate
Transitional housing	894 beds (singles and families) 2,023 people used these beds 97% average annual utilization rate
Permanent supportive housing	1,652 beds (singles and families) 2,32 people used these beds 98% average annual utilization rate

Sources: 2015 AHAR Report for period covering 10/1/14 – 9/30/15

The CoC in Allegheny County is enhanced by its Infrastructure Organization, local innovations, and other initiatives:

The CoC's Infrastructure Organization, DHS

Allegheny County DHS is the CoC Infrastructure Organization and the local lead agency for Low Income Housing Tax Credit projects, with approximately \$23 million annually in funding for housing and homelessness prevention and intervention services. DHS also is responsible for most of the publicly-funded human services in the county. With over \$800 million in state, federal and county funds (for drug and alcohol, behavioral health, child welfare, family support, aging, housing/homeless, juvenile justice and reentry services), DHS has achieved greater integration of these funding streams and their programs, improved referrals across systems, and coordinated service planning and delivery. It recently developed three strategic initiatives for ensuring that homeless and housing services are both coordinated and using their funding in concert:

- Using creative and collaborative means to increase the number of affordable housing units available to DHS consumers (e.g., planning with housing authorities, community development corporations, landlords and developers).
- Diverting individuals from entering the homeless services system and providing preventive services to help at-risk individuals avoid homelessness (e.g., expanding services that meet the housing needs of youth aging-out of human services systems).
- Standardizing, evaluating, and coordinating homelessness services across the system, including DHS offices and service providers (e.g., developing and implementing standards of care with contracted providers and DHS staff).

Mirroring its work of integrating funding and services, DHS also has linked many sources of information. The Homeless Management Information System (HMIS) is part of the “data warehouse” that provides Allegheny County with the capacity to answer questions such as, “What share of people in the homeless system have used behavioral health services?” and “Are youth in foster care receiving evidence-based prevention services?” Allegheny County is in the minority of counties that integrate HMIS with other health and human services data.

Local innovations in services

- Section 8: Allegheny County DHS has negotiated with the Housing Authority of the City of Pittsburgh for 200 Section 8 vouchers and with the Housing Authority of Allegheny County for 50 of these vouchers—for those clients who have successfully completed the services that are part of their transitional supportive housing (TSH) or permanent supportive housing (PSH). As these individuals move into subsidized housing through this opportunity, it opens TSH or PSH to more people in the county who need it.
- Diversion: Allegheny Link staff actively seek to divert individuals and families to safe options outside of the homeless system—mediating with family members over the telephone, calling landlords, and when required, engaging a local agency (Community Human Services) to meet with clients face-to-face to assist them in obtaining the resources they need to be able to live in good stead with family and friends and prevent evictions.
- Eviction prevention: As part of this prevention/diversion approach, DHS has developed a program for clients in subsidized housing. If the client agrees to pay one-half of the rent that is in arrears on a payment plan, DHS will pay the other half, and the housing authorities agree to not move forward with an eviction. Funding for this program is from the PA Human Services Block Grant.
- The U.S. Department of Housing and Urban Development (HUD) and U.S. Department of Health and Human Services (HHS) selected Allegheny County as a site for the development of an “H2 Action Plan.” With technical assistance provided by the federal government, Allegheny County DHS and the county’s medical and housing providers have developed a plan to meet both the healthcare and housing needs of some vulnerable individuals.

Initiatives to preserve and expand affordable housing

In addition to the affordable housing programs listed in Table 2, other affordable housing efforts have been building partnerships to enhance housing in the city and county:

- The Mayor and City Council of the City of Pittsburgh appointed an Affordable Housing Task Force that is working to develop policies to maintain and increase the supply of affordable housing in the city (e.g., inclusionary zoning and subsidies for publicly-funded housing).
- The Local Housing Options Team (LHOT), a group of service providers, landlords, and developers, is seeking creative ways of increasing the supply of affordable housing and clients’ access to it. Allegheny County DHS coordinates this group.
- The Housing Connector, a new initiative, will be piloting and bringing to scale innovative programs that will help expand the pool of available housing for people with disabilities.
- The Housing Alliance is increasing the number of small and mid-sized landlords who are offering apartments to veterans, individuals with disabilities, and other consumers.

