RFP Response Form

U.S. Department of Housing and Urban Development (HUD) 2016 Reallocation Funding for Permanent Supportive Housing and Rapid Re-Housing Programs

REQUIREMENTS

The maximum score a Proposal can receive is 105 points for a Permanent Supportive Housing (PSH) Program and 105 points for a Rapid Re-Housing (RRH) Program. Please respond to the questions in the following sections:

All Proposers must complete this section once:
    A. Organizational Experience (40 points)
Proposers may complete one or both of the following sections; each proposed Program must be unique:
    B. Permanent Supportive Housing Program (65 points)
    C. Rapid Re-Housing Program (65 points)

A. Organizational Experience (40 points). Complete this section only once, even if you are proposing multiple programs. Your response to this section should not exceed 10 pages.

1. Describe your organization's experience providing housing and supportive services. If you currently run any housing programs, please complete the chart below.

    Since its beginning in 1979, HOPE's mission included assisting individuals in securing safe housing. When HOPE's shelter opened in 1990, it refined its skills and focus to move participants quickly from shelter to safe, permanent housing. Then, responding to complex needs of some participants, HOPE opened its transitional housing program in 2002. This program allowed participant to benefit from intensive support of a site-based option. The following year, HOPE began its SSO program (which was always described as transitional housing without the house). These services specifically focused on permanency and self-sufficiency. However, it represents HOPE's first opportunity to engage in activities akin to "housing-first". Under HOPE's SSO model, advocates worked intensively with participants to secure permanent housing. Once achieved, advocates provided case management and service coordination to assist participants in achieving self-sufficiency and stability. For more than a quarter of a century, HOPE has engaged in continuous revision and change to provide services that are relevant and revolutionary for the individuals it commits to serve. The success of HOPE's mission and vision is reflected in the successes of the individuals who have participated in programs and services   During the initial screening and assessment, HOPE advocates provide information and resources to participants about services within HOPE's delivery system and the community that intend to create a path to self-sufficiency and permanency. These include employment resources with retention and advancement components, education and training opportunities, and financial empowerment strategies, and life skills. They are predicated on the belief that our society is one in which "money is power."

    With the understanding that safety and stability is the cornerstone to building self-sufficiency, HOPE directs advocacy efforts to connecting participants with safe and affordable housing options. To this end, HOPE participates with housing alliances and taskforces in. In addition, HOPE cultivates relationships with housing authorities to establish and deliver domestic violence preferences for public housing and Section 8 vouchers for those who can benefit. These efforts have translated into the outcome of more than 80% of survivors who seek it - achieve permanent housing prior to their exit from

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HOPE's shelter program. To positively influence permanency, HOPE cultivates and maintains relationships with other community human/social service providers to support participant need for other interventions (e.g. behavioral health services, substance abuse services, health services, and related supports).

Current Housing Programs				
Program	Population Served	Number Units/Beds	Annual Budget	Annual Utilization Rate
HOPE Shelter	Homeless – DV Preference	23	$250,000	84%
HOPE House – Transitional Housing	Homeless – DV Preference	5-Units 19-Beds	$300,000	96%
Click here to enter text.	Click here to enter text.	Enter #	Enter $	Enter %

2. Describe the basic organizational and management structure of your organization. Include evidence of effective internal communication, external coordination with outside partners and an adequate financial accounting system.
    Alle-Kiski Area HOPE Center, Inc. is a private, not-for-profit corporation, recognized by the IRS as a 501(c)(3) organization. As such, HOPE is governed by a volunteer board of directors who are responsible for the supervision of its executive director and due diligence of governance for all fiscal and programmatic facets of the organization. . The executive director is tasked with the effective, efficient, and sound operations – both programmatic and fiscal. The executive director provides direct support and supervision to the director of fiscal operations and the program leadership team (supervisors of residential services, community services, prevention services, and outreach services). Supervisors are responsible for the operation and supervision of the service-delivery system within their departments. They also provide direct supervision to direct-service staff and volunteers. The supervisors have each been affiliated with HOPE for more than 10 years.

    The fiscal director demonstrates a successful 14-year history of exemplary fiscal operation in compliance with HOPE's Fiscal Manual (designed to support segregation of duties and internal controls) and all applicable laws, rules, regulations, and standards. HOPE uses Blackbaud's Financial Edge accounting system. It provides accounting programs that are adequate to accurately track multiple programs and funding streams.