C. About the Homeless Advisory Board (HAB)

The HAB is a public-private partnership that is Allegheny County’s community-based homeless assistance planning network (first appointed as a formal advisory board by the Allegheny County Executive in 2005 to advise the City of Pittsburgh, Allegheny County, the City of McKeesport and the Municipality of Penn Hills on implementing their 10-Year CoC Plan). The members of the HAB include housing and homeless service providers, consumers, representatives of government, philanthropic organizations, and faith-based organizations, members of the local academic

community, and business people, including developers. Allegheny County DHS, the Infrastructure Organization for the CoC, staffs the HAB and provides training and technical assistance.

The HAB has several standing committees (executive, CoC program, data and planning, homeless outreach coordinating, and communication and education committees). It also includes the ad hoc committee formed to develop the strategic plan as well as affiliate groups, including the Local Housing Options Team, Veteran’s Boot Camp Committee, Health and Housing Committee, Homeless Education Network, Unaccompanied Youth Task Force, and Employment and Training Advisory Board. The work of these affiliate groups “is of critical importance to the CoC and integrated into the HAB’s planning capacity. Their members are represented within the CoC, and the HAB includes their work in CoC meeting agendas as well as (those of) ad hoc committees, when appropriate” (Governance Charter).

D. The reason for this RFP

Municipalities, nonprofits, and volunteers in Allegheny County have made strides forward in improving the efficiency of their systems (for example, through coordinated intake) and in seeking solutions to opening the capacity of the current system (such as through Section 8 set-asides), but the HAB sees several very important issues that will prevent Allegheny County from reaching the goal of preventing homelessness and making certain that any instance of it is rare, brief, and nonrecurring:

- “Homelessness services” and “affordable housing” are fairly separate systems, without joint planning, shared priorities, or connected funding.
- These systems have relied upon a traditional pool of resources when this is a community issue that merits more volunteer time, additional leveraged funds, and creative financing mechanisms.
- Investments in prevention services (which save multiple times the amounts spent) are negligible, in part because these have not been HUD priorities.
- Homelessness prevention by other systems, such as hospitals, juvenile justice, and foster care, has not been fully part of local planning. Other cities have looked directly to those systems to be responsible for planning discharge to permanent housing, rather than expecting the homeless system to respond, for they recognize that people in all of these systems are often the same individuals and families.
- Housing First is a philosophy, but it is not reflected in the area’s allocation of resources, its expectations of providers, or its program mix.
- The community is not fully exploring alternatives to encampments and shelters because of its tolerance for the relatively small number of street homeless and chronic shelter users.
- The system needs to align its resources with its priorities. This includes ensuring that:
 - o The homeless and housing system has the right mix of services (for example, permanent housing and permanent supportive housing, rapid rehousing, transitional housing, shelter, and other components), for the right populations (including singles, families, victims of domestic violence, people with HIV/AIDS, Veterans, people who are chronically homeless, and unaccompanied youth).
 - o It locates these resources in geographic areas where the need is greatest, addressing or considering the transportation constraints that have affected low-income people throughout the city and county.

- This system is accountable for its quality, cost-effectiveness, and adherence to best practices.

Allegheny County needs to set important goals in a bold and compelling plan—creating the beacon this community needs to prevent and end homelessness.

E. Project scope of services

HAB is seeking a consultant to lead Allegheny County in developing a strategic plan for preventing and ending homelessness. The project has four main elements:

1. **Designing the planning process** so that it:

- Engages funders and decision makers, consumers, and staff of local government, civic, nonprofit, business, schools, faith-based and other organizations who have important information to share about how the system currently is working, models/best practices to consider applying locally; and who also are key to implementing the plan.
- Learns from planning participants about needs/gaps and program performance; and informs them about local and national data on best practices and community support.
- Is driven by information: the experiences of people who have used the system; data on consumer needs for housing and other services; and the supply of housing and other services.
- Identifies opportunities that can be leveraged, including funding and volunteer resources in the housing, homelessness, health care, human services, and private sectors.

2. **Preparing a strategic plan** for preventing and reducing/ending homelessness that includes a clear plan for implementation:

- The plan will articulate a shared vision for the affordable housing and crisis response system in Allegheny County; and describe the community's level of commitment to Housing First.
- It will set bold, clear, and measurable goals that encompass:
 - Prevention by other systems and institutions
 - Front-door prevention and diversion
 - Crisis resolution
 - Rapid Rehousing and progressive engagement
 - Permanent housing, including PSH
 - Expansion and preservation of affordable housing
 - Public policy improvements
- The plan will be built upon:
 - An assessment of local needs by geographic area and type of services needed. (This will include assisting Allegheny County DHS in identifying the best housing supply/demand tool to use for planning and tracking purposes.)
 - Evidence-based practices

- The plan will:
 - Explain the national and state context and the opportunities (e.g., new federal programs or state legislation) and how Allegheny County will address local needs through those opportunities.
 - Establish priorities for the system and specify the resources to be allocated for each priority.
 - Establish the metrics that the HAB can use to track progress and measure the impact of the homeless prevention and crisis response system. These metrics should move beyond the measures typically required of CoCs.
 - Include an integrated budget, with the sources and uses of funding specified, as well as leveraged resources.
 - The plan will include a feasible implementation plan that leverages talent and resources in this community; and that identifies the tasks, the timeline for each, and the individuals and organizations responsible for each task.
3. **Leading the planning process** in a way that builds understanding of the need for a strong action plan and deepens partnerships, thereby helping to motivate and propel forward those organizations and individuals who are important to accomplishing the plan. This will require:
- Establishing a respectful, inclusive planning process.
 - Regular communication with participants, beginning with what they can expect during the planning period.
 - Problem-solving as confusion or conflicts arise.
4. **Recommending an implementation infrastructure.** The consultant also will recommend the structure responsible for ensuring that the strategic plan is fully implemented; and the methods for accountability to the CoC and the community at large.

The consultant's primary deliverables are:

- Written planning process provided to the HAB within 2 weeks of completing the contract with The Pittsburgh Foundation.
- Written strategic plan (as outlined above).
- Communications to ensure coordination and partnerships. The HAB ad hoc planning committee and the consultant will establish regular communication meetings/calls; and expect a regular schedule of communication with the individuals and organizations involved in the planning process and with the DHS analytical team (see section that follows; and Appendix 2).
- Recommendations to DHS staff on their use of existing supply/demand tools.
- Written implementation plan that identifies the tasks for achieving each priority, the timeline for each, and the individuals and organizations responsible for each task.

Resources available to the consultant

Allegheny County DHS will provide assistance to the consultant in data analysis; and the HAB has retained an individual to assist the consultant by providing local project coordination, if the consultant requires a Pittsburgh-based assistant. (Please see Appendix 2 for detailed information about what the consultant can expect from these two resources.)

F. Qualifications

The HAB is seeking a seasoned consultant with these qualifications:

- Experience in successfully charting and leading a planning process that builds a shared understanding of what needs to be done to prevent and reduce/end homelessness in a community or municipality.
- Experience in gaining the buy-in of leaders and the insights of consumers, providers, and others in the housing and homeless services system.
- Expertise in the national and state context—the current and anticipated priorities for programs and funding among federal and state agencies.
- An understanding of innovative tools that Allegheny County can incorporate in its planning and implementation.
- An ability to clearly frame decisions and lead organizations in an informed process of selecting priorities (e.g., priority populations to serve, the mix of services).
- Experience in weaving-together funding sources, including leveraging resources from systems other than housing and homelessness.
- An understanding of current evidence about what works in the housing and homelessness field(s) and for specific populations.
- Demonstrated ability to communicate clearly, prevent and resolve issues, and organize complex projects.
- Ability to write very well and to develop clear, concise plans.

G. Contract and payment

The selected consultant will be asked to enter into a formal agreement with The Pittsburgh Foundation, with the terms of a payment schedule to be negotiated. The Pittsburgh Foundation, on behalf of the HAB, may choose to negotiate the scope of the project. The final contract is subject to the approval of The Pittsburgh Foundation.

H. Proposal instructions

Deadlines

The deadline for **submission of proposals is March 18** at 5 p.m. All proposals **must be emailed** to: Jane Downing, Senior Program Officer, The Pittsburgh Foundation. Email: downingj@pghfdn.org

The deadline for **questions** is March 11 at 5 p.m. Please email any questions to: downingj@pghfdn.org

Proposal format

Proposals must be organized to provide the following information, in this order, **within 10 pages**. The page limit excludes the required Attachment (resumes).

1. Contact information

Include the following on the first page of your proposal:

- Organization name
- Total fee for the project
- Name, address, telephone number, and email of the individual or firm. If a firm, provide the name and title of the individual authorized to negotiate contract terms and make binding commitments. Identify each person's role and responsibilities.