    HOPE's direct service-delivery relies on effective internal communications among the administration, supervision, and advocacy staff. To this end, supervisors have daily communication with advocates and schedule weekly case advocacy meetings. The leadership team meets every two weeks and as-needed to continue to provide meaningful services that meet the participants' needs. HOPE also values effective communication with collaborators and stakeholders. HOPE's supervisors and administration attend and actively participate in county-wide housing meetings, victims' services meetings, educational collaboratives, and other task groups and work groups. Without strong partners, HOPE would be unable to provide the necessary supports and services to address the complex needs of participants.

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In addition to the permanency and self-sufficiency services, HOPE array of services also includes legal advocacy, crisis intervention, group and individual counseling, support groups, children's services, and outreach services to increase awareness of needs and services. Participants in HOPE's RRH program will have full access to HOPE's internal resources.

3. Describe any unresolved monitoring or audit findings for any HUD grants (including ESG) operated by your organization (if any).
    HOPE currently has no unresolved monitoring issues and no audit findings for any HUD Grants.

4. Describe your organization's proposed staffing plan.
    a. *Staff experience working with the homeless population and in the housing community*
        The staffing plan proposes a rapid re-housing team, consisting of 50% of the Supervisor of Residential Services, Ms. Erin Gillette. Ms. Gillette is a master's level social worker who has 14 years of successful experience working with victims of domestic violence who are homeless and with people from the general population who are experiencing homelessness. She will be responsible for some direct services, supervision of three case managers, recruitment and retention of landlords, and interactions with the county, the Link, and HMIS. Ms. Gillette demonstrates consistent success working with the target population and assisting them in quickly moving from homeless to permanently housed. She brings with her a long history of supervision of advocacy and case management in emergency shelter, transitional housing, and formerly the SSO program. HOPE advocates a "whatever it takes" philosophy to service-delivery.

        The three case managers have been identified from HOPE's current advocacy staff. All have multiple years of experience working with individuals experiencing homelessness and with various housing options. They will be responsible for initial assessment of needs, options counseling, housing search and assistance, coordination of other identified services, self-sufficiency counseling, regular monitoring, supportive services, and other direct-service delivery.

    b. Your organization's strategy for recruiting and retaining quality staff
        HOPE currently employs staff members who have expressed an interest and possess the skills necessary to successfully support the RRP case management positions. Over the next 12-months, HOPE intends to design a retention plan that will be supported by benchmark incentives to retain case managers and maintain consistency for participants.

    c. Your organization's professional development and staff training program
        HOPE's service philosophy relies on intelligent, prepared, passionate, and satisfied staff members. To support professional development, HOPE internally posts all position vacancies prior to advertisement. Supervisors participate in monthly mentoring meetings with their team members. In addition, part of the annual performance evaluations includes professional development goals that are mutually agreed upon. Supervisors work with their direct-reports to provide opportunities for them to gain additional skills and have opportunities for career development in meaningful ways.

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All staff members are responsible for completing 24 annual training hours. Some of the hours are provided or coordinated by HOPE and others are attendance at public presentations and are approved by the supervisor.

d. Your organization's plan for staff performance management
All employees complete annual evaluations with their supervisors. During the process, they agree on improvement and development goals. These are formally and informally reviewed throughout the year. HOPE uses a positive performance improvement system to address both positive and negative needs.

5. Describe your organization's use of HMIS. Indicate if you are a victim service provider not required to participate in HMIS.
   a. Your organization's previous experience inputting data into HMIS
   HOPE is a victim services provider and has not fully participated in HMIS, to date. Upon notification of the success of this proposal, HOPE will enter all Rapid Re-housing participant data into HMIS. Domestic violence victims' __identifying and__ __services__ information will be held in a comparable database.

   b. Your organization's plan for managing referrals through HMIS, strategy for entering the required data into HMIS in a timely manner and who on your staff is responsible for this
   The supervisor of residential services will be responsible for managing referrals through the HMIS system. As referrals are received, she will provide the additional information contact. Once the participant decides to engage in HOPE's services, the supervisor of residential service will assign the participant to a case manager. She will also monitor the workload of each case manager and the participants' progress toward permanency. Case managers will be given data entry timelines. These will be monitored by the supervisor to assure for timeliness and accuracy. The executive assistance will be responsible for quality controls and correction of HOPE's RRH data in the HMIS system.

   c. Your organization's quality assurance procedures for entering data into HMIS and correcting data when necessary
   Six of HOPE's staff members have received HMIS training. Staff members assigned to RRH will be responsible for accurate and timely entry of their case activities. The executive assistant is responsible for maintaining and evaluating all information. Upon notice of success of this proposal, HOPE will arrange for a review of Allegheny County's HMIS system among trained staff to make certain that the executive assistant has the skill and knowledge to enter, review, check, and correct data, as needed, to maintain exemplary data quality.