2. Narrative

A. Experience (50 points)

- Provide the names of all personnel (including all firms, contractors, and associated personnel partnering in this project) who will be assigned to work with HAB, including their education and previous professional experience on projects of a similar size and scope.
- Describe your planning experience in housing and homelessness, including:
 - The processes you have found to be effective
 - Your approach/philosophy of planning
 - One or two detailed examples of how this process has worked at the local level. Include dates and agencies.
- Describe your experience in building coalitions. Include dates and agencies.
- Describe your experience in working with/within housing and homelessness organizations or community development entities. Include dates for this cited experience.
- Include weblinks to at least one work product that illustrates your ability to meet the qualifications for this project.
- References. Please provide a minimum of two complete references, including:
 - Name, title, address, phone number, and email
 - Three-line description of a project that the firm/consultant has completed for this client (or which is currently in process)

B. Approach to achieving deliverables (40 points)

- Based upon your understanding of the goals outlined in your scope of work, describe in detail the planning process you would use to achieve those aims; and describe each of the deliverables you will provide to the HAB.
- Identify the project's milestones; time schedule.
- Identify the amount of time at each stage you would project working in the Pittsburgh area (vs. remotely); and the approach that will make efficient use of the consultant's time in Pittsburgh.

C. Budget/Fee Proposal (20 points)

Please provide a detailed budget and budget narrative that explains how you calculated each cost that comprises the total bid.

(Please see Appendix 2 for the resources available to the consultant selected—to avoid including these in your bid.)

3. Attachment (required)

Please limit the Attachment to only the following:

- Resumes for those staff who will be assigned to this project (listed in section A of the proposal). Limit resumes to no more than 2 pages each. These do not count against the 10-page proposal limit.

I. Selection process

Each proposal received on or before the deadline will be fully reviewed by an evaluation team of the HAB that will apply the following criteria in scoring proposals:

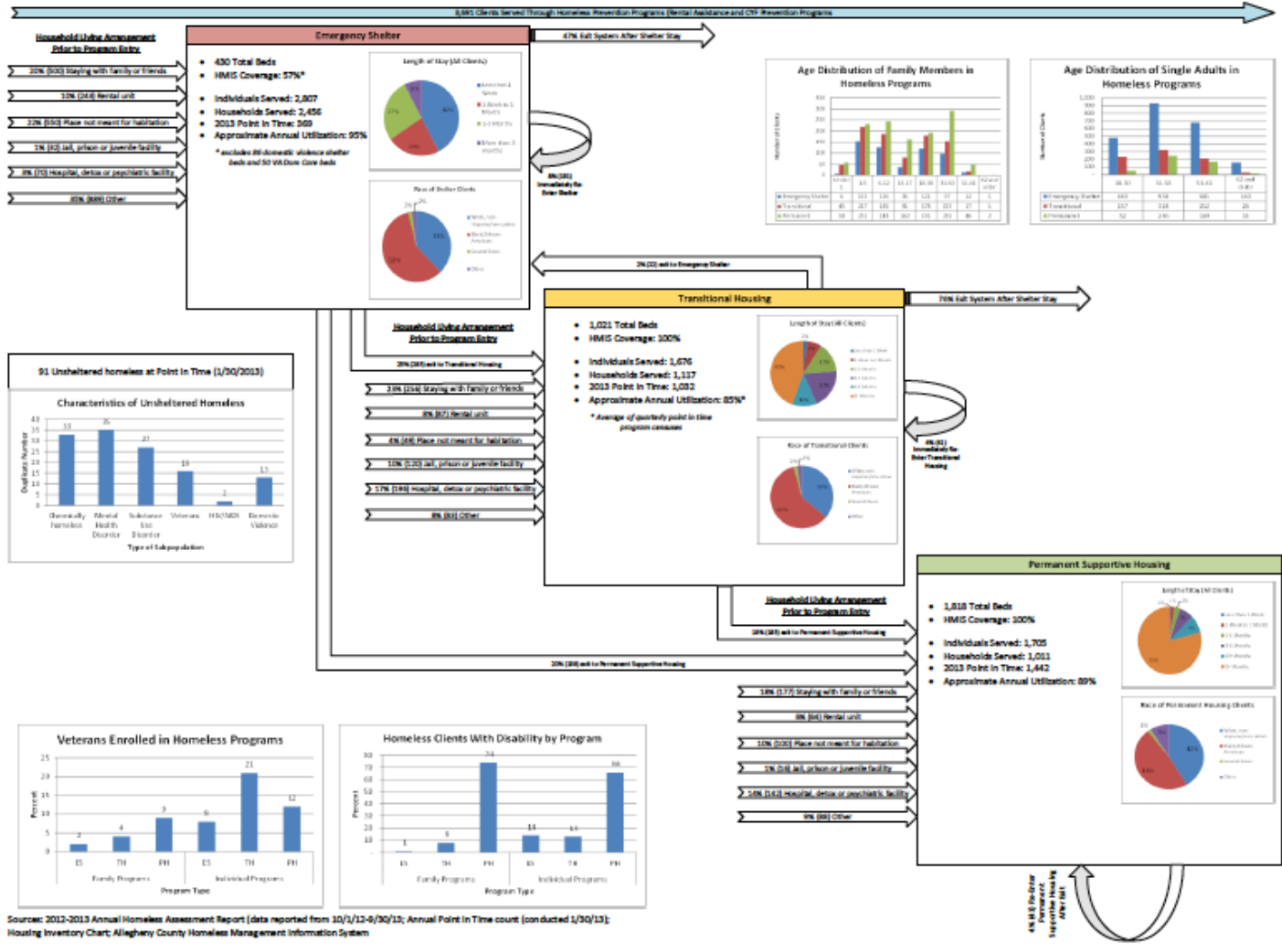
<i>Criteria</i>	<i>Maximum number of points</i>
Experience and qualifications of personnel to be assigned to the project, as indicated by: <ul style="list-style-type: none">- Experience in successfully leading community-engaged planning processes for a housing/homeless system that result in quality plans- Quality of work product(s)- Record of performance, including references that confirm the consultant's leadership and project management abilities	50
Approach: <ul style="list-style-type: none">- Plan of work that is reasonable, given local needs, and meets project goals- Methodology for engaging broader community in planning process- Reasonableness of proposed time schedule	40
Budget: <ul style="list-style-type: none">- Reasonableness of budget, given project scope	10
Total Points	100