6. Please fill out the following charts to indicate if you will follow a Housing First model for the proposed PSH and/or RRH Program(s). (Note: a project is considered Housing First only if "none of the above" is the only selection chosen). Provide a brief narrative on your organization's use of the Housing First model in the narrative box below.

Does the Program(s) ensure that Participants are not screened out based on the following items? Select all that apply	
Having too little or no income	☐

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Active history of substance use	☐
Having a criminal record with exceptions for state-mandated restrictions	☐
History of domestic violence	☐
None of the above	☒

Does the Program(s) ensure that Participants are not terminated from the program for the following reasons? Select all that apply	
Failure to participate in supportive services	☐
Failure to make progress on a service plan	☐
Loss of income or failure to improve income	☐
Being a victim of domestic violence	☐
Any other activity not covered in a lease agreement typically found in the project's geographic area	☐
None of the above	☒

HOPE proposes the use of a "Housing-First" model for its Rapid Re-Housing project. The model focuses on engaging participants, evaluating housing needs, aggressively working together to secure permanent housing, and then addressing barriers to stability and self-sufficiency through supportive services that enhance individual and family well-being. HOPE's model includes, but is not limited to, the following components:

- *Initial assessment targeting housing and support needs,*
- *Case management assistance locating rental housing, development of relationships with private-sector landlords, and negotiation of leases,*
- *Financial assistance; ranging from security deposits, first month's rent payments, to longer-term housing subsidy,*
- *Follow-along case-management support to coordinate services (short or long term) to meet the needs of the participant,*
- *The provision of supportive services, and*
- *Safety planning and other domestic violence services specific to RRH participants who are fleeing domestic violence.*

7. Describe your organization's experience in leveraging other federal, state, local and private sector funds.
   HOPE operates it programs and services with a budget of $1.1 million. This sum represents approximately 90% federal, state, and local government grants, 5% private sector funds, and 5% community support. In addition, HOPE receives in-kind goods and services that represent substantial support for HOPE's programs. Though successful performance and responsive programming, HOPE has maintained stable funding and programs over the past fifteen years. HOPE also believes that "no provider can be all things to all participants." Therefore, HOPE engages in robust collaborative relationships with other human/social services providers and community resources to offer seamless referrals. These activities yield hundreds of thousands of dollars each year in leveraged support for participants.

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8. Attach an audited financial report for your organization and describe how it reflects your financial policies and organizational stability (does not count towards page limit).
    See attached.

C. Rapid Re-Housing (RRH) Program (65 points). If you are proposing an RRH Program, fill out the questions below. If you are not proposing a RRH Program, leave this section blank. Note that each program will be scored separately. Your response to this section should not exceed 15 pages.

1. Provide a unique Program name. Note that it cannot be called "[Your organization's name] RRH."
    HOPE proposes the program named "SAFE-At-Home"
2. Provide a summary description of the entire scope of your organization's proposed RRH Program.
    HOPE will provide an array of services to the households in its SAFE-At-Home program, including, but not limited to, case management, service coordination, direct services to children, domestic violence and parenting support groups, life skills training, budgeting and financial literacy, and advocacy with landlords and the housing authority. All of the services provided will be "participant-driven." This service philosophy is driven by the premise that, given choices and opportunities, participants will work to ensure their own safety and success. HOPE believes that, if services are meaningful to participants' goals, they will actively remain engaged in services. Services begin with the first contact with HOPE in the form of a crisis intervention addressing the immediate pressing needs of the household or by referral through the Link. This may include ensuring household safety and a possible shelter placement until new housing can be found. Housing search begins immediately. Short-term goals are developed, and HOPE will provide financial assistance and advocacy with landlords to help households access housing. Financial assistance can range from short-term rental assistance to assistance with accessing permanent housing subsidies. HOPE will build strong relationships with area apartment management companies, real estate agents, and landlords. Because HOPE will be there to support its participants, the landlords may be more likely to rent to the participants, even when they have spotty rental histories or as yet insecure income. Once housing is obtained, case managers will work with the household on issues that will promote housing retention. Services offered during this phase will include home visits, job search and job training referrals, case coordination with other systems, linkages to legal services, and help with budgeting and goal planning. Eventually, work will begin on long-term goals; including increasing household income and helping participants navigate public and community-based services independently. HOPE will continue to work with mainstream and community-based social service providers to make it easier for its participants to access assistance. The relationship with mainstream providers also helps facilitate referrals of households in crisis to HOPE's services. Financial subsidy is estimated to be provided for an average of 6 months, but other supportive services offered to families may last up to two years if they are needed and welcomed. Services are offered to prepare households receiving short- or medium-term rental assistance for transitioning off of the subsidy.

3. Describe the estimated schedule for the proposed activities, the management plan and the method for assuring effective and timely completion of all work for the RRH Program.

ACTIVITY	Proposed Timeframe
• *Initial referral received*	*Day 1*
• *Case manager assigned and first contact with participant attempted*	*Day 2 (within 24 hours)*

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- *Initial assessment scheduled with participant*   *Day 2-7*
- *Individual self-sufficiency plan completed including housing options*   *Day 7-10*
- *Goals designed and reviewed with participant – documentation designed*   *Day 7-10*
- *Contact with associated landlords or recruitment new landlord*   *Day 10-14*
- *Housing visits and selection (estimated rental assistance period)*   *Day 14-28*
- *Secure and move-in to selected housing*   *Day 30-60*
- *Coordination and/or delivery of supportive services*   *Day 2-365*

MANAGEMENT PLAN   ***Proposed Frequency***

- *Supervisor of Residential Services and Case Management Communication*   *Daily*
- *Supervisor and Case Management Case Advocacy Meetings*   *Weekly*
- *Case Management Meetings with Participants (goals and progress)*   *Weekly (and as needed)*
- *Supervisor - Landlord Recruitment and Retention*   *On-going*
- *Barrier Resolution Meetings with CM and Participant*
  (and landlord, if required)   *As Needed*

4. Describe your organization's strategy to serve RRH Program Participants
   a. The Target Population for the RRH Program is adults or families experiencing homelessness. Beyond that, the RRH Program does not identify a specific subpopulation focus. If your organization will propose serving a specific subpopulation, please identify it by completing the Population Focus chart below. Provide a narrative describing the specific subpopulation(s) and why you propose the specific focus.

RRH Program			
Population Focus			
Chronically Homeless	☒	Domestic Violence	☒
Veterans	☒	Substance Abuse	☒
Youth under 25	☒	Mental Illness	☒
Families with children	☒	HIV/AIDS	☒
Other: Specify – ***HOPE will serve all subpopulations and offer specialized DV services***			

*HOPE proposes to serve **all** adults and families experiencing homelessness who are referred through the Link, including individuals from all subpopulations. However, because of its mission and history, HOPE intends to <u>offer</u> additional specialized services for the subpopulation, victims of domestic violence.*

   b. In the charts below, summarize your organization's proposed RRH Program. The numbers are intended to reflect your organization's plan for the RRH Program at maximum capacity. Numbers should reflect a single point in time and not the number serviced over the course of a year or grant term.

RRH Program
Persons in Households with at Least One Adult and One Child

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	Adults over age 24	Adults ages 18-24	Children under age 18	Total Persons
Chronically Homeless Non-Veterans	Enter #	Enter #	Enter #	Enter #
Chronically Homeless Veterans	Enter #	Enter #	Enter #	Enter #
Non-Chronically Homeless Veterans	Enter #	Enter #	Enter #	Enter #
Chronic Substance Abuse	Enter #	Enter #	Enter #	Enter #
People with HIV/AIDS	Enter #	Enter #	Enter #	Enter #
People with Severe Mentally Illness	Enter #	Enter #	Enter #	Enter #
Victims of Domestic Violence	8	8	30	46
People with a Physical Disability	Enter #	Enter #	Enter #	Enter #
People with a Developmental Disability	Enter #	Enter #	Enter #	Enter #
People not represented by listed subpopulations	Enter #	Enter #	Enter #	Enter #

RRH Program			
Persons in Households without Children			
	Adults over age 24	Adults ages 18-24	Total Persons
Chronically Homeless Non-Veterans	Enter #	Enter #	Enter #
Chronically Homeless Veterans	Enter #	Enter #	Enter #
Non-Chronically Homeless Veterans	Enter #	Enter #	Enter #
Chronic Substance Abuse	Enter #	Enter #	Enter #
People with HIV/AIDS	Enter #	Enter #	Enter #
People with Severe Mental Illness	Enter #	Enter #	Enter #
Victims of Domestic Violence	Enter #	Enter #	Enter #
People with a Physical Disability	Enter #	Enter #	Enter #
People with a Developmental Disability	Enter #	Enter #	Enter #
People not represented by listed subpopulations ***HOPE will serve all participant subpopulations***	4	4	8