The HAB's planning team will use this scoring system to identify a short list of consultants who meet its qualifications. It will then conduct interviews with each of the individuals/firms on this list and select the consultant.

Appendices

Appendix 1: Homeless system map

Allegheny County Homeless System Map (2012 – 2013)



Source: 2012-2013 Annual Homeless Assessment Report (data reported from 10/1/12-9/30/13; Annual Point in Time count [conducted 1/30/13]; Housing Inventory Chart; Allegheny County Homeless Management Information System

Appendix 2: Resources available to the consultant

Allegheny County DHS will be available to:

1. Assess Current Need: Using data from HMIS, DHS Data Warehouse, Point in Time surveys, calls to the Allegheny Link coordinated intake line, SPDAT scores, 2-1-1 referrals, and other sources, DHS will assess the number of people experiencing or at risk of experiencing a housing crisis, including the chronically homeless, veterans, families with children, unaccompanied youth and older adults. More limited data will be included on victims of domestic violence, LGBTQ youth and refugees/immigrants. If there are questions about need that the quantitative data cannot answer, DHS is prepared to undertake focus groups with sub-populations to better understand their needs.
2. Map Existing Resources: DHS will document all homelessness programs in the county (e.g., Continuum of Care, emergency shelters, and programs for veterans, victims of domestic violence, unaccompanied youth, LGBTQ) by type of program, location, # of units/beds, # served annually, and sources of government funding (at this point, private funding for individual programs is not included). DHS also will document services available in the county that are directly related to preventing homelessness (e.g., rental assistance, utility supports, legal/eviction assistance).
3. Supply/Demand: Using the data above and the online SWAP tool, DHS can provide some assessment of the supply and demand and help to identify gaps in the homeless system.

Role of Pittsburgh-based Project Coordinator:

Anticipating that the consultant will need Pittsburgh-based coordination, The Pittsburgh Foundation will retain an individual in the Pittsburgh area who will provide the consultant with the following support to the project, under the consultant's direction; if the consultant already has an individual on staff who is located in Pittsburgh, this arrangement will be negotiated after the selection process is completed:

- Support the leadership team by organizing its meetings, preparing agendas and meeting summaries, identifying action items, and tracking and reporting on the project's progress in meeting its timeline and broader goals.
- Organize, facilitate, and document group meetings with key local constituents, which the national consultant can use to prepare the strategic plan. The national consultant and the local planning leadership team will identify these individuals and agencies. At a minimum these will include funders, homeless/housing providers, HAB members, and existing housing/homeless committees and task forces.
- Convene meetings to elicit the experiences of people who have faced housing crises and gather their ideas for preventing and ending homelessness. The local consultant will document this information for the national consultant to use in preparing the strategic plan.
- Assist the consultant in securing additional local information that is important in crafting the strategic plan.