RRH Program			
Persons in Households with Only Children			
	Accompanied Children under age 18	Unaccompanied Children under age 18	Total Persons
Chronically Homeless Non-Veterans	Enter #	Enter #	Enter #
Chronically Homeless Veterans	Enter #	Enter #	Enter #
Non-Chronically Homeless Veterans	Enter #	Enter #	Enter #
Chronic Substance Abuse	Enter #	Enter #	Enter #
People with HIV/AIDS	Enter #	Enter #	Enter #
People with Severe Mentally Illness	Enter #	Enter #	Enter #
Victims of Domestic Violence	Enter #	Enter #	Enter #
People with a Physical Disability	Enter #	Enter #	Enter #

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People with a Developmental Disability	Enter #	Enter #	Enter #
People not represented by listed subpopulations	Enter #	Enter #	Enter #

Housing Type	Units	Beds	Dedicated Chronically Homeless Beds	Non-Chronically Homeless Beds
Click here to enter text.	24	54	Enter #	Enter #

Households	Households with at least one adult and one child	Adult households without children	Households with only children	Total
Total number of households	16	8	Enter #	24

Characteristics	Persons in households with at least one adult and one child	Adult persons in households without children	Persons in households with only children	Total
Adults over age 24	8	4	Enter #	12
Adults over age 18-24	8	4	Enter #	12
Accompanied children under age 18	30	Enter #	Enter #	30
Unaccompanied children under age 18	Enter #	Enter #	Enter #	Enter #
Total Persons	46	8	Enter #	54

5. Describe your organization's experience with the RRH Program target population and your chosen subpopulation.
   HOPE has served individuals who are homeless due to domestic violence for 37 years. When its shelter opened in 1990, it also began serving all homeless women and women with children. For more than 20 years, HOPE's vision for shelter participants has been safe and affordable housing for all those we serve. However, HOPE experience in the operation of emergency shelter and transitional housing programs has provided exposure to and experience with

6. Describe your organization's housing sites for the RRH Program.
   a. How your organization will consider the needs of RRH Clients and the barriers that are currently preventing them from obtaining and maintaining housing and those needs and barriers will be addressed through case management
      HOPE maintains programs and services that are strengths-based and solution-focused. Each participant who enters the service-delivery systems completes a needs assessment with a trained advocate. Based on the results of that assessment, the participant works with the case manager to establish an Individual Self-Sufficiency Plan. The case manager assists the participant in

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moving through the long and short term goals and objectives by providing the level of assistance necessary. The assessment identifies barriers and the ISSP establishes options for eliminating them. HOPE proposes the elimination of barriers as one if its additional goals in this proposal.

b. How your organization will identify appropriate scattered site units and ensure that rents are reasonable (include your organization's definition of reasonableness)
HOPE defines reasonable rent by the guidelines established by HUD's Fair Market Rental for the Pittsburgh Region. In addition, HOPE assesses an individual's ability to maintain the rent after the period of subsidy ends. In this regard, reasonable rent includes current income of the participant, options for increased income, and ability to sustain permanency.

c. Your organization's plan for recruiting and working with landlords and other homeless services providers
Upon notice of the success of this proposal, HOPE will begin individual face-to-face meetings with landlords and will hold several landlord events. HOPE intends to create a system that will offer incentives to landlords and participants for creating successful relationships.

d. Your organization's plan for assessing the suitability of scattered site units for habitation by RRH Participants
Most of the municipalities in which HOPE will be working have zoning officers who inspect properties prior to each rental. HOPE will work with RRH participants and landlords to be on-site during the inspection to ascertain that the inspection occurred and that the property is deemed up-to-code, safe, and habitable. If the municipality does not have this requirement, HOPE will work with an independent inspector and/or use PA's Habitability Guidelines.

e. Where your organization's plan on locating the scattered site units in the County
HOPE proposes scattered sites in the communities of the Alle-Kiski Valley, predominantly. However, it will also prepare to work in other areas of the county the meet the needs of its RRH participants.

7. Describe your organization's plan for coordinating with outside partners to ensure that the RRH Program is successful, including your plan for leveraging funds and support.
HOPE has a long history of building and maintaining robust partnerships to assure for adequate and seamless service delivery. It will rely on existing relationships to ensure that the services and supports are available for all RRH participants to achieve success, permanency, and improved quality of life.

8. In the following Supportive Services chart indicate who will provide the Supportive Services and how often RRH Program Participants will receive the Supportive Services. The chart has drop-down lists that provide specific answers for you to use. If your organization will not be providing or subcontracting the listed service in the chart, then do not complete that particular service. Provide a brief narrative on your organization's plan for Supportive Services in the narrative box below.

RRH Program		
Supportive Service	**Provider**	**Frequency**
Assessment of Service Needs	Your organization	Weekly
Assistance with Moving Costs	Your organization	As needed
Case Management	Your organization	Weekly
Child Care	A non-partner agency	As needed
Education Services	A non-partner agency	As needed
Employment Assistance & Job Training	A partner agency	As needed

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Food *(HOPE will Provide Start-up Food)*	A partner agency	As needed
Housing Search & Counseling Services	Your organization	Weekly
Legal Services	A partner agency	As needed
Life Skills Training	Your organization	As needed
Mental Health	A non-partner agency	As needed
Outpatient Health Services	A non-partner agency	As needed
Outreach Services	Your organization	As needed
Substance Abuse Treatment	A non-partner agency	As needed
Transportation *(HOPE will also provide)*	A non-partner agency	As needed
Utility Deposits	Your organization	As needed

Click here to enter text.

9. Describe your organization's plan to track and achieve the HUD performance standards for the RRH Program and fill out the chart below:
   a. Maintaining permanent housing
      HOPE's supervisor of residential services and case managers will provide services selected by participants that are meaningful and relevant to eliminate barriers to permanency. Performance will be tracked by case management review of goal plans, verify documentation, and provide continued support, as needed.
   b. Maintaining or increasing income
      HOPE's case managers will link participants with CareerLink and will support those efforts using the R.E.S.P.E.C.T. (Reaching Employment-Seeking People through Education, Counseling and Training) project curriculum. Performance will be tracked by case management review of goal plans, verify documentation, and provide continued support, as needed.
   c. Maintaining or increasing non-cash benefits
      HOPE's case managers will provide information advocacy with in the public benefit systems and will actively assist participants in the process. Performance will be tracked by case management reviewing goal plans, verifying documentation, and providing continued support and advocacy, as needed.
   d. Obtaining employment
      HOPE's case managers will link participants with CareerLink and will support those efforts using the R.E.S.P.E.C.T. (Reaching Employment-Seeking People through Education, Counseling and Training) project curriculum. Performance will be tracked by case management reviewing goal plans, verifying documentation, and providing continued support and advocacy, as needed.
   e. Returning to homelessness in six and 12 months
      HOPE's supervisor of residential services and case managers will provide services selected by participants that are meaningful and relevant to eliminate barriers to permanency. Performance will be tracked by case management site visits. It will also be supported by an agreement among the participant, HOPE, and the landlord to meet to mitigate problems that could affect permanency.
   f. Utilizing supportive services
      HOPE proposes the use of an incentive program to meet benchmarks and goals directed at participant permanency and self-sufficiency. Participant selected incentives will be provided

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during participation in supportive services encounters. Case managers will track attendance and progress in supportive service interactions.

RRH Program			
Housing Measures			
Proposed Measure	**Target (#)**	**Universe (#)**	**Target (%)**
Participants remaining in permanent housing	20	24	85
Participants maintaining or increasing their total income (from all sources) at the end of the operating year	19	24	80
Participants maintaining or increasing their non-cash benefits at the end of the operating year	19	24	80
Participants obtaining employment	5	24	20
Participants returning to homelessness in six and 12 months	1	24	5
Participants utilizing supportive services	20	24	85

10. Describe other outcomes that your organization plans to achieve in the RRH Program and your organization's plan for tracking and achieving those outcomes. Use the chart below to summarize those outcomes. Insert or delete lines/charts as necessary.

RRH Program
Additional Performance Measures
Participants will maintain or secure healthcare through public or private sources.
Participants will demonstrate reduction in identified barriers to permanency.
Participants will enroll in a program or service to improve quality of life needs.

Additional Performance Measures Detail			
Proposed Measure	**Target (#)**	**Universe (#)**	**Target (%)**
Participants will maintain or secure healthcare through public or private sources.	19	24	80
Data source and data collection method: *Documentation of healthcare reviewed and verified by case manager.*			
Specific data elements and formula proposed for calculating results: *# of documented healthcare/Universe X 100 = >85%*			
Rationale for why the proposed measure is an appropriate indicator of performance: *Healthcare ID cards show proof of enrollment.*			

Additional Performance Measures Detail			
Proposed Measure	**Target (#)**	**Universe (#)**	**Target (%)**
Participants will demonstrate reduction in identified barriers to permanency.	20	24	85
Data source and data collection method: *Goal plan review data sheet – prepared by supervisor of residential services – during reviews*			

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Specific data elements and formula proposed for calculating results: *Documentation identified in the goal plan – reviewed and verified by the case manager. Calculated as # of participants who show progress/Universe X 100 = >85%*
Rationale for why the proposed measure is an appropriate indicator of performance: *The proposed measure is agreed upon by the supervisor and the participant in the goal plan. Progress is measureable and observable.*

Additional Performance Measures Detail			
Proposed Measure	**Target (#)**	**Universe (#)**	**Target (%)**
Participants will enroll in a program or service to improve quality of life needs.	20	24	85
Data source and data collection method: *Documentation from program or service enrollment or completion – reviewed by case manager.*			
Specific data elements and formula proposed for calculating results: *Calculated as # of participants with documentation/Universe X 100 = > 85%*			
Rationale for why the proposed measure is an appropriate indicator of performance: *The proposed measure is agreed upon by the supervisor and the participant in the goal plan. Progress is measureable and observable.*			

1. Describe your organization's plan for managing referrals and securing housing for RRH Program Participants. Fill out the chart below.
   Click here to enter text.

RRH Program	
Enter the percentage of Participants that will be coming from each of the following locations	
15	Directly from the street or other locations not meant for human habitation
40	Directly from emergency shelters
5	Directly from safe havens
40	Persons fleeing domestic violence
100	**Total of above percentages**

11. Describe your organization's ability to effectively utilize federal funds and performing the scope of services described in the RFP for the RRH Program within funding and time limitations.
   HOPE has a documented history of effectively utilizing federal funds to complete the scope of services in its transitional housing program. It will use the same management oversight and accounting practices to implement the RRH project. HOPE intends to closely work with the technical assistance available through Allegheny County to assure efficiency and efficacy in the cost-effective design of the project.

   HOPE anticipates with enthusiasm the ability to expand its service capacity from approximately five households per year to twenty four households per year. The current model offers flexibility that will allow case managers to provide necessary levels of support based on individual need. The proposed scope of services represents no deviation from HOPE's current service-delivery system which the

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organization has consistently and successfully delivered. The addition of the case management positions for the RRH project will be adequate to serve the increased capacity.

12. Provide a detailed budget narrative that clearly supports the RRH Program.

HOPE proposes a total project budget of $407,378. This sum includes cash and in-kind match totaling $85,000.   HOPE's budget rental assistance budget includes 24 units ranging from one to four bedrooms. It is anticipated that the rental assistance will be paid for an average of six month, with some participants requiring less time to become self-sufficient and others who have more barriers will require longer financial support. The rents were calculated using HUD's Pittsburgh, PA HUD Metro FMR AREA. Rental assistance cost. Based on the average six-month assistance period, the rental assistance budget accounts for $121,776 of the total grant.

The supportive services budget includes wages and benefits for 3 case managers and 0.5 FTE of the supervisor of residential services. In addition to supervision of the case manager and program oversight the supervisor will also share in responsibility for some direct services. Case managers will complete many facets of the supportive services including housing counseling/search, life skills training, outreach and other service coordination. The 3.5 FTE's budgeted in this grant account for $143,000 of the total budget.   HOPE also includes in supportive services $12,000 for assistance with moving expenses – this is calculated based on an average of $500/participant. HOPE also anticipates a cost of approximately $300/participant for food and supplies to start out the household. Case managers will work to quickly connect participants with food banks and other non-cash assistance. The budget includes $12,000/participant for utility deposits ($500/each average). Supportive services budget also includes $4,400 for the purchase of laptops for case managers and for other program supplies and printing.

HOPE has included HMIS costs for the executive assistant allocated at 5 hours/week for a total of $6500. Administrative fees $10,902 represent 3.5% of the total grant.

13. The charts below are HUD's specific budget format. Use the charts to provide details on your organization's budget for the proposed RRH Program.

RRH Program	
Select the costs for which funding is being requested	
Acquisition/Rehabilitation/New Construction	☐
Leased Units	☐
Leased Structures	☐
Rental Assistance	☒
Supportive Services	☒
Operations	☒
HMIS	☒

RRH Program			
Rental Assistance Budget			
	Total request for grant term		Enter $
	Total units		24
Type of rental assistance	FMR Area	Total Units Requested	Total Request

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Choose an item.	Click here to enter text.	Enter #	Enter $

Type of Rental Assistance: TRA
Options include tenant-based (TRA), sponsor-based (SRA), and project-based assistance (PRA). Each type has unique requirements and Proposers should refer to the 24 CFR 578.51 before making a selection.

Metropolitan or non-metropolitan fair market rent area: Pittsburgh, PA HUD Metro FMR Area
Select the FY 2016 FMR area in which the project is located. The selected FMR area will be used to populate the rents in the chart below. See https://www.huduser.gov/portal/datasets/fmr.html for more information and how to determine your organization's FMR area.

RRH Program							
Rental Assistance Budget Detail							
Size of Units	**Number of Units**		**Fair Market Rent**		**Number of Months**		**Total**
SRO	Enter #	X	Enter $	X	Enter #	=	Enter $
0 bedroom	Enter #	X	Enter $	X	Enter #	=	Enter $
1 bedroom	8	X	657	X	6	=	31536
2 bedroom	8	X	827	X	6	=	39696
3 bedroom	6	X	1026	X	6	=	36936
4 bedroom	2	X	1134	X	6	=	13608
5 bedroom	Enter #	X	Enter $	X	Enter #	=	Enter $
6 bedroom	Enter #	X	Enter $	X	Enter #	=	Enter $
7 bedroom	Enter #	X	Enter $	X	Enter #	=	Enter $
Total		**X**		**X**		**=**	121776

RRH Program		
Supportive Services Budget		
Category	**Quantity and Description**	**Annual Assistance Requested**
Assessment of Service Needs	*Included in case management*	Enter $
Assistance with Moving Costs	Estimated at $500 X 24 Participants	12000
Case Management	3 CM's + Supervisor (50%) each at 40hrs/wk	143000
Child Care	Click here to enter text.	Enter $
Educational Services	Click here to enter text.	Enter $
Employment Assistance	*Included in case management*	Enter $
Food	Initial food purchase @ $300 x 24 Participants	7200
Housing/Counseling Services	*Included in case management*	Enter $
Legal Services	Click here to enter text.	Enter $
Life Skills	*Included in case management*	Enter $
Mental Health Services	Click here to enter text.	Enter $
Outpatient Health Services	Click here to enter text.	Enter $
Outreach Services	*Included in case management*	Enter $
Substance Abuse Treatment Services	Click here to enter text.	Enter $

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Transportation	Bus tickets/CM mileage reimbursements	4600
Utility Deposits	Estimated @ $500 X 24 Participants	12000
Operating Costs	Program supplies, 3 laptops, printing	4400
Total Services Requested		183200

RRH Program	
Summary for Match	
Total Value of Cash Commitments	50,000
Total Value of In-Kind Commitments	50,000
Total Value of All Commitments	100,00

RRH Program					
Summary for Leverage					
Total Value of Cash Commitments	20,000				
Total Value of In-Kind Commitments	680,00				
Total Value of All Commitments	700,000				
Match or Leverage	Type	Source	Contributor	Date of Commitment	Value of Commitments

RRH Program			
Summary Budget			
Eligible Costs	**Annual Assistance Requested**	**Grant Term**	**Total Assistance Requested for Grant Term**
1a. Acquisition			Enter $
1b. Rehabilitation			Enter $
1c. New Construction			Enter $
2a. Leased Units	Enter $	Enter Time	Enter $
2b. Leased Structures	Enter $	Enter Time	Enter $
3. Rental Assistance	124,776	2017/2018	121,776
4. Supportive Services	183,200	2017/2018	183,200
5. Operating	Enter $	Enter Time	Enter $
6. HMIS	6,500	2017/2018	6,500
7. Sub-total Costs Requested			311,476
8. Admin (up to 7%)			10,902
9. Total Assistance Plus Admin Requested			322,378
10. Cash Match			35,000
11. In-Kind Match			50,000
12. Total Match			85,000

RFP Response Form

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13. Total Budget		407,378

ATTACHMENTS

Please submit the following attachments with your Response Form. These can be found at: http://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Solicitations-(RFP/RFQ/RFI).aspx
- Cover Page
- Allegheny County Vendor Creation Form
- W-9 Form
- MWDBE Participation Statement or Waiver Statement
- Audited Financial Report

CERTIFICATION

Please read the below statement and check the box to indicate agreement with its content.

☒ By submitting this Proposal, I certify and represent to the County that all submitted materials are my work and that all responses are true and accurate.